COUNCIL MEETING AGENDA
Tuesday
20 August 2024
6pm
Community Room 1, Community Hub, Maryborough and
livestreamed on the internet.

1. Commencement of Meeting and Welcome

Councils must, in the performance of its role, give effect to the overarching governance principles in the *Local Government Act 2020.*[1]
These are included below to guide Councillor consideration of issues and Council decision making.

a. Council decisions are to be made and actions taken in accordance with the relevant law;

b. priority is to be given to achieving the best outcomes for the municipal community, including future generations;

c. the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;

d. the municipal community is to be engaged in strategic planning and strategic decision making;

e. innovation and continuous improvement is to be pursued;

f. collaboration with other Councils and Governments and statutory bodies is to be sought;

g. the ongoing financial viability of the Council is to be ensured;

h. regional, state and national plans and policies are to be taken into account in strategic planning and decision making;

i. the transparency of Council decisions, actions and information is to be ensured.

2. Apologies

Council's Governance Rules require that the minutes of Council meetings record the names of Councillors present and the names of any Councillors who apologised in advance for their non-attendance.[2]
The annual report will list councillor attendance at Council meetings. Councillor attendance at Councillor briefings is also recorded.

3. Leave of Absence

One reason that a Councillor ceases to hold the office of Councillor (and that office becomes vacant) is if a Councillor is absent from Council meetings for a period of 4 consecutive months without leave obtained from the Council. (There are some exceptions to this – see section 35 for more information.)
A Councillor can request a leave of absence. Any reasonable request for leave must be granted.[3] Leave of absence is approved by Council.
Any request will be dealt with in this item which is a standing item on the agenda. The approvals of leave of absence will be noted in the minutes of Council in which it is granted. It will also be noted in the minutes of any Council meeting held during the period of the leave of absence.

[1] Section 9.
2 Chapter 2, rule 62.

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

4. Conflicts of Interest

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

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

Disclosures at Council meetings

Under the Governance Rules:[1]

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

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

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

2.1 advising of the conflict of interest;

2.2 explaining the nature of the conflict of interest; and

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

(a) name of the other person;

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

(c) nature of that other person's interest in the matter,

and then immediately before the matter is considered at the meeting announcing to those present that he or she has a conflict of interest and that a written notice has been given to the Chief Executive Officer under this sub-Rule.

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

Disclosures at councillor briefings (and other meetings)

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

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

[1] Chapter 5, Rule 3
2 Chapter 5, Rule .

Councillor form to disclose conflicts of interest

Name: _____

Date: _____

Meeting type:
    Briefing
    Meeting
    Other _____

Nature of the conflict of interest (describe):

_____

_____

_____

_____

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

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

5. Confirmation of Minutes from previous Council Meetings

RECOMMENDATION

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

5.1 Minutes from previous Council Meeting dated 25 July 2024.

5.2 Confidential Minutes from Special Council Meeting dated 30 July 2024
    (Provided under separate cover)

COUNCIL MEETING MINUTES

Tuesday 23 July 2024

6pm

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

Membership

Liesbeth Long (Mayor)
Grace La Vella
Geoff Lovett
Chris Meddows-Taylor
Gerard Murphy
Wayne Sproull
Anna de Villier

Commencement of Meeting and Welcome

PRESENT:

Councillors:
Liesbeth Long (Mayor)
Grace La Vella
Geoff Lovett
Chris Meddows-Taylor
Gerard Murphy

Officers
Chief Executive Officer Lucy Roffey
General Manager Assets Infrastructure and Planning Amber Ricks
General Manager Corporate Performance Mick Smith
Manager Governance Property and Risk Cecilia Connellan

Apologies

Cr Anna de Villier
Cr Wayne Sproull

General Manager Community Wellbeing Emma Little

Leave of Absence
Nil

Conflict of Interest
Nil

5   Confirmation of Minutes from previous Council Meetings

MOTION
That Council confirm the following Minutes as a true and accurate record of the meeting: **5.1** Minutes from previous Council Meeting dated 25 June 2024. **5.2** Confidential Minutes from Special Council Meeting dated 1 July 2024 Moved: Cr La Vella Seconded CR Meddows-Taylors Carried

Officer Reports

8.1 Council Plan Action Plan Report Q4

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

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

Moved: Cr Lovett
Seconded: Cr Murphy

Carried

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

8.2 Community Satisfaction Survey Results 2024

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

MOTION

That Council note the Community Satisfaction Survey Results for 2024.

Moved: Cr Meddows-Taylor
Seconded: Cr Murphy

Carried

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

8.3 Draft Local Laws 2025 – Public Consultation

The purpose of this report is to recommend release the draft General Local Law 2025 for public consultation and community feedback.
The proposed Local Law 2025 incorporates changes that respond to; identified community issues, feedback received on the current Local Law (2015) and a Councillor workshop held in April 2024.
A legal review of these changes has been completed.
The Local Government Act 2020 (2020 Act) empowers council to make local laws, but how they are made, and their application has been amended to improve the relevance and effectiveness of local laws.
The release of the draft will validate the community impact for the proposed changes and provide confidence on the suitability of the proposed changes

MOTION

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

Moved: Cr La Vella
Seconded: Cr Meddows-Taylor

Carried

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

8.4 Draft Central Goldfields Event Strategy

The purpose of this report is to provide a report to Council on Draft Central Goldfields Events Strategy (2024-2028) and outline the process to go out for community consultation.
Feedback gathered from this consultation will be considered in finalising the strategy.

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

MOTION

That Council:

1. Endorse the Draft Central Goldfields Events Strategy (2024-2028) for community consultation

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

Moved: Cr La Vella
Seconded: Cr Lovett

Carried

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

8.5 PAYROLL SERVICES CONTRACT G1871- 2023

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

MOTION

That Council:

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

Moved: Cr Murphy
Seconded: Cr Lovett

Carried

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

8.6 PREVENTION OF FRAUD AND CORRUPTION POLICY REVIEW

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

MOTION

That Council:

1. Notes the Audit & Risk Committee review of the updated policy and the rigorous legislative requirements on occasions of alleged or actual fraud or corruption

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> 2. Adopts the updated Prevention of Fraud and Corruption policy
>
> Moved: Cr Lovett
> Seconded: Cr La Vella
>
> Carried

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

8.7 Central Goldfields Early Childhood Education Workforce Plan 2024-2029

This report seeks Council endorsement of the Central Goldfields Early Childhood Education Workforce Plan 2024 – 2029.
The Plan contains workforce planning and analysis undertaken to support the implementation of Victorian Government Best Start, Best Life Reforms.
These reforms include ongoing expansion of 3-year-old kinder, 30 hours of pre-prep for 4- year-olds, and the creation of Government owned and run Early Learning and Care Centres.

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

Crs who spoke to the motion: Cr Meddow-Taylors, Cr Murphy

9. Councillor Reports and General Business

10. Notices of Motion
Nil

11. Urgent Business

Nil

12. Confidential Business

Nil

13. Meeting Closure meeting closed 6.47pm

6. Minutes of Delegated and Advisory Committees

Nil

7. Petitions

Nil

8. Officer Reports

8.1 CONTRACT G1882-2023 ANNUAL SUPPLY – SUPPLY, DELIVER & LAY ASPHALT

Author: **Acting Coordinator Design & Projects**

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

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

SUMMARY/PURPOSE

The purpose of this report is to recommend Council award Contract G1882-2023 for the Annual supply – Supply, deliver & lay asphalt panel, following a public tender process.

The contract is a panel contract and the anticipated spend under the contract is above the CEO's financial delegation, the contract is required to be awarded by Council.

RECOMMENDATION

That Council;

1. award contract G1882-2023 Annual supply – Supply, deliver & lay asphalt panel to both Centre State Asphalt Pty Ltd and B.A Road Services Pty Ltd, for the term of 4 years with an optional 3-year extension if required.

2. Authorises the Chief Executive Office to formally execute the contract and approve spend up to $1.2 million over the initial 4-year term of the contract.

LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2021-2025 – Our Spaces and Places

The Community's vision   3. Protection and preservation of heritage

Initiative: Provide infrastructure to meet community need

Local Government Act 2020

Procurement Policy 2023

BACKGROUND INFORMATION

To efficiently deliver councils ongoing capital works program and comply with Councils Procurement Policy an annual supply – Supply, deliver & lay asphalt panel has been developed.

This panel will be utilised to deliver various asphalting works including supply only of asphalt products and supply deliver and lay asphalt.

The contract for the previous asphalting panel has recently expired.

The intent of the contract is to select approved contractors to form a panel contract for the supply, deliver & lay asphalt, which will be employed in a flexible capacity depending on Councils budget, availability and complexity of the works.

In accordance with Council's tendering procedures and Section 108 of the Local Government Act 2020, public tenders were requested for the panel of suitably qualified consultants for a four-year contract with option to extend for a further three years.

REPORT

Through the public tender process Council received two tender submissions.

The evaluation of the tenders was undertaken by a panel consisting of the Coordinator Design and Projects, Design & Project officer and the Coordinator Strategic Asset Management.

The tender responses were assessed against the following criteria:

- Risk Management. (Pass/Fail)

- Financial Benefit to Council (45%)

- Capability (15%)

- Capacity (15%)

- Financial Benefit to Community (10%)

- Environmental Sustainability (5%)

- Social Sustainability (5%)

- Aboriginal and Torres Strait Islander People (5%)

The tender submissions received from the two contractors provide a broad range of experience and knowledge in the asphalting sector, therefor all contractors meeting the mandatory risk management criteria and are suitably qualified are recommended to be appointed to the panel contract.

The tender evaluation panel recommends that the following consultants be awarded contract G1882-2023 Annual supply – Supply, deliver & lay asphalt panel:

- B. A Road Services Pty Ltd

- Centre State Asphalting Pty Ltd

The potential value over the initial 4-year term of the contract is estimated to be up to $1.2 million.

As the value of the recommended awarding of the contract is above the CEO's $500,000 financial delegation, the contract is required to be awarded by Council.

CONSULTATION/COMMUNICATION

The tender was advertised in line with Councils Procurement Policy 2023.

The request for tender was advertised on Council's eTender portal, eProcure.com.au as well as in The Maryborough and District Advertiser as part of Council's weekly advertisement.

In accordance with section 109(2) of the Local Government Act 2020 this report advises that there were opportunities for collaboration with other Councils or public bodies in relation to the recommended contract, contact was made with City of Greater Bendigo and Loddon Shire with no response.

Prior to any works being taken, communications will be provided on social media to advise that asphalting works will occur, and affected properties will be notified separately.

FINANCIAL & RESOURCE IMPLICATIONS

The panel of contractors will be engaged to undertake specific works required to deliver Councils capital works projects, which will be funded through Council's ongoing capital works budget.

RISK MANAGEMENT

This report addresses Council's strategic risk Property and Assets - Failure to maintain, renew and expand our assests in a timely and robust way, that considers service and delivery needs by seeking external funding to renew critical community assets.

CONCLUSION

Tenders have been submitted and evaluated in accordance with Councils Procurement Policy 2023 for the Annual supply – Supply, deliver & lay asphalt panel.

The evaluation panel have undertaken post-tender reference checks to ensure the best outcome and value for money for Council.

Officers recommend that Council award G1882-2023 Annual supply – Supply, deliver & lay asphalt panel to both Centre State Asphalt Pty Ltd and B.A Road Services Pty Ltd and authorise the Chief Executive Office to formally execute the contract and approve spend up to $1.2 million over the initial 4-year term of the contract.

ATTACHMENTS

8.1.1   Confidential Tender Evaluation Panel Report G1882-2023 *(Provided under separate cover)*

The evaluation report is deemed confidential under sections 3 (a) and 3(g) of the Local Government Act 2020 as it contains:
(a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.
This section applies because the contract is not finalised and releasing the information prior to decision could prejudice the Council's commercial position in negotiations.
(g) private commercial information, being information provided by a business, commercial or financial undertaking that—
(i) relates to trade secrets; or
(ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage

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

8.2 SOCIAL & AFFORDABLE HOUSING CHALLENGES & OPPORTUNITIES

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.

SUMMARY/PURPOSE

The purpose of this report is to present the Social & Affordable Housing Challenges and Opportunities paper, developed by Regional Housing Victoria in consultation with Council and a small community-based reference group.

The intention of the paper is to provide a simple and practical action plan to address the shortages of housing across the municipality that:

- Is clearly proportionate to Council's role and capacity

- Provides clarity for a set of responsibilities across Council

- Can be used as a tool to ensure progress is maintained and monitored

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RECOMMENDATION

That Council adopt the Social & Affordable Housing Challenges & Opportunities paper.

LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2021-2025 – Our Growing Economy

The Community's vision   2. A range of housing options

Initiative: Support the provision of affordable housing

BACKGROUND INFORMATION

Municipalities across rural and regional Victoria are currently grappling with a housing crisis.

Insufficient housing stock means that finding a home, particularly a rental property, has become extremely difficult.

The available homes are often unaffordable, particularly for those living on lower incomes.

In 2022 a grant of $15,000 was secured through the Central Victorian Primary Care Partnership to outline the unique situation for the Central Goldfields Shire Council: both the challenges of affordability and availability and the opportunities to address the shortages of housing across the municipality.

Regional Housing Victoria were appointed to lead this work inclusive of:

- Compiling a data snapshot to provide context for community engagement relating to the complex issues around housing

- Preparing and facilitating two workshops with community members to explore local knowledge, data, and potential scope for Council action.

- Publishing a paper that provides background information regarding housing along with a set of tasks, as a starting point for long term action on housing.

- Collating an 'initial scan' of land owned by either Council or State Government that may be suitable for the development of subsidised social and affordable housing – still in development

REPORT

Central Goldfields Shire has a current population of around 13,500.

The population is stable, with slow population growth projected well into the future. However, the growth in the cost of housing has been significant over the past five years:

- Rental costs have risen by 40%

- Buying costs have risen by 63%

The availability of housing, particularly rentals, has dramatically fallen in this time.

There is a significant challenge for people who are homeless, with around 340 people seeking homelessness support services last year.

Around five hundred households are living in housing stress: spending more than 30% of their income on rental or mortgage costs.

While around sixty-five new homes are built in the municipality each year, this rate will barely keep up with population growth and will not be sufficient to address housing stress and homelessness.

Opportunities relating to land, partners, capital, and infrastructure are outlined in the Challenges & Opportunities paper.

There are also a number of projects already underway:

STRATEGIC LAND USE PROJECTS

- Population, Housing and Residential Strategy 2020

- Land Use Planning framework for Maryborough North and Carisbrook – in draft

- Heritage Overlay Review – Maryborough

- Business Case for Talbot Futures – structure plan adopted March 2024

- Urban Residential Land Opportunities study for Maryborough and surrounds – issues and opportunities paper in development

- An application was also submitted to the Housing Support Program stream one for a Maryborough Structure Plan, which was unfortunately unsuccessful

AFFORDABLE HOUSING PROJECTS

- 20-unit development in Margaret Avenue approved – with 50% social housing

- 19-unit planning permit approved – joint EOI to Regional Worker Accommodation Fund from a private developer and Haven Home Safe received invitation for formal application –awaiting outcome

- Twenty-one lot subdivision at 7 Sebastopol St (some of which would cater for affordable housing) – planning application submitted – under assessment

ADVOCACY

- In partnership with Loddon Mallee Councils – implementation of the Loddon Mallee Housing Action Plan

STATE AND COMMONWEALTH FUNDING

The Victorian Government has been implementing its $5.3 billion Big Housing Build program since 2020 to build 12,000 social and affordable housing dwellings.

The commitment is to spend 25% of the program in regional Victoria. Through Homes Victoria, the Big Housing Build is funding six projects in Central Goldfields to provide twenty-five homes nine already completed) to the value of $7.5 million (Homes Victoria Website 15/08/2024)

In September 2023, the Victorian Government released its Housing Statement which sets out the target of constructing 800,000 homes over ten years.

The statement includes several key initiatives to increase the supply of housing, including social and worker housing, to make housing more affordable.

This includes greater emphasis on using surplus government land for affordable housing.

The Commonwealth Government established Housing Australia in 2023 to oversee the $10 billion Housing Australia Future Fund – an investment vehicle to provide additional funding to support and increase social and affordable housing.

Housing Australia also manages the Housing Support Fund which makes grants available for projects that increase planning capacity of local authorities and funds enabling infrastructure.

CONSULTATION/COMMUNICATION

Stakeholders were identified and invited to participate in the conversation across two workshops:

Stakeholder Engagement – 18 March 2024

First of two workshops with both community and Council stakeholders to:

- Explore the data collected to this point with a view to assessing whether the data matches the lived experience
- Gauging the qualitative issues related to housing demand
- Identifying the most viable solutions, including clear roles for all stakeholders: Council, private developers, community groups, housing providers, government

Stakeholder Engagement – 9 May 2024

Second and final workshop to review the draft documentation and seek clear commitments from stakeholders.

The following participants were in attendance at one or both sessions:

Private Developer	Representative from Dellavedova Fertilisers	Representative from Maryborough Ballarat Real Estate
Representative from the Salvation Army	Representative from Maryborough Education Centre	Representative from Asteria
Representative from Haven Home Safe	Representative from Maryborough District Health Service	Representative from Pyrenees Shire Council
Central Goldfields Shire Councillor Anna De Villiers	Central Goldfields Shire CEO	Central Goldfields Shire General Manager, Infrastructure Assets and Planning
Central Goldfields Shire, General Manager Community Wellbeing	Central Goldfields Shire Manager Community Engagement	Central Goldfields Shire Economic Development Officer
Central Goldfields Shire Manager Children & Families	Central Goldfields Shire Property & Risk Officer	Central Goldfields Shire Coordinator Library Services

FINANCIAL & RESOURCE IMPLICATIONS

In 2022 a grant of $15,000 was secured through the Central Victorian Primary Care Partnership.

The funding was secured on the basis of purchasing the REMPLAN Housing module and engaging a consultant to undertake a needs analysis.

The intention was not to develop an extensive strategy, but rather something that is commensurate with Council's role and capacity.

Since commencing this work, an application was also submitted to the Housing Support Program stream one for the development of a Maryborough Structure Plan.

Unfortunately, this application was unsuccessful.

RISK MANAGEMENT

This report addresses Council's strategic risk Community Well-being - Failure to recognise and manage the impact of changing social and economic conditions on the community by developing a clear and practical action plan to guide Council's next steps.

The lack of available and affordable housing drives poverty and restricts economic development, with a need to strengthen the overall housing market to enable people to rent or buy homes and move to the area to live, work, and recreate.

ATTACHMENTS

8.1.1 Social & Affordable Housing Challenges & Opportunities paper

8.1.2 Central Goldfields SAH Data Snapshot

8.2.1 SOCIAL & AFFORDABLE HOUSING
CHALLENGES & OPPORTUNITIES
CENTRAL GOLDFIELDS SHIRE

This is a joint project of: Central Goldfields Shire Council & Regional Housing Victoria | Steve Dunn & Roger Hastrich | www.rhvic.com.au

PREAMBLE

Municipalities across rural and regional Victoria are currently grappling with a housing crisis.

Insufficient housing stock means that finding a home, particularly a rental property, has become extremely difficult.

The available homes are often unaffordable, particularly for those living on lower incomes.

This paper outlines the unique situation for the Central Goldfields Shire: both the challenges of affordability and availability and the opportunities to address the shortage of housing across the municipality.

REGIONAL HOUSING VICTORIA

REGIONAL HOUSING VICTORIA

Central Goldfields Shire

WHAT IS THE PROBLEM WE ARE LOOKING TO SOLVE?

Central Goldfields Shire has a current population of around 13,500 across the townships of Maryborough, Carisbrook, Dunolly and Talbot.

The population is stable, with slow population growth projected well into the future.

However, the growth in the cost of housing has been significant. Over the past five years:

- Rental costs have risen 40%
- Buying costs have risen by 63%.

The availability of housing, particularly rental, has dramatically fallen in this time.

There is a significant challenge for people who are homeless, with around 340 people seeking homelessness support services last year.

Around 500 households are living is housing stress: spending more than 30% of their income on rental or mortgage costs.

While around 65 new homes are built in the municipality each year; this rate will barely keep up with population growth and will not be sufficient to address housing stress and homelessness.

The problem we are looking to solve is simple: there are not enough affordable homes to meet the needs of our community.

WHAT ARE THE CONSEQUENCES OF THIS HOUSING CRISIS?

The lack of available and affordable housing drives:

- POVERTY: Households on low incomes living in housing stress and those people who are homeless are living in functional poverty, with insufficient spending power to cover the basic costs of living, including health, food, clothing, utilities and so forth. Social housing, which is subsidised by governments, is highly regulated and often delivered by not-for-profit housing providers, is the response to addressing this poverty – the current level of social housing in Central Goldfields Shire is 3.9% of houses – clearly this is insufficient.

- RESTRICTED ECONOMIC DEVELOPMENT: Businesses looking to create jobs are unable to attract people to the local area because of the housing shortage – the jobs are there, but the housing is lacking. This affects the business and the overall economy because people are not moving to the towns to build population and economic activity. 'Key worker' affordable housing is also sometimes subsidised by government and rented at around 75% of market rent – there is clearly demand for this type of housing.

There is also a need to strengthen the overall housing market to enable people to rent or buy homes and move to the area to live, work and recreate.

SOCIAL & AFFORDABLE HOUSING : : CHALLENGES & OPPORTUNITIES   Regional Housing Victoria : : Steve Dunn & Roger Hastrich   Page 2

18 of 117

WHAT ARE THE SOLUTIONS?

The problem is simply described (not enough houses) but the solutions are complex – the challenge is to identify the opportunities for the local community, all three levels of government and the private sector to work together to build homes that are carefully located, environmentally sustainable, well designed and affordable.

This problem can only be addressed, project by project, by bringing together opportunities relating to:

- LAND: Land at reasonable cost, or no cost, is critical to all housing projects – this is particularly the case for building any form of affordable / social housing to keep costs to an absolute minimum

- PARTNERS: The circumstances of the land and the type of housing to be built shapes the partners to be involved. Partners are needed to build, maintain and manage housing.

- CAPITAL: Housing projects are financed through grants, equity, philanthropy and debt raised by not-for-profit housing providers or the private sector

- INFRASTRUCTURE: A housing project may need infrastructure, such as drainage or road connections to be viable – financing these costs needs to be resolved for a project to 'stack up'.

WHAT NEEDS TO HAPPEN?

Council has already taken the initiative to bring together key stakeholders to scope the challenges and consider opportunities.

Council has also accepted the role of bringing together stakeholders to consider and develop a long-term 'pipeline' of specific projects. Council's ongoing facilitation and support is crucial.

Many other stakeholders will need to support Council to create an enabling environment:

- State and Federal Governments provide grants for both social housing and key worker accommodation – competition for these grants is fierce, so the whole community will need to present a well coordinated case

- The not-for-profit housing providers, some of whom are already active in the municipality, are critical to accessing many of these grants and creating projects

- The private sector has skills and resources that will be vital to building capacity within the municipality to ensure that many more the 65 houses are built each year

- Employers seeking worker accommodation must come together to support projects that deliver direct economic benefit

- The community services sector that supports the most vulnerable in the community will continue to drive equity in the community.

REGIONAL HOUSING VICTORIA

WHAT ARE THE OPPORTUNITIES WITHIN THE CENTRAL GOLDFIELDS SHIRE AREA?

OPPORTUNITY	TASKS	LEAD	STAGING
LAND The townships with the most immediate opportunities are Maryborough / Carisbrook & Dunolly. Talbot is a longer term prospect. Bushfire overlays restrict greenfield development in many areas. There are, however, opportunities for infill development and re-zoning.	**L1 Council owned land:** Council to review all available Council-owned land and explore the appetite within the broader community to gift / sell / lease appropriate parcels of land to projects	Council	Current
	L2 State owned land: Council to audit all land owned by the State Government and consider approaches to working with government departments on highly appropriate specific sites	Council & State Government	Current
	L3 Community owned land: Council to lead a process to map land owned by community groups (including churches) with a view to identifying suitable partnerships and land for development	Council & community groups	Third stage
	L4 Privately owned land: Council to explore a process to identify land that may be appropriate for development – this includes land owned by private companies who are seeking worker accommodation	Council & private sector	Third stage
	L5 Land supply: Council to redouble efforts to create additional supply using planning tools and systems and identify where additional infrastructure is needed to make land available	Council	Current

REGIONAL HOUSING VICTORIA

Central Goldfields Shire

WHAT ARE THE OPPORTUNITIES WITHIN THE CENTRAL GOLDFIELDS SHIRE AREA? Continued...

OPPORTUNITY	TASKS	LEAD	STAGING
PARTNERS Informing, supporting & facilitating, thinking, planning & projects is a key role for Council, involving staff with expertise in: o Planning o Community Services o Economic Development o Community Development / Engagement	**P1 Housing Providers:** Council to communicate with all active Housing Providers in the municipality (and identify potential new providers) to outline this initiative, seek information regarding current / proposed projects and offer support to develop future projects	Council & Housing Providers	Second stage
	P2 Local business community: Council to further link with the business community to assess the level of unmet demand for worker accommodation but also to seek some form of agreement for business to underwrite or commit to projects that will address the skills shortage / recruitment / retention problems – this level of agreement is crucial to funding applications	Council & local business community	Second stage
	P3 Community support agencies: Council to maintain dialogue and work with community support services to assess ongoing / changing demand for social housing to address homelessness and poverty	Council & support services	Core Council role
	P4 Construction industry: Council to contact local construction industry stakeholders (businesses, training and peaks) to investigate capacity constraints & opportunities to building more than 65 homes per year	Council & building industry	Second stage
	P5 Key Council contact: Council to identify a key role within the overall Council structure to co-ordinate / facilitate / support initiatives within Council to complete the tasks within this plan	Council	Current

WHAT ARE THE OPPORTUNITIES WITHIN THE CENTRAL GOLDFIELDS SHIRE AREA? Continued...

OPPORTUNITY	TASKS	LEAD	STAGING
COMMUNITY Rural Councils and communities have never faced a housing crisis before. 'Bringing the community along' on the journey to address the housing crisis creates a social licence for Council and other stakeholders to act on critical projects.	**C1 Local community groups:** Council to maintain contact with local support agencies to monitor trends relating to housing need – this information will assist all stakeholders to understand the challenges and consider opportunities to address the needs of specific groups in the community, for example: the First Nations community, older people, people living with the effects of a disability, women escaping domestic violence or facing homelessness, young people leaving care and so forth	Council & local agencies	Core Council role
	C2 Peak bodies: Council to make contact with key peak bodies to assist with the development of community engagement strategies: the Municipal Association of Victoria (MAV) employs a housing support officer and the Community Housing Association of Victoria (CHIA Vic) employs a facilitator to support Councils	Council & peak bodies	Third stage
	C3 Broad information: Council to initiate, develop and deploy an information campaign within the community to describe the scope of the local housing problems but, more importantly, project positive messages that there are organisations collaborating on solutions that will drive direct social and economic benefits for the community	Council	Second stage
	C4 Direct engagement: Council to develop a community engagement strategy for the situation where specific projects are being proposed amid concern within the local community – this strategy involves being clear about the problems being addressed whilst addressing outdated, negative stereotypes	Council	Second stage

REGIONAL HOUSING VICTORIA

Central Goldfields Shire

CONCLUSION

Central Goldfields Shire is facing significant housing challenges.

At a stakeholder forum held in March 2024 it was clear that there is a deep understanding of these challenges.

It was also clear that stakeholders are willing and able to contribute directly and immediately to identifying land, seeking grants, building coalitions of project partners and gaining a social licence to substantially address the housing crisis.

This document outlines around 14 ideas for action that can be co-ordinated or facilitated by Council to ensure that all interested stakeholders are informed, engaged and encouraged to make a contribution.

It's not Council's direct role to develop land, build houses or manage tenants; so it is critical that all stakeholders accept a clear and collaborative role in moving ahead to create new, social and affordable housing.

It is hoped that this set of ideas acts as a blueprint for the diverse communities of the Central Goldfields Shire to ensure that housing affordability drives social and economic wellbeing.

ACKNOWLEDGEMENT

Council and Regional Housing Victoria acknowledge the traditional owners of the land on which this project is taking place – Dja Dja Wurrung peoples. A project such as this reminds us all that this land was never ceded and has the capacity to support and sustain us as a community, which has been the case for thousands of years.

Regional Housing Victoria is a member-based peak body for communities and Councils with an interest in resolving the housing crisis across rural and regional Victoria.

Steve Dunn is an experienced planner, with an extensive background in local and state government and the community sector.

Roger Hastrich has a consulting background across all forms of health and human services, with a particular focus social equity.

For more information regarding the work of Regional Housing Victoria please visit: : www.rhvic.com.au or https://au.linkedin.com/company/regional-housing-victoria

SOCIAL & AFFORDABLE HOUSING : : CHALLENGES & OPPORTUNITIES · · · · · · · Regional Housing Victoria : : Steve Dunn & Roger Hastrich · · · Page 7

23 of 117

REGIONAL HOUSING VICTORIA

CENTRAL GOLDFIELDS SHIRE COUNCIL

DATA SNAPSHOT

SOCIAL & AFFORDABLE HOUSING

Regional Housing Victoria is a member-based peak body and consultancy working with regional and rural Councils and communities to address the housing crisis.

Steve Dunn
steve@rhvic.com.au
0417 382 740

Roger Hastrich
roger@rhvic.com.au
0419 583 561

February 2024

CENTRAL GOLDFIELDS SHIRE COUNCIL

DATA SNAPSHOT : : SOCIAL & AFFORDABLE HOUSING

Background

Central Goldfields Shire has contracted Regional Housing Victoria to develop a 'housing action plan' in partnership with Council staff and a panel of community stakeholders.

Council has taken this initiative in recognition of the significant lack of

affordable and available housing across the municipality, which is part of a national trend, often described as a 'housing crisis'.

This paper has been prepared as an overview of available data relating to housing in the municipality as a tool to support discussion.

Quick Stats

According to the 2021 Census, approximately **13,483** people live in Central Goldfields Shire. This includes 304 Aboriginal and Torres Straight Islanders.

The population grew by **488** in the 5 years between the 2016 and 2021 Census, an increase of 0.03%.

Family composition at the 2021 Census showed that **1,734** were couple families without children (49.0%), 1,050 were couple families with children (29.7%), 689 were one parent families (19.5%), and 60 were other family types (1.7%).

There were **6991** private homes in Central Goldfields in 2021 including **1209** rental properties. Nearly all are separate houses (90.2%), and most of those are 3 or more bedrooms (72.9%).

The 2021 Census showed there were **790** unoccupied houses in the Shire.

There are **273** social housing dwellings which is about **3.9%** of total dwellings. Of these, 226 (82.7%) are public housing, 40 (14.6%) are owned by community housing organisations and the 7 (2.5%) are transitional housing.

340 people accessed specialist homelessness support services in 2022.

The proportion of households in rental stress is **42.6%**, and the proportion of households in mortgage stress is **13.3**%.

It is estimated that that there are nearly **850** households in Central Goldfields with an unmet need for affordable housing.

There are **560** people on the Victorian Housing Register waiting list for Central Goldfields.

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CENTRAL GOLDFIELDS SHIRE COUNCIL

DATA SNAPSHOT : : SOCIAL & AFFORDABLE HOUSING

Quick stats – continued…

Compared to Victoria the population of the Central Goldfields Shire is skewed towards older age groups.

Central Goldfields Age & Sex 2022
Source: ABS Census
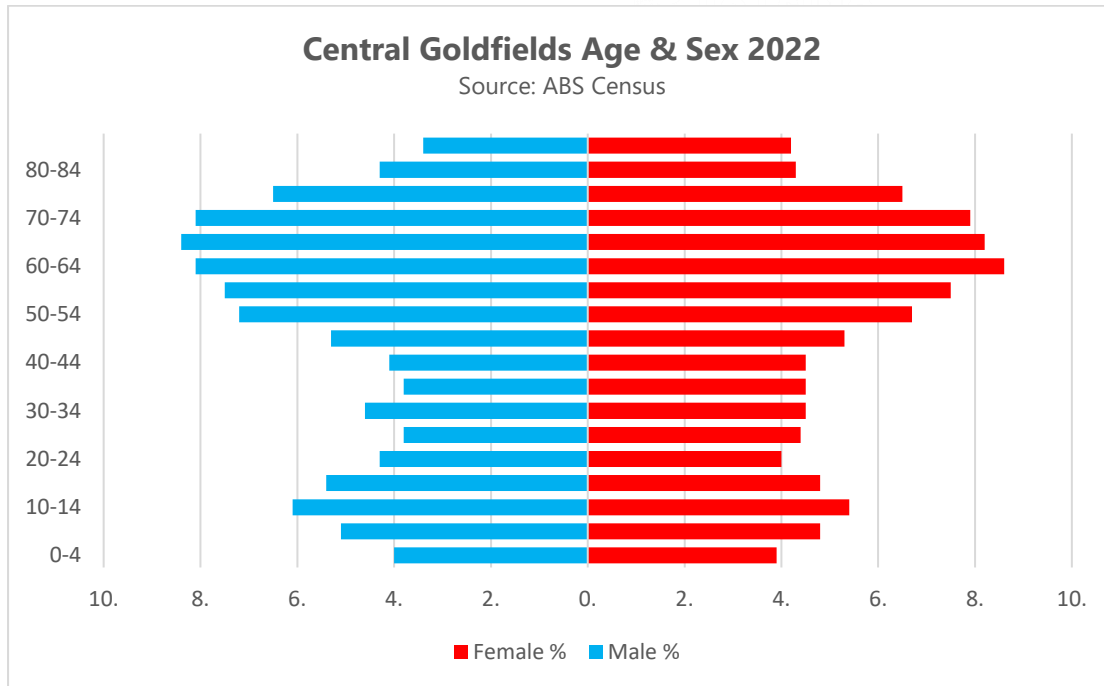
Population Forecasts

In 2020 Spatial Economics prepared the *Population, Housing & Residential Strategy for the Central Goldfields Shire.* The Strategy considers the State's Victoria in Future (VIF) forecast to be an underestimate and instead adopts a scenario-based approach with three growth forecast scenarios:

a) The VIF 2019 forecast (growth averaging 0.4% per year)

b) Forecast reflecting pre-2020 growth trends (growth averaging 0.6% per year)

c) A 'big Melbourne growth' forecast (growth increasing gradually to 1.3% per year by 2036) or averaging 0.8% per annum from 2020 to 2036.

These forecasts translate into total population growth of between 815 and 1,925 people and a demand for between **713** and **1,304** additional dwellings in the forecast period to 2036.

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DATA SNAPSHOT : : SOCIAL & AFFORDABLE HOUSING

Population forecast – continued...

The difference in the ratio of population growth to additional dwelling requirements between the scenarios reflects the fact that the higher growth rates imply more in-migration and a higher percentage of younger households /households with children.

Spatial Economics projects that if faster population growth occurs, it may help moderate the ageing population trend. It is clear that Central Goldfields Shire will need, under any scenario, to plan to meet the changing housing needs of an older population and the need for greater housing diversity.

Where Will Growth Occur?

Spatial Economics identified that much of the Shire's population growth (70% or more) and housing development had been in Maryborough, Carisbrook and their environs. From 2009 to 2019 total dwelling approvals in Central Goldfields Shire averaged **65** per year. Nearly 70% of these approvals were in Maryborough (the percentage would be significantly higher if it included approvals in Carisbrook and on rural residential lots close to Maryborough/ Carisbrook).

On this analysis, Spatial Economics suggests that growth in the primary housing market will be based on a

combination of:

- Encouragement and facilitation of urban consolidation in established parts of Maryborough

- Medium and longer term housing needs being met by broad-hectare development around Carisbrook (largely on grassland with a significantly lower bushfire risk than currently zoned areas on the edges of Maryborough)

- Some ongoing low density residential and rural residential development in areas surrounding Maryborough/Carisbrook.

Housing and the Local Economy

At the 2021 Census there were **4,985** people in the workforce in Central Goldfields.

Top responses in the 2021 Census for employment industry were Hospitals (247 people), Other Social Assistance Services (208), Supermarket and Grocery Store (195
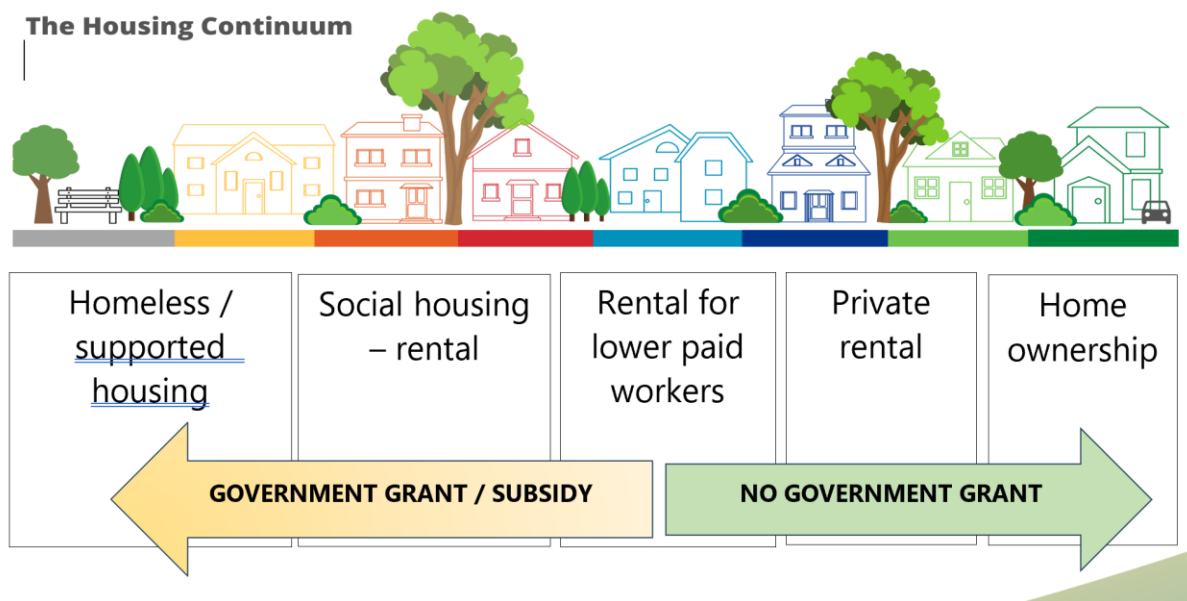
people), Aged Care Residential Services (162 people), and printing (146 people).

There is a strong link between a healthy local economy and housing. Having sufficient supply of appropriate and affordable housing can help employers attract and retain workers.

Steve Dunn & Roger Hastrich   Page 4

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The Housing Continuum

The Housing Continuum is a concept to explain the various types of housing and housing support required for people relative to their income. It outlines the types of housing options needed for people in need of crisis accommodation, through to social housing, affordable and private rental housing and affordable home ownership options.

The Housing Continuum

Homeless / supported housing	Social housing – rental	Rental for lower paid workers	Private rental	Home ownership

← GOVERNMENT GRANT / SUBSIDY   NO GOVERNMENT GRANT →

Homelessness

Specialist Homelessness Services (SHS) agencies receive government funding to deliver SHS services to clients. A client is any person who receives a direct service from SHS agencies - they may be homeless or at risk of homelessness.

In the year 2021-2022, **340** people accessed specialist homelessness support services in Central Goldfields. Many of these people would have been couch surfing or other forms of temporary and unsecure housing, some escaping domestic violence. In 2021-22 those receiving SHS were predominantly female (223) compared to male (117)

CENTRAL GOLDFIELDS SHIRE COUNCIL
DATA SNAPSHOT : : SOCIAL & AFFORDABLE HOUSING

Social Housing

Social housing is Government subsided housing for people on low income / no assets who cannot afford the private rental market – subsidising and providing social housing is a poverty alleviation / equity strategy.

There are **273** social housing dwellings in Central Goldfields which is about 3.9% of total dwellings.

Of these properties, 226 dwellings or 82.7% are state public housing (Homes Victoria), 40 dwellings are Community Housing owned, and 7 dwellings are identified as transitional housing.

In comparison to other regional centres, this is a higher proportion of public housing properties versus community housing owned properties. There are probably historic reasons for this higher proportion of public housing.

Community Housing providers with properties in Central Goldfields are: Common Equity Housing Limited, Community Housing (Vic), Haven; Home, Safe, VincentCare Community Housing, and Wintringham Housing.

The majority of social housing dwellings are 1-, 2- and 3-bedroom properties, both attached medium density dwellings (137) and standalone houses (118).

Public Housing Residents

Interestingly, the largest cohort of public housing tenancies by household type (June 2023) are elderly singles (36%), followed by singles (23.4%) single parents (23.4%), group households (9.0%), other (4.1%) and elderly couples (3.6%).

The largest cohort of public housing tenants by age are the under 20-year-olds (121), likely to be children and young adults.

Social Housing Preferences

The Victorian Housing Register (VHR) is the common register for eligible persons seeking social (both public and community) housing. Applicants are designated as 'Priority Access' if they are homeless and receiving support; are escaping or have escaped family violence; with a disability or significant support

needs, or with special housing needs. All other eligible applicants for social housing are placed on the 'Register of Interest'.

In 2023, **560** people were listed on the Victorian Housing Register in Central Goldfields, 367 listed as 'Priority Access' and 193 as Register of Interest.

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DATA SNAPSHOT : : SOCIAL & AFFORDABLE HOUSING

Social housing preference – continued...

In June 2023, those people listed as Priority Access in Central Goldfields, nominated Maryborough (326) and Dunolly (41) as their preferred location for housing. Of these the majority (61%) were looking for a 1-bedroom dwelling, followed by 2-bedroom (22.9%), 3-bedroom (10.9%) and 4+ bedrooms (5.2%).

This aligns with the households seeking Priority Access housing who are predominantly single persons (39.8%), single parents (25.6%) and single elderly people (16.9%).

Priority Access households registered in Central Goldfields has increased from **275** in 2020 to **367** in 2023, an increase of 33% in 3 years.

Register of Interest preferences were for Maryborough (165 people) and Dunolly (28 people). Again, the preference was predominantly for 1-bedroom (56%), followed by 2-bedroom (21.8%), 3-bedroom (18.7%) and 4+ bedrooms (3.6%).

Likewise, the Register of Interest preferences align with the household types seeking accommodation: single parents (29%), elderly singles (25.9%) and singles (23.3%).

Register of Interest households seeking accommodation in Central Goldfields has increased from 151 in 2020 to 193 in 2023, an increase of 27.8 % in 3 years.

Housing Costs in Central Goldfields

The median weekly rent for Central Goldfields in September 2023 is **$350**, which represents an increase of 11% year-on-year, but a growth in rent over a five year period of 40%.

The median house price in Central Goldfields in September 2023 is **$405,000**, which represents a modest increase of

1.3% year-on-year, but significant increase in house prices over the preceding five years of 63%.

These increases in housing costs typify the significant growth in housing costs in regional Victoria in recent years, underlining the current housing affordability crisis.

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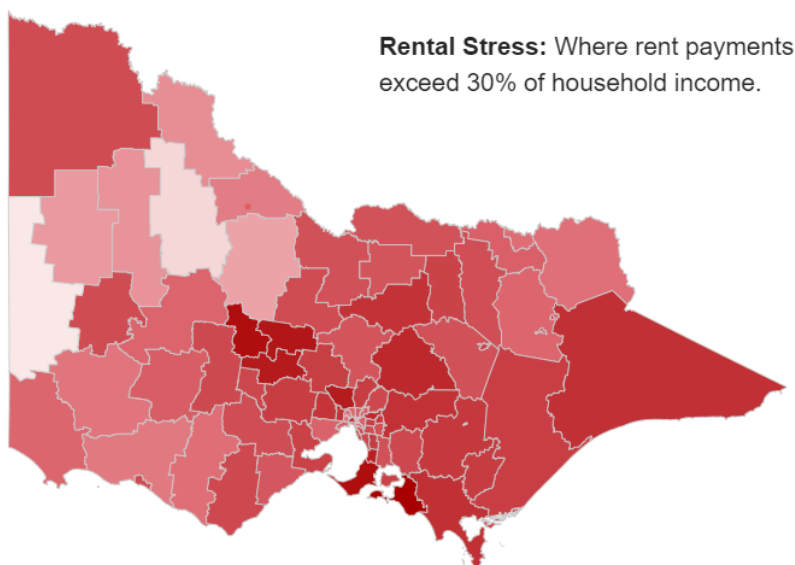## DATA SNAPSHOT : : SOCIAL & AFFORDABLE HOUSING

Housing Stress

The proportion of households in rental stress (where rent payments exceed 30% of household income) based on 2021 ABS Census figures is 42.6%, and the proportion of households in mortgage stress (where mortgage repayments exceed 30% of household incomes) is 13.3%.
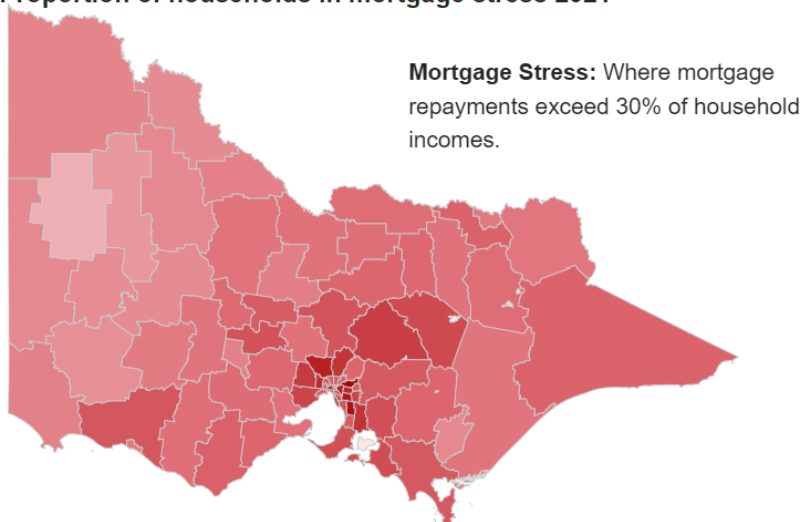
The story of rising housing stress in regional Victoria is clearly depicted in the following two maps.

Proportion of rental households in rental stress 2021

Rental Stress: Where rent payments exceed 30% of household income.

Proportion of households in mortgage stress 2021

Mortgage Stress: Where mortgage repayments exceed 30% of household incomes.

d   Source: ABS Census 2021

Legend

Relative best — Relative worst

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Availability

The assessment of affordable supply is based on the number of suitably sized properties that are no more than 30 per cent of gross income for low-income households (defined as those receiving Centrelink incomes).

Housing stock on the market in December 2023 is **272** dwellings, made up of 233 houses and 39 units.

In the year to June-2023, the number of new private rental lettings rose by 5, or 11.9%.

The total number of lettings in Central Goldfields for the 12months to June 2023 was **47** properties (an increase of 5 from the previous year), predominantly 3-bedroom houses (26 properties), but also some 2-bedroomflats (10) and 2-bedroom houses (6).

In the same year, only **136** private rental lettings were assessed as affordable to lower income households.

The proportion of private rental lettings considered to be affordable to lower income households has declined from 91.7% in 2016 to 65.1% in 2023.

Even when people can afford the rent, there are not enough long-term rental properties. This means people are competing for affordable housing and the most vulnerable people are more likely to miss out.

Unmet Need for Affordable Housing

Affordable housing is housing where rents or purchase price are at an affordable price, and appropriate to the needs of very low, low and moderate incomes.

It is estimated that 848 households in Central Goldfields have an unmet need for affordable housing – ie 1121-273 = 848

	Households in Need
Homeless	340
Currently in social housing	273
Housing Stress	508
Total Need	1121
Unmet Need (Total minus social housing)	**848**

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Page 9

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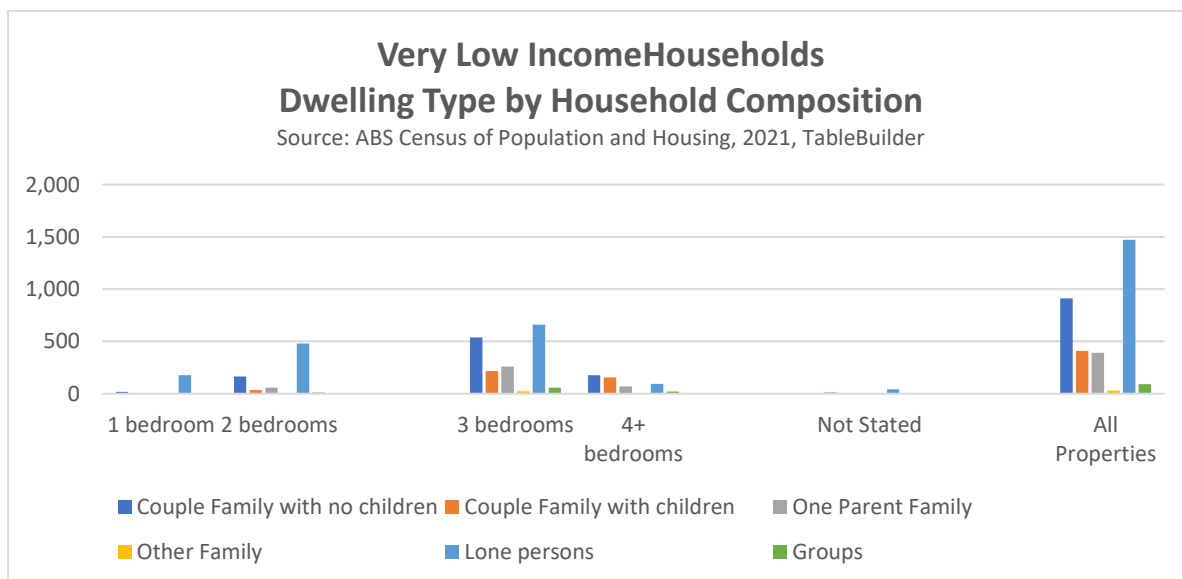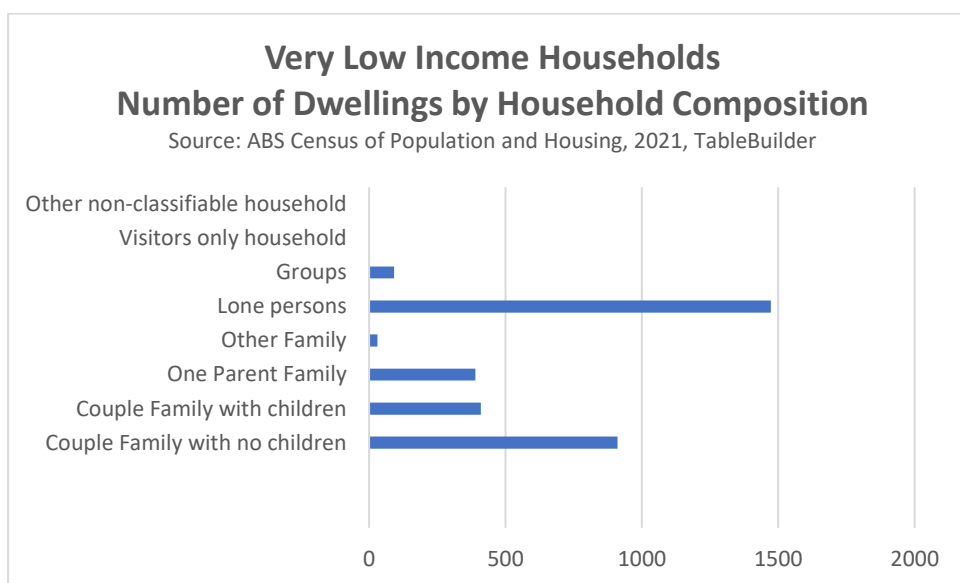## DATA SNAPSHOT : : SOCIAL & AFFORDABLE HOUSING

Very Low-Income Households (2021)

This group occupies the bottom quintile of household income in the Shire and is the cohort most likely to suffer from lack of affordable and available housing.

Very Low-Income households are predominantly lone persons (44.6%) and

couples without children (27.6%), followed by couples with children (12.4%) and one parent families (11.8).

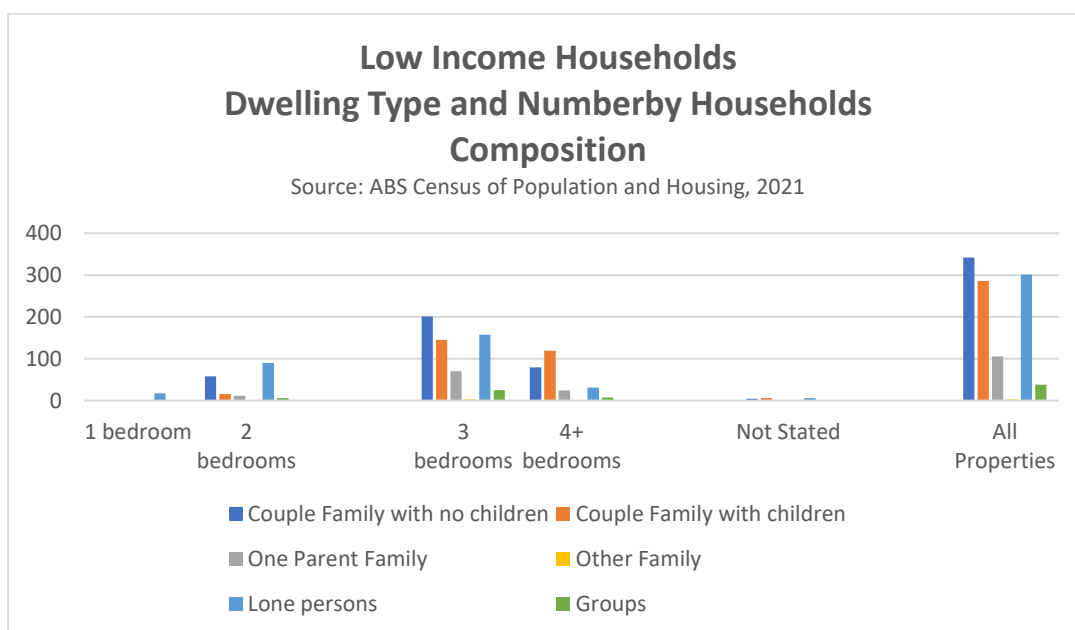Couples with children and lone person households have higher occupancy in 3-bedroom homes.

Very Low Income Households
Number of Dwellings by Household Composition
Source: ABS Census of Population and Housing, 2021, TableBuilder

Very Low IncomeHouseholds
Dwelling Type by Household Composition
Source: ABS Census of Population and Housing, 2021, TableBuilder
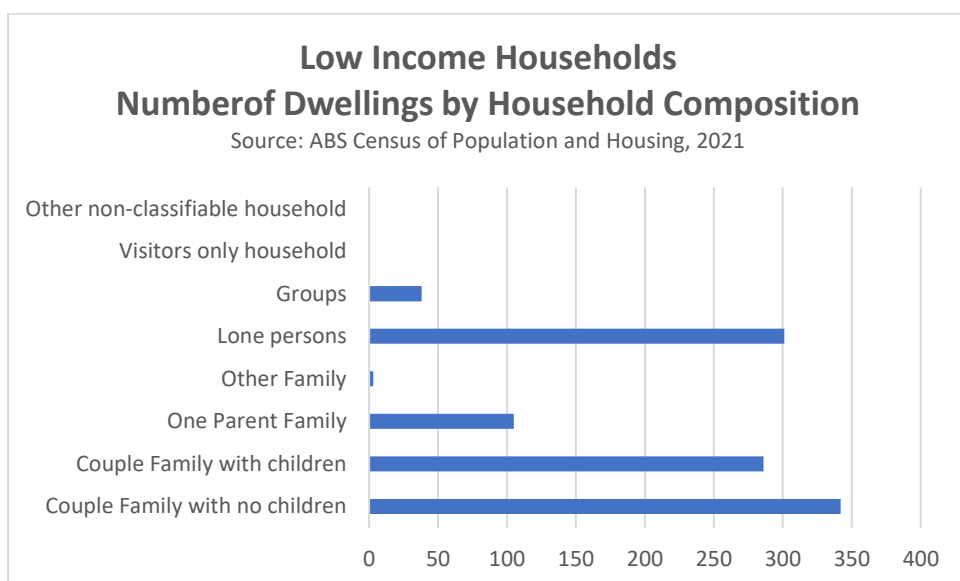
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DATA SNAPSHOT : : SOCIAL & AFFORDABLE HOUSING

Low-Income Households (2021)

The second lowest quintile of household income are the Low-Income households which are made up of couples without children (31.8%), Lone Persons (28.0%) and couples with children (26.6%), followed by one parent families (9.8%) and group households (3.5).

Couples with and without children tend to occupy the larger 3-bedroom homes, as do lone persons. Couples with children and couples without children occupy 4 bedroom homes but to a lesser extent.

Low Income Households
Numberof Dwellings by Household Composition
Source: ABS Census of Population and Housing, 2021

Low Income Households
Dwelling Type and Numberby Households Composition
Source: ABS Census of Population and Housing, 2021

Steve Dunn & Roger Hastrich   Page 11

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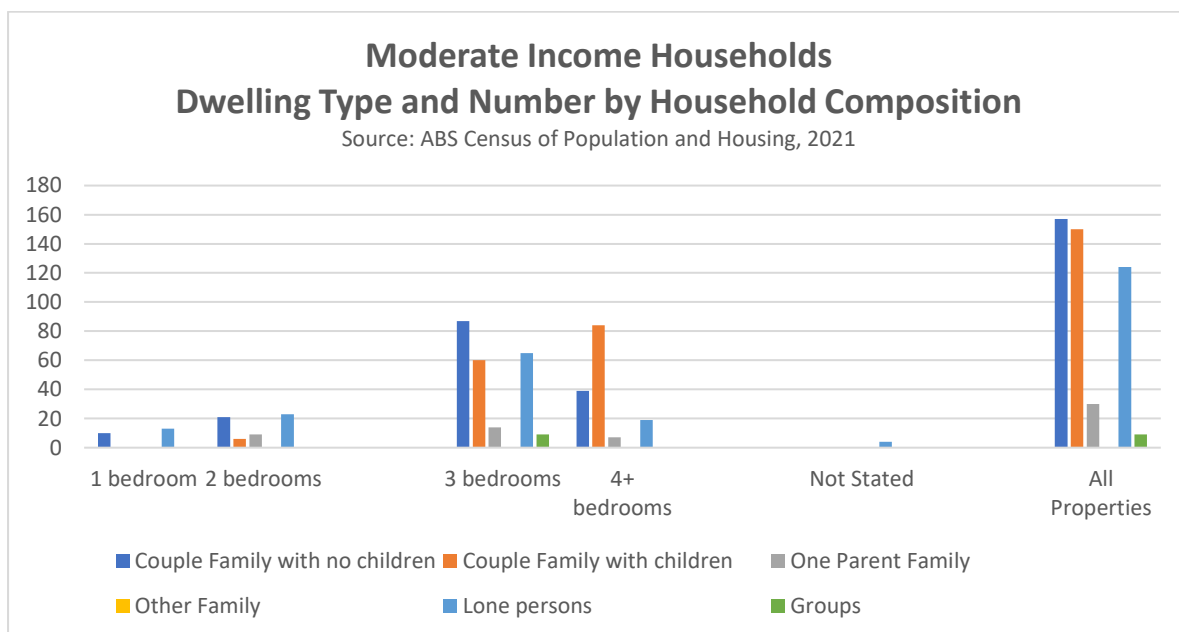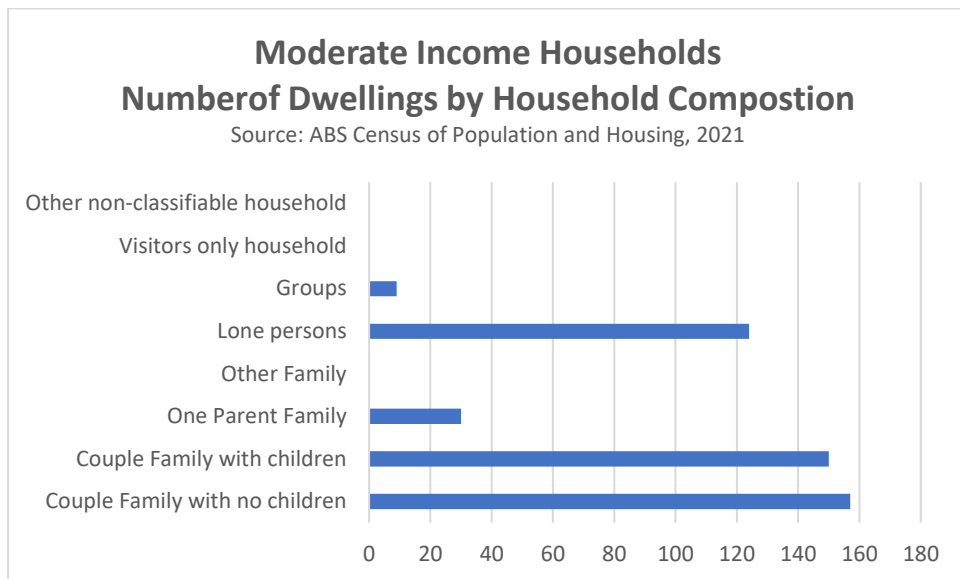
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DATA SNAPSHOT : : SOCIAL & AFFORDABLE HOUSING

Moderate Income Households (2021)

Moderate Income Households are the middle-income cohort and tend to be couples without children (33.4%) and couples with children (31.9%), followed closely by lone person households (26.4%).

Again these cohorts tend to occupy 3 and 4 bedroom homes.

Moderate Income Households
Numberof Dwellings by Household Compostion
Source: ABS Census of Population and Housing, 2021

Moderate Income Households
Dwelling Type and Number by Household Composition
Source: ABS Census of Population and Housing, 2021

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DATA SNAPSHOT : : SOCIAL & AFFORDABLE HOUSING

Data Sources Used in this Snapshot

- Local Government Housing Data Dashboard, Homes Victoria, 2023
- Bedrooms by Household Composition by Income Type, Central Goldfields, REMPLAN, 2021
- Population, Housing and Residential Strategy, Spatial Economics, 2020.
- Australian Bureau of Statistics, Census 2016 and 2021.
- Housing Data Dashboard, Regional Development Victoria, 2023

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February 2024

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8.3 RISK MANAGEMENT POLICY REVIEW

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.

SUMMARY/PURPOSE

The purpose of this report is to provide Council with the reviewed, updated draft of the Risk Management Policy.

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

RECOMMENDATION

That Council:

1. in accordance with Central Goldfields Shire Engagement Policy, make the Draft Risk Management Policy available to public comment
2. Receive comments/ submissions on the Draft Risk Management Policy from 21 August 2024 until Close of Business 4 September 2024.

LEGISLATION AND POLICY CONTEXT

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

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

Local Government Act 2020.
AS/NZS ISO 31000:2018

BACKGROUND INFORMATION

The Risk Management Policy, which is a Legislative policy, is a required policy under the Local Government Act 2020 and must be endorsed by the Council.

REPORT

It is important to review and update the Risk Management policy so that it remains in compliance with current Council requirements and community expectations.

The Risk Management Policy required significant changes, and a table of changes is listed below to show the additions and changes made to the policy.

Section	Proposed change	Comments
Purpose	Update to purpose	More clearly articulates the purpose of the policy and acknowledges opportunity as an important consideration in managing risk.
Objectives	Update to objectives	Identifies the relationship between the management of risk and achieving Council's strategic objectives
Definitions	Inserted	Provides clarity around the terms used throughout the policy
Risk Governance	Inserts reference to standards and Vic Gov risk management framework	Supplies assurance around standards being applied to risk management
	Articulates role of Audit and Risk Committee	
Risk Appetite	Restates purpose and treatment of risk appetite statement	Provides a clearer explanation of the role the risk appetite statement plays in the framework and interval for review.
Risk Management Approach	Provides greater detail on the principles of Council's proposed risk management approach	States Council's commitment to risk management and how it intends to meet that commitment and identifies risk management as a decision-making tool.
Risk Reporting	Change to Risk Reporting and Monitoring Describes how risk will be monitored and reported to Council through the Audit and Risk Committee	Articulates how Council will ensure risk management is done transparently and with accountability.
Risk Resources	Insert new section outlining Council's commitment to resourcing risk management	Ensures that the matter of resourcing risk management is identified as a key principle of ensuring it is carried out.
Risk Culture	Inserted new section outlining the role of risk culture in risk management	Encouraging a positive risk culture is a key principle in establishing effective risk management. This section articulates to the organisation and community what is required to enable effective and embedded risk management.
Roles and responsibilities	Updated roles and responsibilities	Clearer and simpler articulation of each role in managing risk. Assists in containing risk management to the appropriate levels of decision-making.

Related documents	Removes internal document references	A framework document may be attached as an appendix which graphically describes the relationship between policies, procedures, decision-making levels of Council, and various resources. This ensures a clearer understanding of how risk management flows rather than referencing standalone documents.
Suggested Changes from the March 2024 Audit and Risk Committee	• Section 5.4 para two. Replaced "Council" with Relevant "Officer" • Reviewed Roles and responsibilities in the table on page 6 of policy, no changes required	• "Council" has been replaced with "Relevant Officer" • Roles and Responsibilities have been reviewed by the General Manager of Corporate Performance and require no changes

CONSULTATION/COMMUNICATION

The Risk Management Policy was presented at the March 2024 Audit and Risk Committee for review and feedback and reviewed and updated by the Manager of Technology and Customer Service and the General Manager Corporate Performance.

Due to the number of changes and updates to the Risk Management Policy as referred to in the table of changes, it would be recommended that the policy be released for community consultation.

FINANCIAL & RESOURCE IMPLICATIONS

Internal resources are used to update the policies.

RISK MANAGEMENT

This report addresses Council's strategic risk Legislative compliance - Failure to manage our compliance with relevant legislative requirements by ensuring that the Council Policy and Procedures are current, relevant and comply with current legislative requirements.

CONCLUSION

By reviewing the Risk Management Policy and releasing it for public consultation, this ensures that the policy remains in compliance with current Council policies and community expectations.

ATTACHMENTS

8.3.1 Draft Risk Management Policy

8.3.1

RISK MANAGEMENT POLICY

Directorate:	Corporate Performance
Responsible Manager:	Manager Governance, Property and Risk
Review Due:	August 2028
Adoption:	Council
Date Adopted:	……………………..

Acknowledgement

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

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

1. Purpose

This Risk Management Policy (Policy) outlines Central Goldfield Shire Council's (Council's) key commitments to risk management, including its approach to identifying, assessing and managing risk and opportunities associated with Council services, operations and facilities.

It outlines the requirements and responsibilities for Council, Councillors, Council staff, volunteers, contractors and special committees and emphasises that management of risk and reporting on risk is everyone's responsibility.

The aim of the Policy is to ensure a greater consistency of informed management decision making and the subsequent alignment of management and operational resources.

2. Objectives

Council's objectives for applying risk management practices are to:

- ☐ Increase the likelihood of achieving Council's strategic objectives;

- ☐ Increase stakeholder confidence;

- ☐ Improve resource allocation and planning;

- ☐ Balance effective financial management;

- Deliver high quality services to our customers;

- Increase health and safety standards in the workplace; and

- Support our approach to legislative and regulatory compliance.

These objectives are realised through improved risk practices due to the fact that effective risk management enhances decision-making capabilities even in situations with varying levels of uncertainty. The greater the uncertainty and significance of a decision, the greater the benefits derived from adopting a risk-based approach to decision making.

3. Application and Scope

This policy applies to Council, Councillors, Council staff, volunteers, contractors and special committees, and recognises that successful risk management depends on input from all Council representatives.

The Policy applies to all Council owned and/or operated equipment, land, property and facilities, all services provided to the community and internal functions and processes including:

- Strategic planning;

- Human Resource Management;

- Financial Management;

- Project Management; and

- All other areas of decision making.

4. Definitions

ARC means the independent Audit and Risk Committee

Council means Central Goldfields Shire Council

Council Staff means all permanent and temporary full-time and part-time council employees, and contractors and consultants while engaged by Council.

EMT means the Executive Management Team comprising the CEO and General Managers

The Act means the Local Government Act, 2020

Risk Appetite means the amount and type of risk that an organisation is willing to pursue or retain, to achieve its organisational objectives.

Risk Management Framework means the components that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving Risk Management throughout the organisation.

Risk Management Policy means a statement of overall intentions and directions of an organisation related to Risk Management approved by the CEO and ARC.

Risk Register means structured document that records information about risks faced by an organisation.

Risk Tolerance means an organisation's readiness to bear risk after Risk Treatment.

Risk Treatment means the process to modify Risk, including Controls and Risk Treatment Plans.

5. Policy

5.1. Risk Culture

Council is committed to developing a positive risk culture that is aware, accountable, transparent and adaptable to change in the risk landscape. Creating a strong culture will contribute to improved decision-making, enhance resilience and help Council to achieve its organisational objectives.

Council has committed to implementing a risk maturity program across the organisation to embed its risk practices and improve its risk culture. This initiative encompasses development and improvement of processes, facilitation of open discussions on risk matters, and ongoing awareness and risk training for all staff. As part of this, Council will also conduct evaluations to assess its existing state of risk maturity and establish a benchmark for future assessments.

Additionally, the Council will aim to integrate risk protocols into its day-to-day business-as-usual activities. Wherever practicable, risk management practices will be embedded into existing policies and procedures to manage significant risks and opportunities identified, including business planning.

5.2. Risk Governance

Council is committed to ensuring the highest standards of governance is achieved and is proactive in its approach to risk management.

Council is committed to complying with its legal obligations, inclusive of risk management obligations established under local Government laws and State OHS laws, and other laws, as well as conducting risk management practices in accordance with AS/NZS ISO31000:2018 and the Victorian Government's Risk Management Framework.

An Audit and Risk Committee (ARC) has been established in compliance with the Local Government Act 2020 (Section 53). The ARC is committed to strengthening Council's Governance, financial and risk management practices by providing oversight, independent advice and monitoring of key processes. The ARC is governed by an ARC Charter and will meet on a regular basis with risk management reports tabled in accordance with its annual Workplan, as required under Section 54 of the Act.

5.3. Risk Appetite

Council's "appetite" for risk is formally documented via its Risk Appetite Statements. The statements covers the extent of risk Council is prepared to take in pursuing its objectives, as well as document risk tolerances, being the maximum level of risk Council is willing to take for areas of material risk such as safety, reputation and compliance.

Council is committed to reviewing its risk appetite statements on an annual basis, ensuring they align with the evolving risk landscape and the community in which the council functions.

5.4. Risk Management Approach

Council is committed to incorporating the principles of risk management in every decision it makes.

Risk management involves a systematic method of identifying, analysing, assessing, and monitoring risks associated with any activity, function or process in a way that will enable an organisation to minimise losses and maximise opportunities. Risk management is as much about identifying opportunities as avoiding or mitigating losses.

In determining its risks and opportunities, Council is committed to following a streamlined process that includes:

- Regularly undertaking risk and opportunity assessments (identifying, analysing, evaluating) related to all aspects of operations, including identifying Strategic and Operational Risks.

- Managers leading risk assessments within their areas of responsibility.

- Engaging relevant stakeholders to provide input to develop risk and opportunity assessments.

- Providing the standardised tools (e.g. risk matrix, consequence tables, registers) for the organisation to be able to perform affective risk management.

- Documenting risks and opportunities in organisational registers and using organisational tools (risk management system, Pulse) when it becomes available.

- Evaluating the likelihood and potential impacts of identified risks and prioritising risks based on their significance and consequences.

- Identifying risk controls, and developing and implementing additional strategies (Risk Treatment Plans) for high-priority risks and/or where risks are out of tolerance.

- Assigning responsibilities for implementing mitigation measures and monitoring process.

- Ensuring that mitigation strategies align with Council's strategic objectives.

Council is committed to documenting its risk management processes, to ensure a consistent methodology is applied across Council when applying risk management practices.

It is important for both Council and its staff to recognise that risk management is a management process for effective decision making, with every member of staff effectively a "Risk Manager".

5.5. Risk Monitoring and Reporting

Council is committed to regularly monitoring and reporting on the effectiveness of its risk mitigation strategies, which is required to keep the ARC and EMT informed as to whether risks to Council's objectives, or areas of material risk, are tracking within risk tolerance. If risk is not monitored and managed effectively, there is the potential for the organisation to suffer loss and unable to achieve its objectives.

The Relevant Officer will report on its risk status to the EMT and ARC, via regular risk management updates and risk escalation pathways. Any risk identified as high or extreme through the risk assessment processes or the review of risk registers must be reported to EMT.

Communications on incidents, risk management strategies and accountabilities will also be provided to the broader organisation, where relevant. This ensures transparency in discussion and handling of risk-related information.

Internal auditors will also conduct independent reviews in accordance with the annually endorsed Internal Audit Plan, to assess the adequacy of risk controls and the extent of compliance with those controls. These internal audits and findings will be presented to the ARC for ongoing review and monitoring.

5.6. Risk Resources

Council is committed to ensuring adequate resources are in place and that effective risk management systems are operational throughout the organisation.

Essential tools including procedures and registers, which are vital for facilitating an effective and consistent risk management practice, will be developed and made available to all staff. Once developed, these tools will be continued to be reviewed and improved as part of Council's risk improvement strategies.

Highlighting the collective responsibility that risk management is 'everyone's responsibility', Council requires everyone to undertake risk management awareness training, which will include an understanding of the individual's role in risk management.

Council has committed to evaluating the risk management software. This will enable risk management within the system, fostering resilience, adaptability, and consistent reporting through the same system.

5.7. Risk Management Framework

Council's Risk Management Framework comprises this Policy and several components that provide the foundation for managing risk throughout the organisation.

The components of the framework comprise:

- ☐ Risk Appetite Statement - (insert last adoption date)

- ☐ Risk Management Policy

- ☐ Risk Management Procedure

- ☐ Strategic Risk Register - (insert last reviewed date)

- ☐ Operational Risk Register

- ☐ Business Continuity Plan

- ☐ Audit and Risk Committee

- ☐ Occupational Health and Safety Committee

- ☐ Internal and External Audit programs

- ☐ Several key business management policies

6. Roles and Responsibilities

Responsibility for effective risk management is a shared commitment. The table below provides a broad outline of the responsibilities of primary stakeholders. Further comprehensive detail can be found in Council's subordinate Risk Management documentation.

Stakeholder	Responsibilities
Council	Responsible for the oversight of the organisation's approach to risk management including setting risk appetite.
Audit and Risk Committee	Responsible for providing advice on Council's risk management and that Council's risk are controlled and monitored
EMT	Responsible for implementing effective risk management practices including compliance with this Policy.
Managers	Responsible for identifying and prioritising material business risks and reporting on those risks. Managers are also responsible for implementation of the Risk Management Policy within their business units.
Manager, Governance Property and Risk	Responsible for developing risk strategies and processes, and facilitating risk engagement, management and reporting across Council
All Staff	Responsible for assisting in the identification and management of material risks within their area of activities including complying with the Risk Management Procedures

7. Review

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

8. Human Rights Statement

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

9. Relevant Legislation and Guidelines

Local Government Act 2020

AS/NZS ISO 31000:2018

8.4 STRATEGIC RISK MANAGEMENT FRAMEWORK REPORT

Author: **Manager Governance Property and Risk**

Responsible Officer: **Acting General Manager Corporate Performance**

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

SUMMARY/PURPOSE

The report presents to Council, the Central Goldfields Shire council (CGSC) Risk Management Framework and report on the outcomes of the Risk Management Project.

RECOMMENDATION

That Council adopt the Risk Management Framework.

LEGISLATION AND POLICY CONTEXT

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

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

BACKGROUND INFORMATION

Council's Corporate Action Plan includes a commitment to develop and implement a risk and assurance system and drive culture change.

Council adopted its Risk Management Policy in March 2020 and in February 2022 its amended Strategic Risk Register.

An internal audit in 2019 identified that the operational and strategic risk registers are not reported on or updated on a regular basis.

Risk Management Framework Project

The Risk Management Framework project commenced in June 2023.

The dashboard report from the Waymark consutants (Item 6. details the completion of all critical milestones apart from the project close out which will be completed after the framework is approved).

The project key outcomes were the design of a risk framework and updated risk registers.

Strategic Risk Register

Workshops were conducted for key stakeholders including Councillors to review the Strategic Risk Register where good progress was made in reviewing the risks their treatments and residuals risks.

Further workshops were undertaken with officers, addressing the scope of controls to include and hone treatment plans in line with the Risk Appetite Statement, to complete the outstanding items on the Strategic Risk Register.

The Risk Management Project Dashboard (May 2024), Strategic Risk Dashboard and Strategic Risk Register (June 2024) and the operational Risk Dashboard and Operational risk register (June 2024) were presented to the Audit and Risk Committee (ARC) on 3 June 2024.

There are 13 Strategic Risks with their ratings being 9 High, 3 Medium and 1 Low. This includes additional information and cyber security risk as recommended by the ARC.

Waymark Advisory facilitated workshops with each Directorate to develop operational risk registers for key activities across Council.

The operational risk registers and operational risk dashboard are attached for information.

Next steps include:

- Final adoption of Risk Policy and acceptance Framework by Council

- Review of Strategic Risk Register where risks are outside of tolerance

- Evaluation of Pulse Corporate System functionality before adopting the risk module

- Development of ongoing risk review cycle

CONSULTATION/COMMUNICATION

Councillors and staff participate in workshops to develop the framework.

The Risk Management Framework Project was presented to ARC on 3 June 2024

The Risk Management framework, Strategic Risk Register and Risk Management Policy was presented at the 30 July Councillor Briefing.

The Risk Management Policy and Risk Management Framework are being presented at the 20 August 2024 Council Meeting

FINANCIAL & RESOURCE IMPLICATIONS

Costs were associated with the Workshops that were conducted for key stakeholders including Councillors to review the Strategic Risk Register.

The Strategic Risk Registers were developed and are maintained and updated by the relevant Officers.

RISK MANAGEMENT

This report addresses Council's strategic risk Governance - Failure to transparently govern and embrace good governance practices by the development of a strategic and operational risk register.

CONCLUSION

Phase one of the Risk Management Project will be complete when Risk Management Policy is adopted by Council.

Phase two of the Risk Management Project is due to be designed based on the transition of the risk register into Pulse and development of ongoing risk review cycle.

ATTACHMENTS

6.3.1   Risk Management Framework

Risk Management Framework

Central Goldfields Shire Council

Contents

1. Introduction

1.1. Purpose & Objectives

This Risk Management Procedure (Procedure) outlines Central Goldfield Shire Council's (Council) risk management process for identifying, assessing and managing risks throughout the organisation.

This framework includes the risk registers, risk procedure and is aligned to Council's Risk Management Policy.

The objective of this procedure includes establishing a comprehensive and systematic approach for identifying, evaluating, and managing risks in a manner that aligns with Council's overall strategic objectives and risk appetite.

1.2. Scope

This Procedure applies to identifying and managing Council's Strategic and Operational risks and is required to be followed by all Business Groups for the identification, management and reporting on risks.

1.3. Context

The risk management process at Council is an integral part of management and shall be embedded into everyday decision making through Council operations. It shall be applied at the strategic and operational levels, embedded into, but not limited to:

- Strategic and operational business planning / Corporate reporting
- Internal and external audits
- Financial decision-making
- Business case analysis
- Marketing strategies
- Management of change processes
- External reviews
- Procurement processes
- Recruitment processes
- Project management

2. Roles & Responsibilities

All staff at Council at all levels are responsible for applying risk management processes to the activities they undertake. Roles accountable for managing and reporting on risk at Council are defined in the Risk Management Policy with additional roles and responsibility defied below:

- **Risk Owner** – A risk owner is responsible for identifying risks in their areas of responsibility and ensuring the ongoing monitoring, tracking and management of the risk. A risk owner may by a General Manager of a business group or a Manager/Team leader of a sub-business group

- **Control Owner –** A control owner is responsible for monitoring the implementation of Controls and Treatment strategies. A control owner may be a risk owner or have been delegated the control to implement, monitor and manage.

3. Risk Appetite & Tolerance

Risk appetite represents the types and degree of risk Council is willing to take or accept in pursuit of achieving its strategic objectives.

Council recognises that risk is an essential part of doing business and there is a strong and sustained commitment to ensure the ongoing effectiveness of risk management in the organisation.

Council has established its Risk Appetites aligned to its Strategic risks, Council Plan focus areas and consequences, which it accepts in pursuit of its business objectives. Councils Risk appetite statements are documented in Attachment H.

These Risk Appetites have been translated into 'Risk Tolerance Maps', which are used for evaluating risks against Council's risk appetite (Section 4.2.4). Risk Tolerance Maps are found in Attachment I.

4. Risk Management Process

Council's risk management methodology is consistent with the methodology applied in the AS ISO 31000:2018 Risk Management Guideline Standard, as depicted in the Figure 1 below.
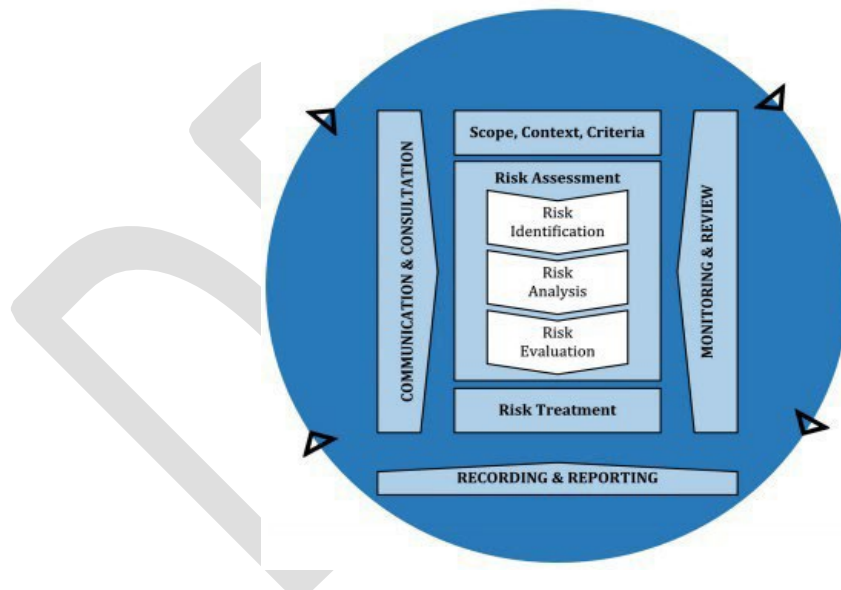

FIGURE 1 – AS ISO 31000 RISK MANAGEMENT PROCESS

Although the risk management process is often presented as sequential, in practice it is iterative.

4.1. Establish the Context

The first step in the process is to understand the environment in which Council operates. This helps to define external and internal considerations that should be taken into account when managing risks at Council, including setting the scope and risk criteria. This can be done at the organisational level, business group level or subgroup level.

CONTEXT - Key steps include:

1. What is the strategy, program, process or activity that is being assessed?
2. Decide the scope of the activity, including the goals and objectives.
3. What are the critical success factors?
4. What are the expected outcomes?
5. What are the strengths, weaknesses, opportunities, threats (SWOT).
6. Confirm the identity and concerns / issues / expectations of stakeholders.
7. What are the significant factors in Council's internal and external environment?
8. Familiarise yourself with the [Company's] tools used to identify, analyse and manage risk.

Several environmental scanning tools can be used to consider the above. An example of a Pestle Analysis Tool and SWOT Analysis Tool are provided in Appendix A and Appendix B, respectively.

4.2. Risk Assessment

As outlined in the AS ISO 31000:2018, a risk is defined as the effect of uncertainty on objectives.

Risk Assessment is made up of the three steps:

Risk Identification → Risk Analysis → Risk Evaluation

It involves identifying all sources of Risk that might impact on an objective. This may also include identifying risks of not pursuing a particular goal or objective (Opportunity risk).

It also involves the identification of possible causes, the cumulative effects of contributing causes, or scenarios leading to disruptions and other risk events materialising.

The process of identifying, analysing and evaluating the likelihood and consequences of risks may be based on the review of actual incidents and lessons learned, up to date and relevant information, people with relevant knowledge and experience and anecdotal evidence where no actual evidence is available.

This risk Assessment process should be undertaken in a workshop environment with subject matter experts, risk management professionals and other relevant stakeholders.

4.2.1. Risk Identification

The aim of Risk Identification is to identify 'what could go wrong' (risk), or what could benefit the organisation (opportunity).

IDENTIFY THE RISK - The following questions should be considered:

1. Review risk categories
2. What can go wrong? (risks)
3. What would cause it to go wrong? (causes)
4. What are the impacts if it does go wrong? (consequences)
5. What can go right? (value add - opportunity risk)
6. Once all the risks have been identified they should be recorded into the **Risk Register.**

There are many potential sources of information that may be useful in identifying risk:

- Risks from existing business as usual (BAU) activities;
- Lessons learned reports;
- Customer and community feedback;
- Strengths and weaknesses analysis (SWOT) (Appendix B),
- External environment analysis – opportunity and threat analysis; and
- Political, economic, sociological, technological and industry analysis (Appendix A).

4.2.2. Risk Categories

Risk Categories have been established to assist with areas on where risks may arise. All risks identified should be categorised against each of these categories. These risk categories are found within Appendix C.

4.2.3. Risk Analysis

The purpose of risk analysis is to comprehend the nature of risk and its characteristics including where appropriate, the level of risk.

The main objective of risk analysis is to separate the minor acceptable risks from the major ones, and to provide data to assist in the evaluation and treatment of risk.

Risk analysis involves a detailed consideration of risk uncertainties, risk sources, consequence, likelihood, event, scenarios, controls and their effectiveness.

When determining the likelihood or consequence of a risk occurring, it is important to take into consideration existing controls.

The level of risk is then measured by multiplying the Likelihood of Occurrence and Consequence Rating together to give a Risk Rating[1].

Risk Rating = the likelihood of an event occurring X the consequence of such an event.

---

[1] Note: Council does not assess the inherent Risk Rating, as controls are generally in place which need to be taken into consideration.

Residual risk ratings are determined by reference to the highest rated consequence category that applies to the risk e.g. Safety, Financial, Environmental, etc.

ANALYSE THE RISK – The following key areas and tools should be considered

1. Capture the key controls currently in place in the **Risk Register**.
2. How affective are the controls (**Appendix D** – Control Effectiveness)
3. How likely is the risk to occur? (**Appendix E** – Likelihood rating)
4. What is the impact of risk? (**Appendix F** – Consequence Table)
5. Assess the risk (likelihood x consequence) (**Appendix G** – Risk Rating Matrix)

Controls can act to:

- prevent a risk event from occurring i.e. reduce the likelihood of occurrence; or
- mitigate or reduce the impact or consequence of the event should it occur.

Controls can be categorised as either preventative or mitigating to allow a more objective assessment of the likelihood and consequence ratings. It is also important to map controls against risk sources to identify whether all risk sources have appropriate preventative controls.

4.2.4. Risk Evaluation

Risk Evaluation helps us make decisions on whether the risk is acceptable or unacceptable, and which risks need further Treatment.

The acceptability of risk can be defined as follows:

- **Risk is within Tolerance** - no additional Treatments (controls) are required.
- **Risk is outside of Tolerance** - additional Treatments (controls) are required to reduce to the risk to a target risk level.

Council applies Risk Tolerance slightly differently for Strategic and Operational/Project risks.

Operational Risks

Risk Tolerance is established using Risk Action Tables (Appendix J).

- Where risks are rated ***Extreme or High***, these risks are considered to be 'out of tolerance' and require further treatment.
- Where risks are rated ***Low or Inherent***, these risks are considered to be 'within tolerance' and no further treatment is required.
- Anything in between is approaching out of tolerance levels and requires management review.

As the Council matures, it will move towards adopting the Strategic Risk tolerance scheme.

Strategic Risks

Risk Tolerance Maps are the Tools used to define the tolerability of risks. Risk Tolerance maps have been established based on the organisations appetite for risk (See Section 3, Appendix H and Appendix I).

Risk tolerance should be assessed against the highest rated consequence category that applies to the risk e.g. Safety, Financial, Environmental, etc.

Where a residual risk is assessed as outside the Risk Tolerance but presents with strong controls, Council management will closely monitor these risks, actively review and monitor the risk controls and report these risks as accepted as managed as low as is reasonably practicable (ALARP).

Residual Risks rated at or below the risk tolerances will be accepted and need not be considered for further treatment actions. However, it is important to note that even if a risk is deemed acceptable, this does not imply that the risk is insignificant, and the risk will still need to be monitored.

> **EVALUATE THE RISK**
> 1. Identify key Tolerance maps / Tables to be used (i.e. strategic v's Operational)
> 2. Compare risk rating against Tolerance Map
> 3. Evaluate risk acceptability – acceptable / not acceptable.
> 4. Record your outputs in the **Risk Register.**

4.3. Risk Treatment

The purpose of Risk Treatment is to select and implement options for addressing risk, where risks are out of Tolerance. It involves an iterative process of formulating and selecting risk treatment options, planning and implementing risk treatment, assessing the effectiveness of that treatment and deciding if the remaining risk is acceptable.

Where the Residual Risk rating is outside the tolerable regions of the relevant Risk Tolerance Maps, further Treatments must be considered. Treatment Options may include:

- **Avoid/Terminate** - cease the activity or do not start the activity to eliminate the risk.
- **Remove** - the risk source.
- **Reduce** - reduce the risk level by applying additional treatments until the risk is acceptable. This generally requires changing the likelihood or consequence of the risk.
- **Share** - if practical to do so, share the risk – or some of it (e.g. outsourcing or insurance)
- **Accept** – the risk by informed decision making; risk acceptance requires appropriate authority (e.g. Risk Owner, ARC, Councillors)
- **Take or increase** – the risk to pursue an opportunity.

Arriving at appropriate risk treatments involves:

- Identifying all risk treatment options. A risk treatment may be a single treatment or it may be made up of a number of different treatments that together provide protection against a risk.
- Considering all potential risk treatments and selecting reasonably practicable risk treatments that eliminate the risk, or if this cannot be done, reduce risk so far as is reasonably practicable. It is necessary to consider the hierarchy of controls.
- Implementing the selected option(s).

Risk treatments should act to enhance an existing control or to implement a new control.

When determining the preferred treatment option, consideration should be given to the cost of the treatment as compared to the likely risk reduction that will result. On selecting the preferred treatment option, the cost of any action should be incorporated into the budget planning processes and a responsible person identified for delivery of the action.

A second risk assessment should then be undertaken to confirm the Target Risk level will reduce the level of risk within tolerance (or to acceptable levels).

> **TREAT THE RISK**
>
> 1. Consider Risk Treatment Options (Share, Terminate, Accept, Reduce)
> 2. Apply Treatment Options / Implement
> 3. Assess the Risk Target level.
> 4. Record your decision in the **Risk Register**.

Risk treatment actions should identify:

- Person responsible for the action;
- Details of the action including an indication of what is being modified (i.e. likelihood or consequence);
- Target date for completion; and
- Any resources needed to implement.

Once the Risk Treatment has been implemented, they become 'Existing Controls'.

It is important to note that not all risks require Treatment, however, all risk must be monitored to ensure that existing controls are effective in mitigating negative outcomes.

4.4. Monitor and Review

The purpose of monitoring and review is to assure and improve the quality and effectiveness of process design, implementation and outcomes. Ongoing monitoring and periodic review of the risk management process and outcomes needs to be a planned part of the business activity. Monitoring and review of risks are driven by the risk rating level as well as organisational governance requirements, as per the table below.

Residual Risk Level	Description	Monitoring & Review Period
Extreme / High **Priority 1**	Risks that remain extreme or high after all controls have been applied	Quarterly – Formal reviews by risk owner. Review of significant controls by risk owner. Monitoring of implementation of risk treatment action plans by Risk Owner / Risk Area owner.
Medium **Priority 2**	Risks that remain medium after controls and further treatments have been applied.	If outside tolerance levels Quarterly formal review by risk owner. If within risk tolerance levels 6 monthly by risk owner
Low **Priority 3**	Appropriate controls keep the risk at low	Formal reviews at least annually by risk owner.
Risks with open treatments		Monthly by risk owner

All risk levels	Triggered risk reviews	• Annually, as part of a formal risk review.
		• When a change is being made that affects business objectives
		• When a risk event occurs
		• When an incident/ accident occurs related to the risk
		• When a risk control is being removed or modified
		• Upon request of the Chief Executive Officer, General Managers, or Manager Governance Property & Risk

The occurrence of risk events related to risks contained in the Strategic Risk Register or Operational Risk Registers shall trigger a review of the risk sources, control effectiveness and risk rating for the relevant risk.

The results of this review shall be used to update the relevant risk register. Should the review result in the increase in an Operational risk rating to High or Extreme, or should the review relate to an existing High or Extreme risk, the relevant General Manager shall inform the Manager Governance Property and Risk of the circumstances of the event/issue and the results of the risk review.

4.5. Escalation and Response

The table below outlines the escalation and response required for risk assessments for existing, new and emerging risks based on management's assessment of risk tolerance and Council's risk appetite.

Risk Assessment	Escalation and response
Risk within tolerance	No action required
Risk approaching tolerance level	1. Report to relevant Business Group General Manager 2. Increased monitoring & enhancement of controls
Risk outside Council's Risk Tolerance	1. Institute a Risk Treatment Action Plan to bring the element back within tolerance 2. Regular reporting to: • the Audit and Risk Committee (Strategic risks) or • Business Group General Managers (business group risks) until the element is back within the risk tolerance.

4.6. Communication & Consultation

Communication and consultation with external and internal stakeholders should take place during all stages of the risk management process. This should take place to ensure that those accountable for implementing the risk management process and stakeholders understand the basis on which decisions are made and the reasons why particular actions are required.

Communication and consultation with stakeholders is important as they make judgments about risk based on their perceptions of risk. These perceptions can vary due to differences in values, needs, assumptions, concepts and concerns of stakeholders. As their views can have a significant impact on the decisions made, the stakeholders' perceptions should be identified, recorded, and taken into account in the decision-making process.

4.7. Risk Registers

Council maintains two key risk register:

- Strategic risk Register
- Operational Risk Register.

The Strategic Risk Register is maintained by the Manager, Governance Property and Risk, and the Operational Risk Register is maintained by the General Managers of the risk areas they are responsible for. Risk registers are held on file at [insert location].

All risk workshop / assessment outcomes shall be recorded in the relevant risk register under the appropriate classification.

5. Reference Documents

This procedure should be read and applied in conjunction with the following documents:

- Risk Management Policy.

6. Definitions

Definitions commonly used throughout this document are provided in the following table:

TERM	DEFINITION
Control	A measure that is modifying **risk**. Controls include any process, policy, device, practice, or other actions which modify risk. Controls can work to: - prevent a risk event or reduce its likelihood; or - mitigate the impact of a risk event. Controls can be categorised as: - people-based – being actions initiated by individuals based on their skills, knowledge or experience; - system-based – being executed by individuals within the bounds of a procedure or common practice; and - engineering-based – not requiring human intervention such as automated IT-based controls.
ALARP	As low as reasonably practicable Note: A term often used in the regulation and management of safety-critical and safety-involved systems. The ALARP principle is that the residual risk shall be reduced as far as reasonably practicable. Recognises that the cost involved in reducing the risk further would be grossly disproportionate to the benefit gained.
Asset	Item, thing or entity that has potential or actual value to an organization. Source: ISO 55000, AMAF (DTF)
Business Group	One or more of: - Corporate Performance Group - Infrastructure Assets and Planning Group - Community Wellbeing Group - CEO office

Business Group Risk Register	Risk register where the Business Group General Manager has ultimate accountability for managing the business risks.
	Each risk may have different risk owners but the Business Group General Manager has ultimate accountability for managing the risk.
Consequence	The outcome or impact of an event affecting objectives. A consequence can be certain or uncertain, and can have positive or negative effects on objectives
	Can be expressed as a quantitative severity factor.
Control Owner	The person with the day-to-day accountability for the effective operation of a risk control.
	This person should have appropriate functional and/or technical competence, plus organisation level authority, for ensuring their assigned control effectively manages the risk.
Cumulative Risk	Means consideration of the cumulative impact of the risk with regard to other risks.
	Used in safety risk management. Where a major risk involves a number of hazards or a chain of events, the assessor needs to understand and assess the likelihood of each hazard or event in the chain occurring and the likelihood of them escalating to a major incident.
Strategic Risk Register	A **risk register** addressing key strategic organisational risks managed by the Executive Team.
Hazard	Source of potential harm.
Inherent Risk	The **risk** before **controls** and **risk treatment** actions are applied.
	Assessed in a plausible worst-case scenario where all controls are assumed to be ineffective.
	Council does not assess the inherent Risk Rating.
Issue	Refer **Risk Event**
Likelihood	A qualitative description of the chance of an **event** occurring.
	Sometimes called probability.
	Can be expressed as a quantitative factor.
Material risk	A risk with a residual risk rating of high or extreme.
Monitoring	Continually checking, supervising, critically observing or determining the status in order to identify change from the performance level required or expected.
Residual Risk	The **risk** remaining after accounting for **risk controls**.
	This should account also for the effectiveness of the controls.
Risk	The effect of uncertainty on objectives.
	The effect can be either a positive or negative deviation from the expected and can apply at different levels such as strategic, business group, project product and process. It is a future potential event that may or may not happen.
Risk Analysis	Process to comprehend the nature of **risk** and to determine the **level of risk**.
Risk Appetite	Amount and type of **risk** that an organisation is willing to pursue or retain.
Risk Appetite Statements	A set of statements setting out Council's appetite for various consequence types of risk.
	Requires Council/ Audit and Risk Committee approval.

Risk Assessment	Overall process of **risk identification**, **risk analysis** and **risk evaluation**.
Risk Criteria	Terms of reference against which the significance of a **risk** is evaluated. Risk criteria are based on organisational objectives, and external and internal context
Risk Evaluation	Process of comparing the results of **risk analysis** with **risk criteria** to determine whether the **risk** and/or its magnitude is acceptable or tolerable.
Risk Event	A problem or concern that is occurring or has occurred, and which has potential consequences on business objectives. This could include an incident or accident. Sometimes referred to as an *issue*.
Risk Identification	Process of finding, recognising and describing **risks**. Risk identification involves the identification of **risk sources**, **events**, their causes and their potential **consequences**.
Risk Level	Magnitude of the **risk** or combination of risks, expressed in terms of the combination of **consequences** and their **likelihood**. This is often a qualitative assessment but can be quantitative if a numerical scale is used for likelihood and consequence.
Risk Management	Coordinated activities to direct and control an organisation with regard to **risk**.
Risk Management Policy	A statement of overall intentions and directions of an organisation related to **risk management**. Within Council the policy will be approved by the Audit and Risk Committee and issued under authority of the Chief Executive.
Risk Management Process	Systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context and identifying, analysing, evaluating, treating, **monitoring** and reviewing **risk**.
Risk Owner	Person with the accountability and authority to manage a **risk**.
Risk Profile	Description of any set of **risks**.
Risk Rating	The application of the **likelihood** and **consequence** criteria enable Council to assess the **risk level** for each identified **risk**. The same matrix is used to assess residual risk and **Target Risk** levels.
Risk Register	A record of information about identified **risks**. There can be different levels of register (e.g. Strategic, operational), as well as registers for different Business Groups.
Risk Source	An element which alone or in combination has the intrinsic potential to give rise to a **risk**. Sometimes referred to as a *threat*. Can be tangible or intangible.
Risk Treatment	Process to modify **risk**, including **controls** and **risk treatment plans**.
Target Risk Level	The risk level reasonably expected to be achieved following implementation of some or all of the risk treatments. Within Council, this term is mainly used in safety risk management.
Threat	Refer **risk source**.

Appendix A – Pestle Analysis
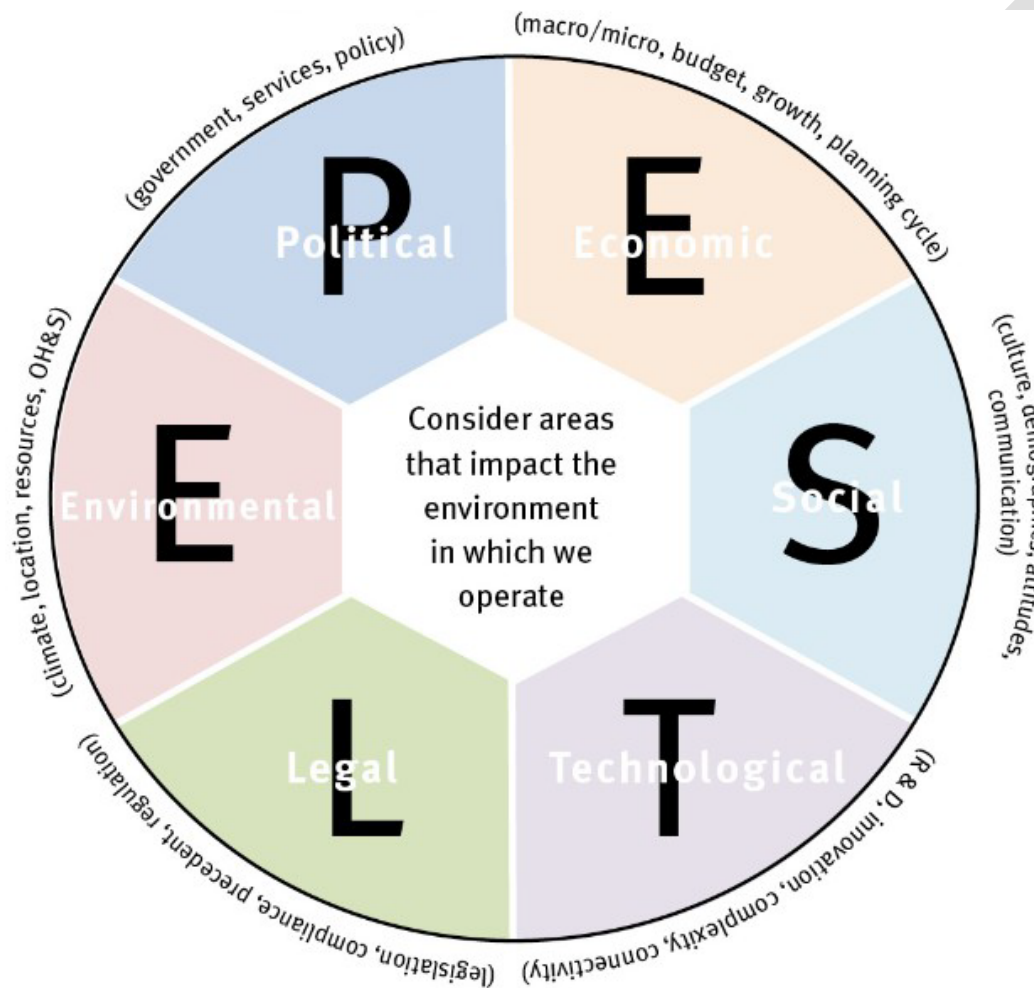
PESTLE Analysis is a useful tool to analyse the operating environment and to understand any other factors that contribute to it.

A PESTLE requires consideration of several factors.

Political influences, which may prevent your organisation from achieving its objectives.

Economic influences, which may prevent your organisation from achieving its objectives.

Socio-cultural influences, which may prevent your organisation from achieving its objectives.

Technical and technological influences, which may prevent your organisation from achieving its objectives.

Environmental influences, which may prevent your organisation from achieving its objectives.

Legal influences, which may prevent your organisation from achieving its objectives.

All key stakeholders should be involved when conducting this type of analysis.

Appendix B – SWOT Analysis

A SWOT Matrix (strengths, weaknesses, opportunities and threats) is a useful tool to analyse the environment and establish current issues and future risks.

It is beneficial to involve your key stakeholders when conducting this type of analysis.

Risk Management Framework – For Central Goldfields Shire Council - Draft

Appendix C – Risk Categories

Risk Category	Description
Financial & Economic	Risks related to financial losses, economic downturns, market volatility, and poor financial planning.
Political	Risks arising from political instability, policy changes, government decisions, and legislative shifts impacting operations.
Governance	Risks associated with internal governance structures, ineffective leadership, decision-making processes, and policy non-conformance.
Legal & Compliance	Risks of non-compliance with laws and regulations, legal disputes, fines, and penalties.
Business Continuity	Risks that threaten the continuous operation of the business, such as system failures, emergencies, and supply chain disruptions.
Environment	Risks related to environmental damage, sustainability challenges, and non-compliance with environmental regulations.
Health & Safety	Risks concerning the health and safety of employees and customers, including workplace accidents and unsafe practices.
People	Risks involving human resources, such as skill shortages, staff turnover, and labor disputes.
Community & stakeholders	Risks related to stakeholder expectations, community relations, and social responsibility obligations.
Information & Technology	Risks from technology failures, cybersecurity threats, data breaches, and outdated systems.
Asset Management	Risks related to the management, maintenance, and depreciation of physical and intangible assets.
Assets	Risks due to asset loss, damage, theft, or underperformance impacting organizational value.
Service Delivery	Risks impacting the quality, efficiency, and reliability of services provided to clients or customers.
Projects	Risks inherent in project management, including delays, cost overruns, and failure to meet project objectives.
Procurement & Contracts	Risks arising from procurement processes, contract management, and supplier relationships.
Reputation	Risks to the organization's reputation, public image, and customer trust due to various internal or external factors.

Risk Management Framework – For Central Goldfields Shire Council - Draft

Appendix D – Control Effectiveness

When determining the likelihood or consequence of a risk occurring, it is important to take into consideration existing controls.

Descriptor	Rating	Description	% Effectiveness
Effective	5	The control is well designed for the risk, it addresses the root cause and management has assurance that it is always effective and reliable. The control is measured and monitored on an ongoing basis.	>91%
Partially Effective	4	While the design of the control seems largely correct in that it treats most of the risk root cause, its effectiveness to mitigate the risk could be improved.	61 - 90%
Slightly Effective	3	Significant control gap. Either the control does not treat all the root cause, or it does not operate consistently to effectively mitigate the risk.	30-60%
Not Effective	2	Virtually not a credible control. Management has no confidence that any degree of control is being achieved due to poor control design and/or very limited operational effectiveness.	0 - 30%

Appendix E – Likelihood

In the current control environment, the likelihood (probability) that a risk will occur is estimated to be.

Occurrence	Rating	Description	Probability
Almost Certain	5	The event is expected to occur in most circumstances. Will occur in the next week to month	>91%
Likely (Probable)	4	The event will probably occur in most circumstances. Will occur in the next 6 months to 1 year.	61 - 90%
Possible	3	The event could occur at some time. Will occur within the next 1 to 2 years	31 - 60%
Unlikely	2	The event unlikely to occur. May occur within 3 years	11 - 30%
Rare	1	The event may only occur in exceptional circumstances. Not likely to occur within next 5 years	0-10%

Appendix F – Consequence Table

	Safety	Financial	Legal and Regulatory	Business Capability	Environmental	Community	Reputation	Culture
Severe / Catastrophic Disaster with potential to lead to collapse **(5)**	* Fatality or permenant Disability contractor or member of public. * Worksafe Prosecution	* >$5M unplanned liability, budget overspend or revenue shortfall or loss * >$250K breach of trust/authority * >5% Rate revenue increase	* Fines, claims, sued for damages >$50M. * Criminal offence with custodial sentence; * Prosecutions	* Suspension of majority of critical services > 48 hours * Serious loss of operational capability for > 4 weeks and serious disruption to service levels. * A customer-facing service is totally incapacitated and non-functional for >3 months. * Council is dismissed and replaced by a Commission.	* Irreversible environmental harm / ecosystem damage to environmental values of state / national significance including cultural heritage assets.	The Shire population centre is destroyed or extensively damaged, with multiple fatalities. An essential service/utility in the Shire is permanently incapacitated. 100s of people are permanently incapacitated. Small rural hamlets are unable to sustain residents.	* Parliamentary inquiry. * Community outrage. * High-level adverse National/State media coverage.	* High executive turnover and significant instability and lack of direction. * Employees severely disengaged; culture of blame and distrust; Minimal productivity and high levels of apathy. * Permanent staff turnover exceeds 30% p.a.
Major Critical event with profound effect **(4)**	* Serious injury or health effect requiring immediate admission to hospital as an inpatient. * Notifiable incident	* >$500k to $5M unplanned liability, budget overspend or revenue shortfall or loss * >$30K breach of trust/authority. * >3% Rate revenue increase.	* Formal regulatory investigations fines, claims, sued for damages up to $10M * restrictions on business criminal offence with no custodial sentence	* Prolonged suspension of a critical service > 8 hours * Serious loss of operational capability for > 2 weeks and major disruption to service levels * Customer-facing service is totally incapacitated and non-functional for >1 month.	* Major environmental harm / ecosystem damage of highly valued environmental values including cultural heritage assets. * Long term remediation required >10 years; Significant costs to rehabilitiate >$5M.	100's of people are incapacitated, requiring medical attention, for several days. A Shire major population centre essential service/utility is incapacitated for several days. Failure of >50% of businesses. Property values decrease >20%.	* Sustained National and State negative media coverage. * High profile community concern requiring significant rectification measures. * Organisation is openly criticised in industry forums. * Negative campaign conducted by multiple ratepayers, over several weeks to months.	* High levels of conflict and frustration; significant lack of productivity impacting on operational delivery; significant levels of distrust. * Permanent staff turnover 20% to 30% p.a.
Moderate Event requiring moderate levels of resources and input **(3)**	* Multiple minor injuries to employees, contractors or members of public, requiring medical treatment. * Lost time injury or health effect requiring immediate medical treatment as an outpatient. * Near miss serious incident with the potential for permanent disablement.	* >$250 to $500K unplanned liability, budget overspend or revenue shortfall or loss * <$30K breach of trust/authority	* First-named party sued for damages/ negligent act. * Informal regulatory investigations; fines or claims < $500K.	* Serious loss of operational capability for over 1 week and disruption to service levels * Complete failure of a Strategic project	* Measurable damage and impairment to the environment or cultural heritage asset. Recovery in a period of 2-5 years.	Permanent closure of a local sporting team or major facility Violent aggression/ reaction to social/ cultural change. Property values decrease >10%. >average increase in crime/ problem gambling/ substance abuse.	* Localised group activism. * Limited State media coverage and/or adverse local media campaing over several weeks. * Negative opinion expressed by multiple ratepayers to Councillors and/or staff.	* Moderate level of disengagement, and low productivity due to inefficient and silo work practices. * Unable to attract suitably qualified candidates to fill vacancies. * Permanent staff turnover 15% to 20% p.a.
Minor Effect is minimal **(2)**	* Minor injury to employee, contractor or member of public, requiring medical treatment. * Provisional Improvement Notice (PIN) issued. * Near miss incident with the potential for a medical treatment injury.	* >$50 to $250K unplanned liability, budget overspend or revenue shortfall or loss * <$10K breach of trust/authority * <3% Rate revenue increase.	* Minor non-compliance with no fines or claims; regulatory queries but no regulatory action * Public Liability claim, within excess.	* Loss of operational capability in some areas and some disruption to service levels. * Delivery of a major project is delayed >2 months. * Failure to achieve major project outcomes/deliverables.	* Pollution event that poses a minor risk to the local environment/ ecosystem or cultural heritage environmental value. * Recovery in a period of < 2 years.	Widespread and prolonged unrest/ disharmony due to social/cultural change. Negative population growth >12 months. Permanent closure of the only local social facility. Long-term inability to form/maintain social committees/groups.	* Increasing trend in complaints. * Limited local media attention (e.g. critical editorial comment in local media, once or twice) * Once-off mention in Melbourne media.	* Some employees disgruntled for short periods of time; minimal impact on productivity. * Permanent staff turnover 10% to 15% p.a.
Negligible / Insignificant Effect is insignificant **(1)**	* First aid injury to employee, contractor or member of public. * Or no treatment Injury	* <$50K unplanned liability, budget overspend or revenue shortfall or loss * <$1000 breach of trust/authority * <1% Rate revenue increase.	* Technical non-compliance with no regulatory involvement.	* No loss of operational capability * No negative disruption to service levels	* Minor pollution incident in a localised area that results in no risk of harm to environmental values, no lasting impact.	Permanent closure of a popular social/ sporting facility. Widespread sense of low worth/ morale as a community. Closure of local school. Closure of local financial institution.	* Once-off mention in local media. * Intermittent complaints from community members.	* Individual disgruntled or disengaged employees. * Permanent staff turnover 0% to 10% p.a.

Appendix G – Risk Matrix

		LIKELIHOOD				
		Rare	Unlikely	Possible	Likely	Almost Certain
	Rating	**1**	**2**	**3**	**4**	**5**
Severe / Catastrophic	5	M	H	E	E	E
Major	4	M	H	H	H	E
moderate	3	L	M	M	H	H
Minor	2	L	L	L	M	M
Insignficant / Negligble	1	I	I	I	L	L

CONSEQUENCE

Appendix H – Risk Appetite Statements

Risk Appetite	Statement	Risk Areas (Strategic risks)	Consequence Table link
Accepting	Council has an ACCEPTING risk appetite for High-Risk Projects, Property & Assets, Community Engagement, Community Wellbeing, Staff and Service Delivery, and Climate Change - adaptation. Council is willing to consider all options and choose the one that is most likely to result in a successful delivery while also providing a reasonable degree of protection from high risk..	• High-Risk Projects, • Property & Assets, • Community Engagement, • Community Wellbeing, • Staff and Service Delivery, and • Climate Change	• Culture • Reputation • Environment
Cautious	Council has a CAUTIOUS risk appetite towards Legislative Compliance, Government Mandate and Policy, and Business Continuity. Preference is for safer options that have little risk of adverse exposure.	• Legislative Compliance, • Government Mandate and Policy, • Business Continuity	• Legal and Regulatory • Business Capability
Controlled	Council has a CONTROLLED risk appetite in respect of Financial Sustainability, Governance, and Information Management; avoidance of these risks is the main treatment. There is no tolerance at Council for accepting these risks.	• Financial Sustainability, • Governance • Information Management	• Finance • Safety

Risk Management Framework – For Central Goldfields Shire Council - Draft

Appendix I – Tolerance Maps – Strategic Risk Management

Medium Tolerance

Apply for:
- *High-Risk Projects,
- *Property & Assets,
- *Community Engagement
- *Community Wellbeing
- *Staff and Service Delivery
- *Climate Change
- Environment
- Culture
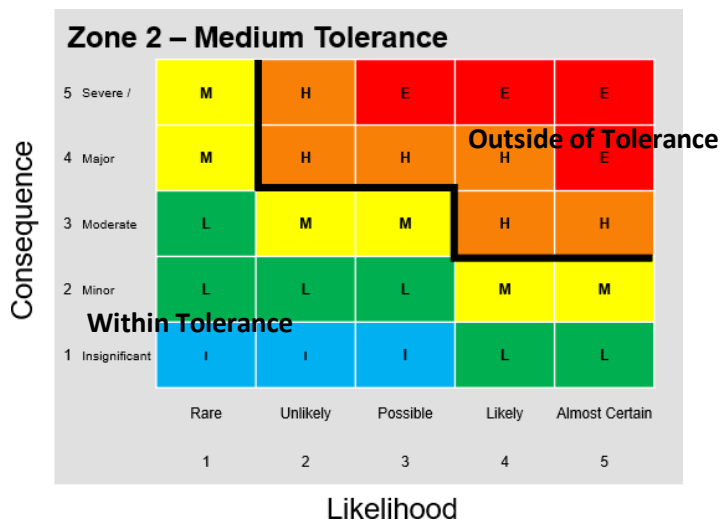
Low Tolerance

Apply for:
- *Government Mandate and Policy
- *Legislative Compliance
- Legislative & Regulatory
- Reputation
- Business Capability.
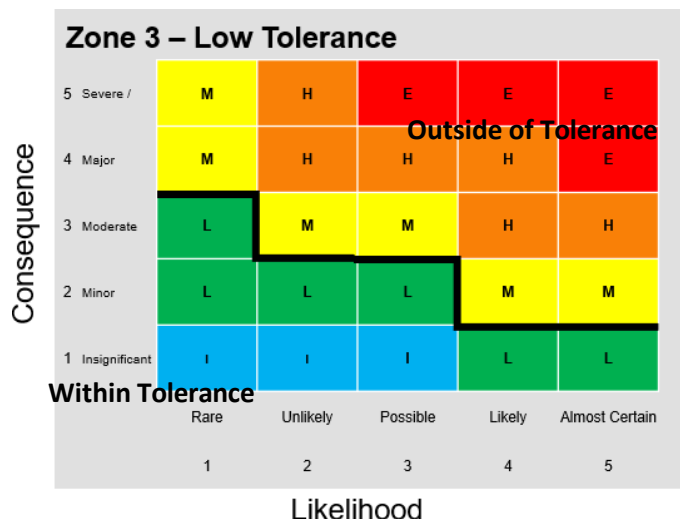
No Tolerance

Apply for:
- *Governance
- *Financial Sustainability
- *IT and Information
- Safety
- Financial
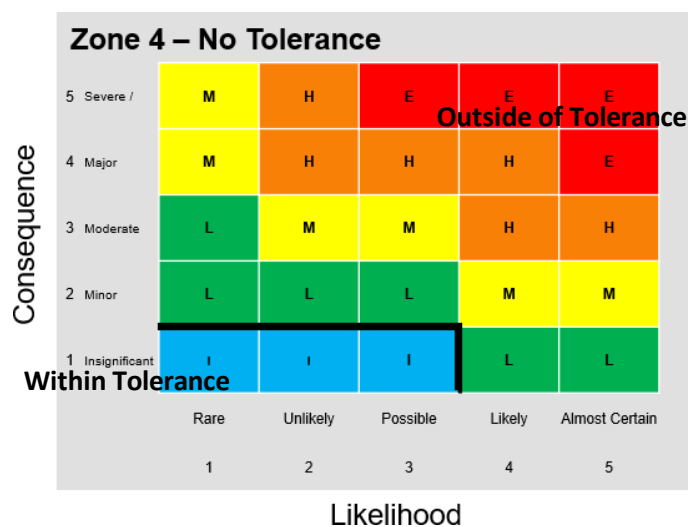
Note: *tolerance level applied to Strategic risk, otherwise applied to consequence

Risk Management Framework – For Central Goldfields Shire Council - Draft

Appendix J – Risk Action and Tolerance Table – Operational Risks

Risk Actions are applied to Operational Risks, to determine further Treatment activity

	Risk Rating	Tolerance	Risk Acceptability		Treatment Activity
E	Extreme Risk	Out of Tolerance	Not acceptable	Treat the Risk	Immediate Action required to reduce the risk
H	High Risk	Out of Tolerance	Not acceptable	Treat the Risk	Senior Management attention to manage the risk
M	Medium Risk	Approaching Out of Tolerance	Possibly acceptable	Management Review	Management responsibility must be specified and risk controls reviewed
L	Low Risk	Within Tolerance	Acceptable	Monitor	Managed by BAU / routine procedures
I	Insignificant Risk	Within Tolerance	Acceptable	Monitor	Examine where un-needed action can be reduced

Outside of Tolerance

Likelihood		Rare 1	Unlikely 2	Possible 3	Likely 4	Almost Certain 5
5	Severe /	M	H	E	E	E
4	Major	M	H	H	H	E
3	Moderate	L	M	M	H	H
2	Minor	L	L	L	M	M
1	Insignificant	I	I	I	L	L

Within Tolerance

Consequence
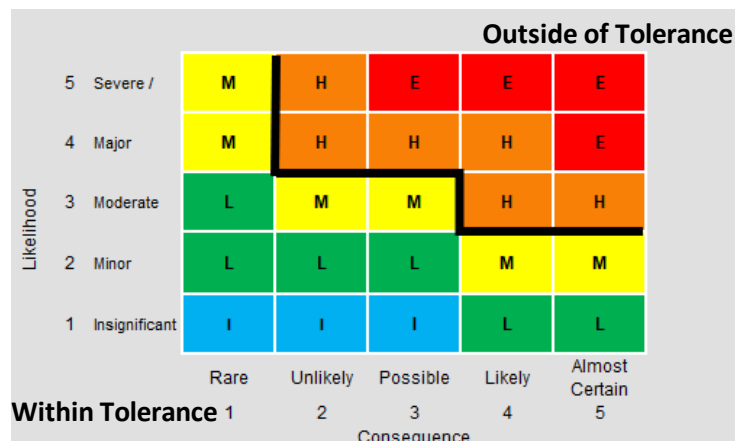
8.5 ADOPTION OF FAIR ACCESS POLICY

Author:	**Coordinator Recreation and Sport**
Responsible Officer:	**General Manager Infrastructure Assets and Planning**

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

SUMMARY/PURPOSE

The purpose of this report is to provide Council, with the results from the public consultation process undertaken for the Draft Fair Access Policy and Action Plan and provide the final Fair Access Policy and Action Plan for adoption.

RECOMMENDATION

That Council;

1) notes the submissions received during the consultation period

2) Adopt the Fair Access Policy

LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2021-2025 – Our Spaces and Places

The Community's vision	1. Socially connected, creative, inclusive, healthy, and safe 'all ages' friendly communities
Victorian Government	Gender Equality Act 2020

BACKGROUND INFORMATION

From 1 July 2024, all Victorian Councils will be required to have gender equitable access and use policies in place to be considered eligible to receive sport and recreation infrastructure funding.

This is an Australia-first policy that aims to give women and girls better and fairer access to community sports infrastructure.

These policies will ensure that women and girls, trans and gender diverse groups can fully participate in and enjoy the benefits of community sport, with fair opportunity and access to their local facilities.

How women and girls can access and use community sports infrastructure impacts their ability to fully participate and have a positive experience in community sport.

To this end, the Fair Access Policy will set an expectation that community sporting environments are welcoming, accessible, and inclusive for everyone.

An Action Plan has been developed in support of the policy and outlines the steps and strategies Council will undertake to support the inclusion of women, girls and diverse groups in accessing and using community sports infrastructure.

Together, the Policy and Action Plan will progressively build capacity and capabilities of the council in the identification, and elimination of systemic causes of gender inequality in policy, programs, communications, and delivery of services in relation to community sports infrastructure.

Once adopted, the Policy and Action Plan will be reviewed on a regular basis, and where required, amendments will be made to ensure both documents continue to be relevant to the community and supports equitable access to community sports infrastructure and improved experiences for woman and girls participating in community sport.

ABOUT THE FAIR ACCESS POLICY

Developed by the Office for Women in Sport and Recreation in partnership with VicHealth and Sport and Recreation Victoria, to remain eligible for State community sports infrastructure funding all Victorian local government authorities (LGAs) must:

- have adopted a gender equitable access and use policy (or equivalent) by 1 July 2024, or

- have a plan and timeline for its adoption. eligible for state government community sports infrastructure funding.

Gender Equality Act 2020

The Gender Equality Act 2020 requires the Victorian public sector, including local Councils, to be proactive in working to achieve workplace gender equality.

This includes the consideration and promotion of gender equality in policies, programs, and services, and to conduct Gender Impact Assessments (GIA) when they have a direct and significant impact on the public such as those that related to community sport and recreation.

Victorian Government's Inquiry into Women and Girls in Sport and Active Recreation

The Fair Access Policy addresses Recommendation 6 from the Victorian Government's Inquiry into Women and Girls in Sport and Active Recreation: Deliver female friendly built environments and equitable facility usage policies.

To achieve the equitable provision of, and access to, high quality female friendly sport and active recreation facilities, which will support existing and new participation opportunities, State and local government, as well as the sector must work together to implement the following actions:

- Ensure that the built environment is appropriate by applying universal design principles and other good design considerations.

- Encourage facility owners and managers to review access and usage policies to ensure females have a fair share of access to the highest quality facilities at the best and most popular times.
  Usage policies need to consider not just competition time, but training times, and the distribution between traditional competition and other participation opportunities, as well as different sports.

- Address safety issues.
  There has been work over many years by local government on effective built environment design principles to reduce crime and improve sport and active recreation environments, which are often isolated places at night and during other off peak usage periods, should be regularly assessed to address safety concerns.

Fair Access Policy Roadmap

A Fair Access Policy Roadmap has been developed which outlines the key steps and tasks involved and the guidance and support that will be provided by the Office for Women in Sport and Recreation.

The roadmap also includes Fair Access Policy Template and Fair Access Action Plan template.

These documents have been designed in such a way to give Councils the flexibility to either adopt them as is, or they can be amended to better reflect the needs of the communities for which they are being developed.

The Office for Women in Sport and Recreation will support Council in the development implementation and review of both the Policy and the Action Plan with the draft plan needing to be approved by them prior going to public exhibition and Council adoption.

The Fair Access Policy Roadmap includes a target that by 1 July 2027.

Fair Access Principles

Pivotal to the road map are the following six Fair Access Principles which have been developed to guide local governments in the development of their own Fair Access Policy.

1. Community sports infrastructure and environments are genuinely welcoming, safe, and inclusive.

2. Women and girls can fully participate in all aspects of community sport and active recreation, including as a player, coach, administrator, official, volunteer and spectator.

3. Women and girls will have equitable access to and use of community sport infrastructure:

   - of the highest quality available and most convenient,

   - at the best and most popular competition and training times and locations, and

   - to support existing and new participation opportunities, and a variety of sports.

4. Women and girls should be equitably represented in leadership and governance roles.

5. Encourage and support all user groups who access and use community sport infrastructure to understand, adopt and implement gender equitable access and use practices.

6. Prioritise access, use and support to all user groups who demonstrate an ongoing commitment to gender equitable access and use of allocated community sport infrastructure.

These principles form the pillars of the Policy and Action Plan and Councils' can choose to use all or only a few as most relevant to their communities.

REPORT

The draft Fair Access Policy and Action Plan were made available for the community to review and provide feedback on between 26 June 2024 and 26 July 2024.

During this time, consultation was undertaken through Council's Engage Website which provided information on the Fair Access Policy and Action Plan, including its purpose and background.

A survey was also undertaken as part of the Engage page seeking feedback from the community on the Policy and Action Plan.

The Engage Page received fifteen visits and of these seven surveys were completed.

On the whole, the survey received very positive responses with all respondents stating they felt happy (85.7%) or excited (14.3%) about the implementation of the Policy and Action Plan.

The survey also asked respondents about how they felt about the six Fair Access Principles that guide the development and implementation of the Policy and Action Plan.

The response was very positive with 85.7% indicating that they were fully supportive.

When asked if they thought the Action Plan looked achievable 83.3% believed that it was with only one response indicating that they thought it looked hard.

When asked, is there anything missing that you would like to see in the action plan the following answers were received.

- *"How each item will be addressed FAIRLY across the LGA and not just for those clubs with money or more councillor representatives on their boards. It is unfathomable to ACTUAL community members how a completely new court/complex has been issued to Dunolly and Carisbrook when other just courts with funding already applied are sitting in no man's land without action or agenda applied. It is hard to understand how their needs are prioritised over our needs when quite frankly both existing courts were "playable" and had basic supporting structures such as toilets and change room areas already insitu - some courts do not have this and yet you went ahead and replaced the whole court and areas. "*

- *"Does the word education need to be added to Principle 5 - I feel this needs to be made easy for group that already have a heavy workload."*

- *"Fair access for all, some sports have too many girls - and need more boys/men Encourage the other aspects that sports/recreation gives e.g. fun and friendships."*

When asked, do you have any concerns about the Fair Access Policy the following answers were received.

- *"Yes, about how it will be actioned in a fair and equitable way across the community - this is in very recent times shown not to be the case and it is very disturbing, and this girl can because of a lack of understanding and foresight on some people who have all the powers part."*

- *"The impact on groups that are already stretched, and the resources required to implement 2. The risk of superficial compliance, especially by male dominated committees."*

- *"Lack of volunteers at sporting clubs to assist."*

- *"Fair access is about all genders and that responsibilities are fair and equitable to access not necessarily given. Reality is that in many organisations it is Males who hold the 'positions of power' so how do we enable / upskill all genders to fill these roles?"*

The answer to the above questions provides insight into how the Policy could be interpreted differently and highlights the need for engagement activities undertaken as part of the Action Plan to help stakeholders to understand the purpose of the Policy and how it will be used to drive change.

They also reiterate a number of challenges already identified in the roll out of the Policy and Action Plan including:

- lack of volunteers at sporting clubs to assist

- Limited resources (i.e., funds and time)

- challenging male dominated committees and roles

- how and when compliance will be monitored.

This feedback has been taken into consideration and will be addressed through the Action Plan.

Based on the feedback received during the public consultation process, officers concluded that there should be no changes made to the Fair Access Policy.

NEXT STEPS

Once the Policy and Action Plan have been adopted Council Officers will work with members of the Community Engagement team to develop a comprehensive engagement plan that will support implementation of the Policy and Action Plan.

CONSULTATION/COMMUNICATION

The development of the Fair Access Policy and Action Plan is informed by the following engagement objectives:

- Share information on the Policy.

- Encourage positive culture, behaviour and process change.

- Identify gaps and challenges that may come up as a result of this change.

- Promote a proactive and positive approach to problem solving.

- Understand and support needs of clubs, associations and the broader community.

As part of this Council engaged with user groups and the community to inform them of the Policy and Action Plan and how it will impact them.

The Policy and Action Plan were made available between 26 June 2024 and 26 July 2024 for public exhibition and for the community to provide feedback via Council's Engage site.

Council officers also consulted with key internal stakeholders such as the Gender Equity Committee, Youth Services and Community Development teams throughout this process to seek their input on the development of this policy.

Once adopted, Council officers will work with the clubs to communicate these changes to them and provide education and other relevant support.

This will be developed further in the Action Plan.

FINANCIAL & RESOURCE IMPLICATIONS

Council has a dedicated recreation services team and internal subject matter experts through the Gender Equity Committee to assist in the development of this policy.

Actions identified in the Fair Access Policy Action Plan will be carefully considered in line with Councils operational and capital budget to ensure they are congruent with Councils ability to implement in the timelines specified.

RISK MANAGEMENT

This report addresses Council's strategic risk Community Well-being - Failure to recognise and manage the impact of changing social and economic conditions on the community by meeting Council's commitment to Gender Equity and its' obligation to have gender equitable access and use policies in place in order to be considered eligible to receive infrastructure funding.

This report also considers Councils strategic risks Financial Sustainability – Failure to maintain our long-term financial sustainability and Property and Assets – Failure to maintain, renew and expand our assets in a timely and robust way, that considers service and delivery needs as without a Fair Access Policy in place any future applications beyond 1 July 2024 to Sport and Recreation Victoria for funding will not be considered.

CONCLUSION

The development Fair Access policy will support gender equitable access and use of community sports facilities so that women and girls as well as trans and gender diverse groups can fully participate in and enjoy the benefits of community sport, with fair opportunity and access to their local facilities.

Officers have consulted with key internal and external stakeholders in both the development of the draft Policy and Action Plan and both documents were made available for public comment via Council's Engage website for four weeks from 26 June 2024.

ATTACHMENTS

8.5.1   Fair Access Policy

8.5.2   Fair Access Action Plan

8.5.3   Community Engagement Outcomes Report – Fair Access Policy

8.5.1
FAIR ACCESS POLICY

Directorate:	Infrastructure, Assets and Planning
Responsible Manager:	Manager Project Services and Asset Management
Review Due:	July 2028
Adoption:	Council
Date Adopted:	……………………..

Acknowledgement

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

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

1. Purpose

The Fair Access Policy (the Policy) seeks to address known barriers experienced by women and girls in accessing and using community sports infrastructure. The Policy aims to progressively build capacity and capabilities of the Central Goldfields Shire Council (Council) in the identification, and elimination of systemic causes of gender inequality in policy, programs, communications, and delivery of services in relation to community sports infrastructure.

Central Goldfields Shire Council will undertake the necessary and proportionate steps towards the implementation of the Fair Access Policy.

2. Background

Sport and active recreation (Sport and Recreation) are highly visible and valued features of Central Goldfields Shire Council's culture, lifestyle, and identity. The sport and recreation sector provide opportunities for enriching our communities through the promotion of respect and fair mindedness for all Victorians, while also supporting their physical and mental wellbeing. Council is well positioned to design and implement place-based, integrated actions and plans that progress gender equality in community sport.

In partnership with the Victorian Government, Council is committed to developing an environment for all to live in a safe and equal society, have access to equal power, resources, and opportunities, and are treated with dignity, respect, and fairness. A reform agenda has

been developed to change the systems that have perpetuated gender inequality by designing an enduring structure that requires implementation and tracking of progress over time.

This reform agenda includes addressing the traditional structures and way community sport and recreation organisations operate through the implementation all nine (9) recommendations from the *2015 Inquiry into Women and Girls in Sport and Active Recreation*. This includes recommendation six (6):

> *"…encourage facility owners and managers to review access and usage policies to ensure women and girls have a fair share of access to the highest quality facilities at the best and most popular times."*

and

> *"Facilitating a universal adoption of policies, strategies and audit tools will drive change further."*

As a defined entity of the *Gender Equality Act 2020,* Council commits to conducting Gender Impact Assessments (GIA) on all new policies, programs, communications, and services, including those up for review, which directly and significantly impact the public (Gender Equality Act 2020). The access and use of community sports infrastructure is an example of policy that has a direct and significant impact on the public.

3. Definitions

Voluntary Committees of Management

For the purposes of this document, refers to committees appointed by the Department of Land, Water, Environment and Planning under the *Crown Land (Reserves) Act 1978* to manage recreation reserves where community sport training and games are held.

Community Sports Infrastructure

Publicly owned local, rural, regional, or state level sport and recreation infrastructure operated and maintained primarily for the purpose of facilitating community sport activities, including sporting grounds, surfaces, facilities, and pavilions.

Gender

How you understand who you are and how you interact with other people. Many people understand their gender as being a man or woman. Some people understand their gender as a mix of these or neither. A person's gender and their expression of their gender can be shown in different ways, such as through behaviour or physical appearance.

Gender diverse

An umbrella term for a range of genders expressed in different ways. Gender diverse people use many terms to describe themselves. Language in this area is dynamic, particularly among young people, who are more likely to describe themselves as non-binary.

Gender equality

The equal rights, responsibilities and opportunities of women, men and trans and gender-diverse people. Equality does not mean that women, men and trans and gender diverse

people will become the same but that their rights, responsibilities, and opportunities will not depend on their gender.

Gender equity

The provision of fairness and justice in the distribution of benefits and responsibilities based on gender. The concept recognises that people may have different needs and power related to their gender and these differences should be identified and addressed in a manner that rectifies gender related imbalances.

Gender Impact Assessment, or GIA

A requirement under the *Gender Equality Act 2020* to be carried out on policies, programs and services which have a direct and significant impact on the public. The assessment must evaluate the effects that a policy, program or service may have on people of different genders.

Public land management groups

For the purposes of this document, are the Committees of Management appointed under the *Crown Land (Reserves) Act 1978* and responsible for the management of recreation reserves where community sport training and games are held.

Transgender, or trans

Someone whose gender does not only algin with the one assigned at birth. Not all trans people will use this term to describe themselves.

4. Policy statement

This Policy sets out the expectation that gender equality is considered and prioritised in all of Council's current and future planning, policy, service delivery and practice as they relate to community sports infrastructure.

1. Central Goldfields Shire Council recognises that gender equality is the attainment of equal rights, responsibilities, and opportunities of women, men, trans and gender diverse people. Equality does not mean that women, men, trans and gender diverse people will become the same but that their rights, responsibilities, and opportunities will not depend on their gender.

2. Central Goldfields Shire Council recognises that gender equity is the provision of fairness and justice in the distribution of benefits and responsibilities based on gender. The concept recognises that people may have different needs and power related to their gender and these differences should be identified and addressed in a manner that rectifies gender related imbalances.

5. Scope

The Policy enables effective and efficient integration of the requirements of the Gender Equality Act 2020, the Local Government Act 2020 and the Public Health and Wellbeing Act 2008 and other legislative frameworks.

The scope of the Policy is to support Council to take positive action towards achieving gender equity in the access and usage of community sports infrastructure. This complies with the Gender Equality Act 2020 and aligns with Municipal Public Health and Wellbeing Plans.

This policy aims to build capacity and capabilities of Council in the identification and elimination of systemic causes of gender inequality in our policies, programs, communications, and delivery of those services relating to community sport and recreation. It ensures an effective place-based response for gender equitable use and access to local community sports infrastructure.

For the Central Goldfields Shire Council, this policy applies to the community sports infrastructure that is owned or managed by Council and of which is a beneficiary of any funding managed by or provided by the Council.

Any infrastructure that is not owned or managed by Council falls outside of the scope of this policy. Council is committed to working alongside the owners and managers of any other recreational based facilities within the Central Goldfields Shire to support compliance with the Fair Access Policy Roadmap and to apply consistency for our community.

Appendix 1 sets out the infrastructure within the scope of this Policy.

6. Policy Framework

The Policy is designed to comply with the *Gender Equality Act 2020*, and the wider Victorian Government gender equality strategy.

Central Goldfields Shire Council acknowledges:

1. the disadvantaged position some individuals have had in the sport and recreation sector because of their gender; and

2. that achieving gender equality will require diverse approaches for women, men, trans and gender diverse people to achieve similar outcomes for people of all genders.

Central Goldfields Shire Council will:

1. engage fairly and equitably with all staff, governance working groups, state sporting organisations, regional sport assemblies (where applicable) and members of our sport and recreation community, regardless of their gender, in a positive, respectful, and constructive manner; and

2. engage in the process of gender impact assessments to assess the implications for women, men, trans and gender diverse people of any planned action, including policies and communications. This is a strategy for making all voices, concerns and experiences, an integral dimension of the design, implementation, monitoring of policies and programs.

7. Fair Access Principles

The Fair Access Principles have been developed by the Office for Women in Sport and Recreation, Sport and Recreation Victoria and VicHealth, in consultation with representatives from local government and the state sport and recreation sector.

This Policy and any resultant action plan are based on six (6) principles of:

- inclusivity,

- full participation,
- equitable access,
- equal representation,
- encouraging and supporting user groups, and
- prioritising user groups committed to equality.

Council considers that these principles provide clear direction, while also enabling adaption to the specific environment of the Central Goldfields Shire Council's area.

1 Community sports infrastructure and environments are genuinely welcoming, safe, and inclusive

2 Women and girls can fully participate in all aspects of community sport and active recreation, including as a player, coach, administrator, official, volunteer and spectator

3 Women and girls will have equitable access to and use of community sport infrastructure:
a. of the highest quality available and most convenient
b. at the best and most popular competition and training times and locations
c. to support existing and new participation opportunities, and a variety of sports

4 Women and girls should be equitably represented in leadership and governance roles

5 Encourage and support all user groups who access and use community sport infrastructure to understand, adopt and implement gender equitable access and use practices

6 Prioritise access, use and support to all user groups who demonstrate an ongoing commitment to gender equitable access and use of allocated community sport infrastructure

8. Compliance and monitoring

8.1. Actions

Council commits to undertake a GIA on all current community sports infrastructure access and use policies and processes, and to consider opportunities to strengthen gender equitable access and use of community sports facilities in alignment with the Fair Access Principles.

If the process of assessing current policies and processes identifies opportunities to develop or strengthen gender equitable access and use of community sports facilities in alignment with the Fair Access Principles, Council commits to developing and adopting a locally relevant gender equitable access and use policy and action plan no later than 1 October 2024.

Central Goldfields Shie Council acknowledges that the requirement to have a gender equitable access and use policy and action plan (or equivalent) in place, and the ability to demonstrate progress against that policy and action plan (or equivalent), will form part of the eligibility criteria for Victorian Government funding programs relating to community sports infrastructure from 1 July 2024.

Council has also identified specific actions to progress gender equitable access and use of community sports infrastructure in its Fair Access Action Plan.

8.2. Responsibility

Councils Executive Management Team, Manager Project Services and Asset Management and Coordinator Recreation and Sport is responsible for implementing Central Goldfields Shire Councils Fair Access Policy.

Management personnel, staff, volunteers, and stakeholders (for example State Sporting Associations and Regional Sports Assemblies) at Central Goldfields Shire Council have a shared responsibility to support the policy, as outlined in the table below.

Role	Responsibility
All Council personnel, volunteers and stakeholders, and community leaders	• To promote a gender-aware and gender-responsive culture and community and championing the Fair Access Policy. • To promote, encourage and facilitate the achievement of gender equality and improvement in the status of women and girls in sport and active recreation.
Council Senior Officers and relevant Council personnel	• Lead the review of sport and recreation policies and processes. • Develop and adopt gender equitable access and use policies. • To communicate policy updates to all staff and community members. • To monitor compliance and issues. • To promote, encourage and facilitate the achievement of gender equality and improvement in the status of women and girls. • Support the undertaking of Gender Impact Assessment and submission of progress reports as per the *Gender Equality Act 2020* obligations.
Council Senior Officers and relevant Council personnel.	• Support the review of sport and recreation policies and processes. • Support the formal adoption process of a new or revised gender equitable policies.

	• Undertake Gender Impact Assessment and submission of progress reports as per the Gender Equality Act 2020 obligations.
Council Senior Officers and relevant Council personnel.	• To communicate and educate sport and recreation infrastructure user groups and users. • To partner with relevant internal and external stakeholders and community sports infrastructure users to implement the Fair Access Policy Action Plan.
Council Senior Officers and relevant Council personnel.	• To adhere to and communicate the policy when required. • To attend training / awareness programs.

9. Review

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

10. Human Rights Statement

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

11. Relevant Legislation and Council Policies

- Local Government Act 2020
- Gender Equality Act 2020
- Equal Opportunity Act 2010
- Central Goldfields Shire Council Gender Equity Action Plan 2022-2025

12.   Appendix 1: Relevant community sport infrastructure facilities

This policy applies to recreation facilities owned and/or managed by Central Goldfields Shire and includes but is not limited to the following:

Township	Facility Name
Alma	Alma Recreation Reserve
Carisbrook	Carisbrook Recreation Reserve
Carisbrook	Tullaroop Leisure Centre
Daisy Hill	Daisy Hill Tennis Courts
Dunolly	Dunolly Bowling Club
Dunolly	Dunolly Golf Course
Maryborough	Princes Park Recreation Reserve
Maryborough	Jubilee Oval
Maryborough	Hedges Oval
Maryborough	Jack Pascoe Reserve
Maryborough	Frank Graham Oval
Maryborough	Maryborough Netball Complex
Maryborough	Maryborough Tennis Centre
Maryborough	Maryborough Velodrome
Maryborough	Maryborough Sport Leisure Centre
Maryborough	Nolan Street Gym
Talbot	Talbot Bowling Club
Talbot	Talbot Recreation Reserve
Talbot	Talbot Leisure Centre
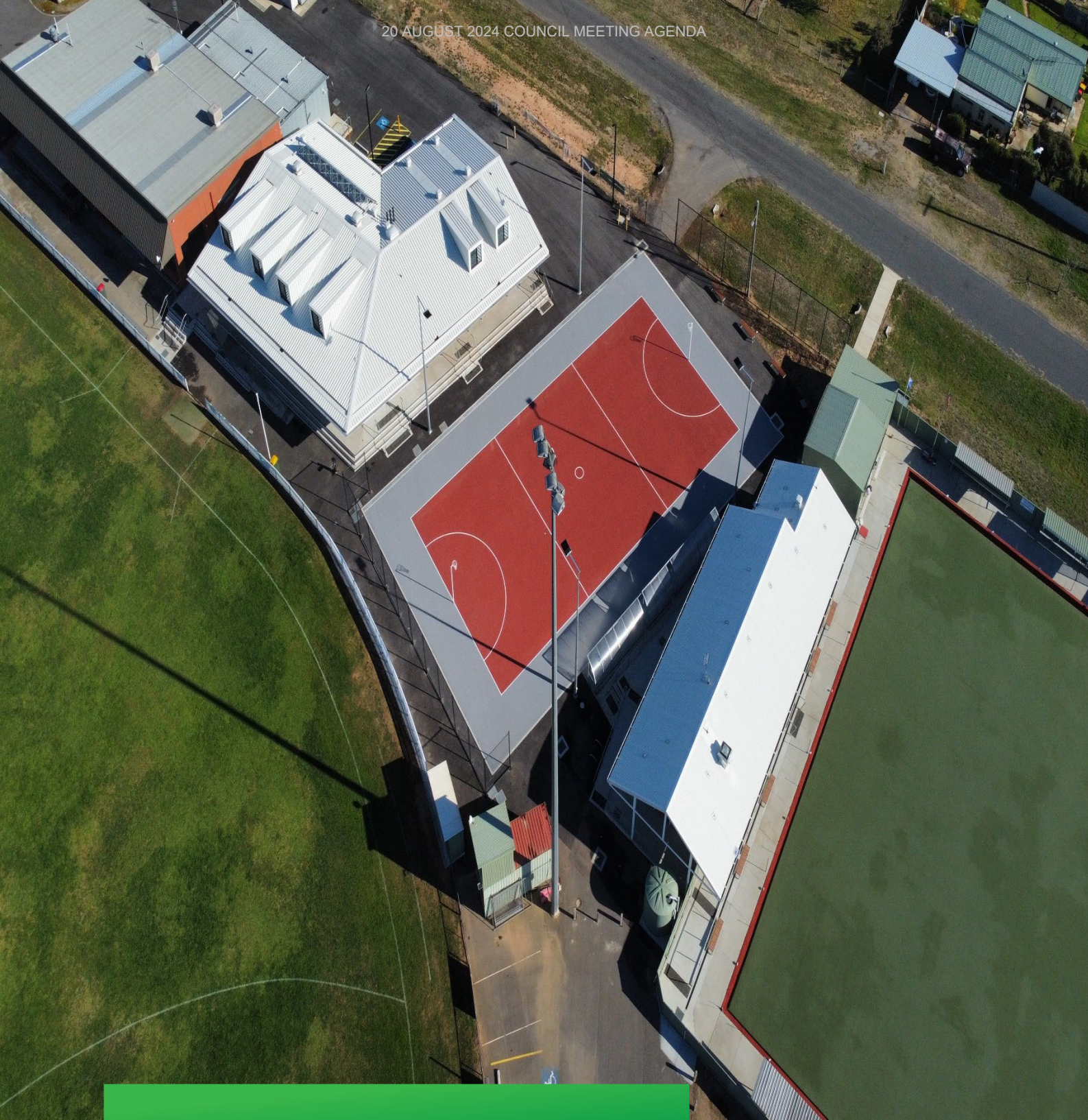
8.5.2 Central Goldfields Shire Council

DRAFT Fair Access Policy Action Plan

CENTRAL GOLDFIELDS
SHIRE COUNCIL

Author: Manager Project Services and Asset Management

Date: May 2024

Acknowledgement of Country

Central Goldfields Shire Council acknowledges the ancestors and descendants of the Dja Dja Wurrung. We acknowledge that their forebears are the Traditional Owners of the area we are on and have been for many thousands of years. The Djaara have performed age old ceremonies of celebration, initiation and renewal. We acknowledge their living culture and their unique role in the life of this region.

Principle 1: Community sports infrastructure and environments are genuinely welcoming, safe, and inclusive

Action	Timing	Lead	Partner	Measure for success
Undertake a comprehensive community engagement program to support and partner with stakeholders on implementation of the Policy and Action Plan.	Year 1	Recreation Planning and Development	Community Engagement	Delivered community engagement program
Develop a gender impact and safer design principles checklist in Council's Project Management Framework that enhances inclusivity and safety for all users.	Year 1	Project Management Office	Recreation Services	Developed gender impact and safer design principles checklist
Audit existing community facilities to determine current provision of gendered facilities (change rooms, parents' rooms, toilets, storage etc.).	Year 2	Recreation Planning and Development	Facilities	Audited community sports infrastructure to determine provision of gendered facilities
Undertake Gender Impact Assessments (GIAs) for all new community sports infrastructure projects, policies, strategies, and plans.	Ongoing	Recreation Planning and Development	Council Project Managers, Gender Equity Committee	All new community sports infrastructure projects, policies, strategies and plans have GIAs
Undertake up to three Gender Impact Assessments (GIAs) annually on existing Council owned and managed community sports infrastructure.	Year 2-4	Recreation Planning and Development	Gender Equity Committee	Existing community sports infrastructure assets have GIAs

Actively seek external funding to upgrade and renew Council's community sports infrastructure.	Ongoing	Recreation Planning and Development	Manager Project Services and Asset Management, Executive Management Team	Successful applications to improve community sports infrastructure

Principle 2: Women and girls can fully participate in all aspects of community sport and active recreation, including as a player, coach, administrator, official, volunteer and spectator.

Action	Timing	Lead	Partner	Measure for success
Undertake a comprehensive community engagement program to support and partner with stakeholders on implementation of the Policy and Action Plan.	Year 1	Recreation Planning and Development	Community Engagement	Delivered community engagement program
Work with partners to access tools that can assist in enhancing women and girls' leadership opportunities in sport and recreation.	Ongoing	Recreation Services	Community Partnerships, Regional Sports Assembly, State Sporting Associations, Sporting Leagues, Sporting Clubs, Vic Health	Support partner agencies in the delivery of workshops for women and girls in sport focusing on governance and leadership
Develop a series of workshops with partner agencies which educate users of CGSC community sports infrastructure users on Fair Access Principles and the application of those principles in their clubs and associations.	Year 2	Recreation Services	Community Engagement, Gender Equity Committee, Regional Sports Assembly	Informed sports infrastructure users regarding Fair Access Principles

Support the Community Partnerships team in the awareness, education and implementation of Council's Rainbow Readiness Roadmap in relation to community sport and recreation.	Ongoing	Community Partnerships	Recreation Services, Executive Management Team, Senior Leadership Team	Implementation of actions in Councils Rainbow Readiness Roadmap in relation to sport and recreation

Principle 3: Women and girls will have equitable access to and use of community sport infrastructure:

a. of the highest quality available and most convenient

b. at the best and most popular competition and training times and locations

c. to support existing and new participation opportunities, and a variety of sports.

Action	Timing	Lead	Partner	Measure for success
Undertake a comprehensive community engagement program to support and partner with stakeholders on implementation of the Policy and Action Plan.	Year 1	Recreation Planning and Development	Community Engagement	Delivered community engagement program
Incorporate Fair Access Principles in Council's Recreation Facilities Agreements and Fee Structure Review.	Year 1-2	Recreation Planning and Development	Governance Property and Risk	Revised facilities fee structure.
Review and update sport and recreation and associated facilities policies.	Ongoing	Recreation Planning and Development	Community Engagement, Gender Equity Committee, Regional Sports Assembly	Revised sport and recreation and facilities policies that incorporate Fair Access Principles as policies expire

Review and update Recreation Facilities User Agreements using Fair Access Principles and as informed by Council's Recreation Facilities Agreements and Fee Structure Review.	Year 1-3	Recreation Planning and Development	Governance Property and Risk	Revised facilities user agreements

Principle 4: Women and girls should be equitably represented in leadership and governance roles

Action	Timing	Lead	Partner	Measure for success
Undertake a comprehensive community engagement program to support and partner with stakeholders on implementation of the Policy and Action Plan.	Year 1	Recreation Planning and Development	Community Engagement	Delivered community engagement program
Begin data capture of information pertaining to existing female participation in leadership roles in sporting clubs, including committee members, officials and coaches.	Year 3	Recreation Planning and Development	Community Engagement	Developed database which captures female participation in community sport and recreation leadership roles
Partner with Regional Sports Assembly to promote and educate clubs on complete the Gender Inclusive Sporting Club: Self-Assessment Tool.	Year 3	Recreation Planning and Development	Community Engagement, Regional Sports Assembly, State Sporting Associations	Greater awareness in clubs of gender equity and inclusiveness in their clubs and associations

Review CGSC Community grants to support initiatives that empower and upskill women and girls in developing leadership and governance skills.	Year 2	Community Partnerships	Recreation Services, Executive Management Team	Successful community grant applications that support women and girls in leadership development

Principle 5: Encourage and support all user groups who access and use community sport infrastructure to understand, adopt and implement gender equitable access and use practices

Action	Timing	Lead	Partner	Measure for success
Undertake a comprehensive community engagement program to support and partner with stakeholders on implementation of the Policy and Action Plan.	Year 1	Recreation Planning and Development	Community Engagement	Delivered community engagement program
Work with Voluntary committees of management to provide education on the Fair Access Policy and how it applies to them and to encourage adoption of policy.	Year 1-2	Recreation Planning and Development	Community Engagement, Gender Equity Committee, Regional Sports Assembly	Delivered community engagement program
Encourage community groups to undertake a gender health check.	Year 3	Recreation Planning and Development	Community Engagement, VicHealth	Provision of Gender health check template to all sporting clubs and associations

| Support organisations such as the Loddon Campaspe Regional Sports Assembly (Sports Focus) to provide gender awareness training and development opportunities to local clubs and groups. | Year 4 | Recreation Planning and Development | Regional Sports Assembly | Supported partner agencies to delivery gender awareness training and development opportunities to local clubs |

Principle 6: Prioritise access, use and support to all user groups who demonstrate an on-going commitment to gender equitable access and use of allocated community sport infrastructure

Action	Timing	Lead	Partner	Measure for success
Undertake a comprehensive community engagement program to support and partner with stakeholders on implementation of the Policy and Action Plan.	Year 1	Recreation Planning and Development	Community Engagement	Delivered community engagement program
Embed gender equitable access to facilities in the provision of sports facilities agreements.	Year 1-3	Recreation Planning and Development	Governance, Property and Risk	Sporting and recreational users demonstrating how they have engaged with other users to ensure gender equitable access
Review pricing structure in Councils Recreation Facilities Agreements and Fee Structure review to consider incentivising groups which develop specific programs for women, girls and gender diverse groups.	Year 1-2	Recreation Planning and Development	Governance, Property and Risk	Fee structures reviewed

8.5.3 Fair Access Policy and Action Plan Feedback

SURVEY RESPONSE REPORT
18 April 2024 - 25 July 2024

PROJECT NAME:
Promoting access for all in sport

BANG THE TABLE
engagementHQ

SURVEY QUESTIONS

Fair Access Policy and Action Plan Feedback : Survey Report for **18 April 2024** to **25 July 2024**

Q1 | The Fair Access Policy includes six guiding principles and commitments. Our Action plan focuses on how we can implement th...

Question options

- 🔴 Don't support
- 🟣 Slightly support
- 🟡 Mostly support
- 🟢 Fully support

Question	Mostly support	Fully support
Do you support Principle 1 - Infrastructure?	1	6
Do you support Principle 2 - Roles in sport?	1	6
Do you support Principle 3 - Equitable access...	1	6
Do you support Principle 4 - leadership?	1	6
Do you support Principle 5 - culture and envi...	1	6
Do you support Principle 6 - Prioritise acces...	1	6
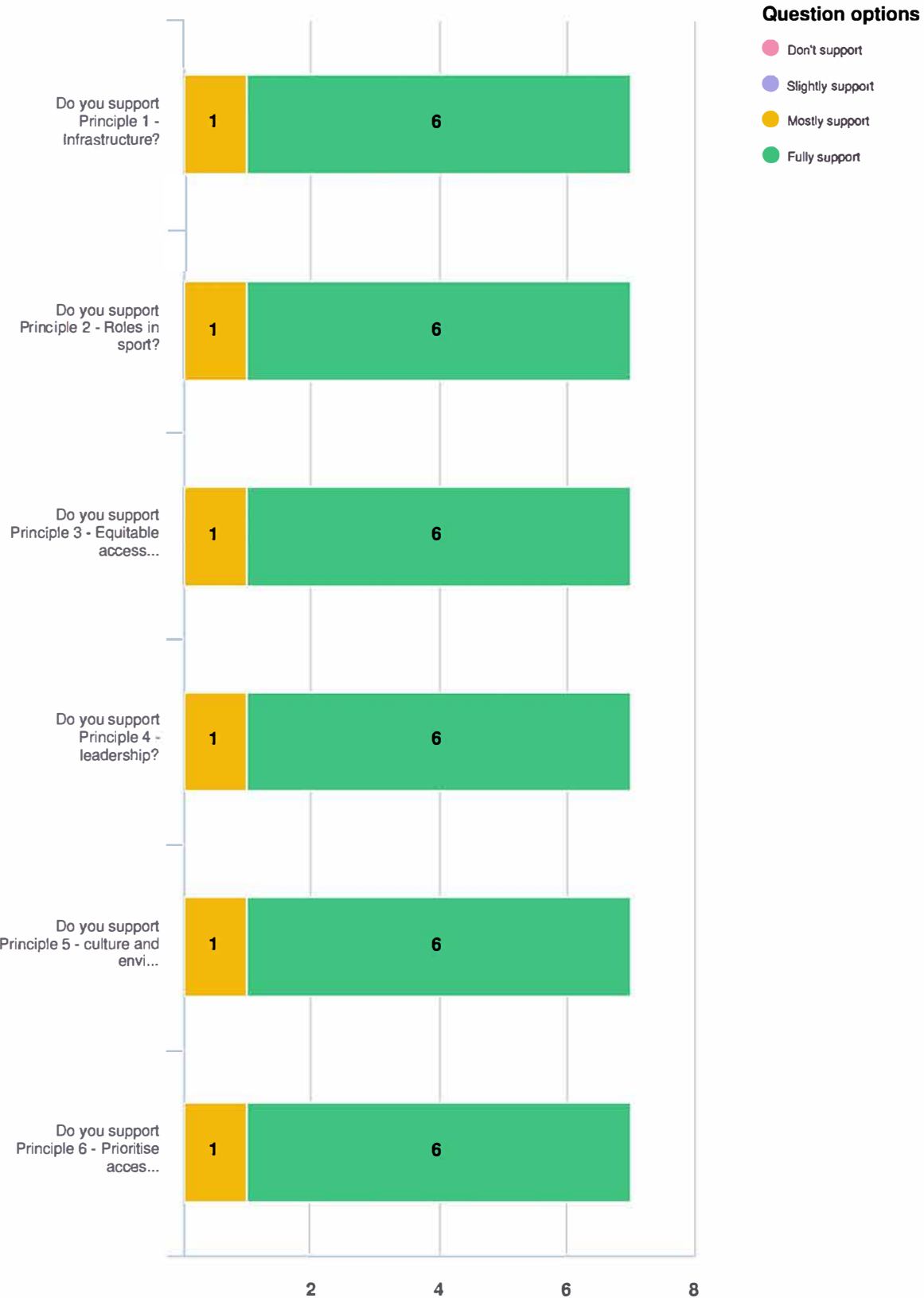
Optional question (7 response(s), 0 skipped)
Question type: Likert Question

Fair Access Policy and Action Plan Feedback : Survey Report for **18 April 2024** to **25 July 2024**

> **Q1** **The Fair Access Policy includes six guiding principles and commitments. Our Action plan focuses on how we can implement th...**

Do you support Principle 1 - Infrastructure?

Don't support : 0

Slightly support : 0

Mostly support : 1

Fully support : 6

Fair Access Policy and Action Plan Feedback : Survey Report for **18 April 2024** to **25 July 2024**
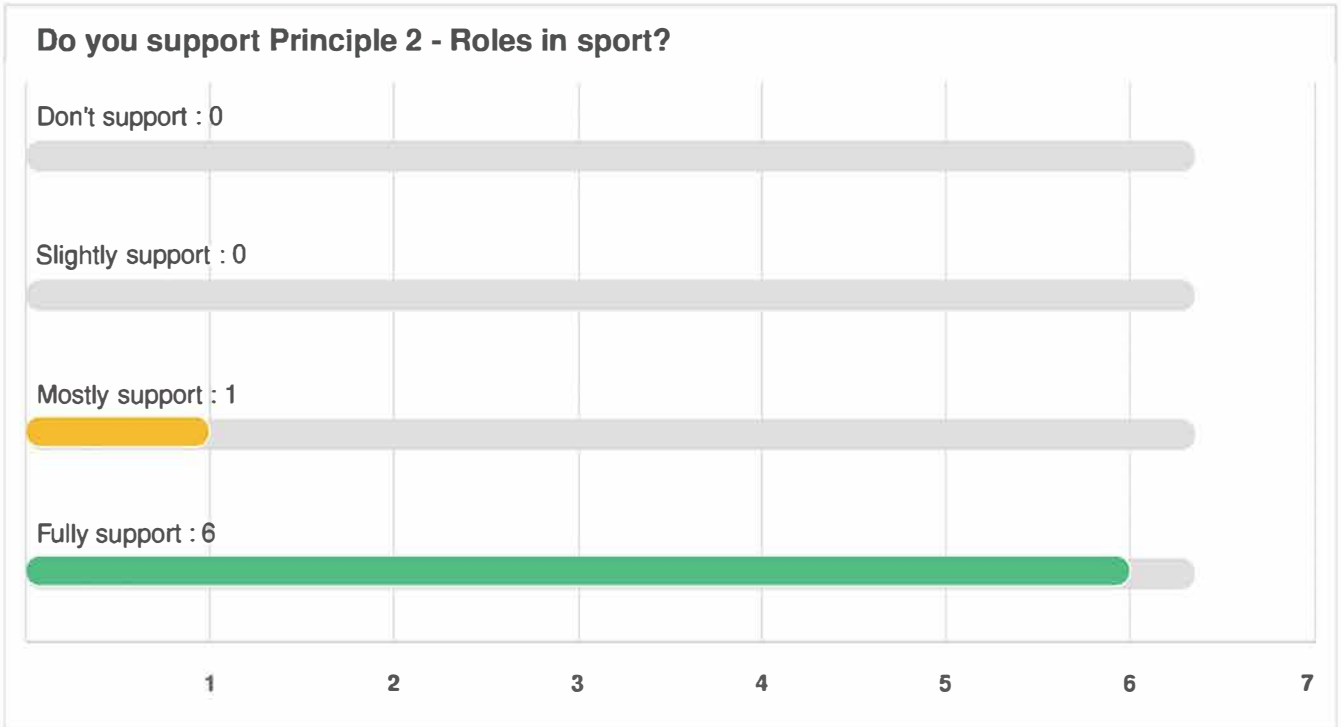
Do you support Principle 2 - Roles in sport?

Don't support : 0

Slightly support : 0

Mostly support : 1

Fully support : 6

| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Fair Access Policy and Action Plan Feedback : Survey Report for **18 April 2024** to **25 July 2024**

Do you support Principle 3 - Equitable access?

Don't support : 0

Slightly support : 0

Mostly support : 1

Fully support : 6

| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

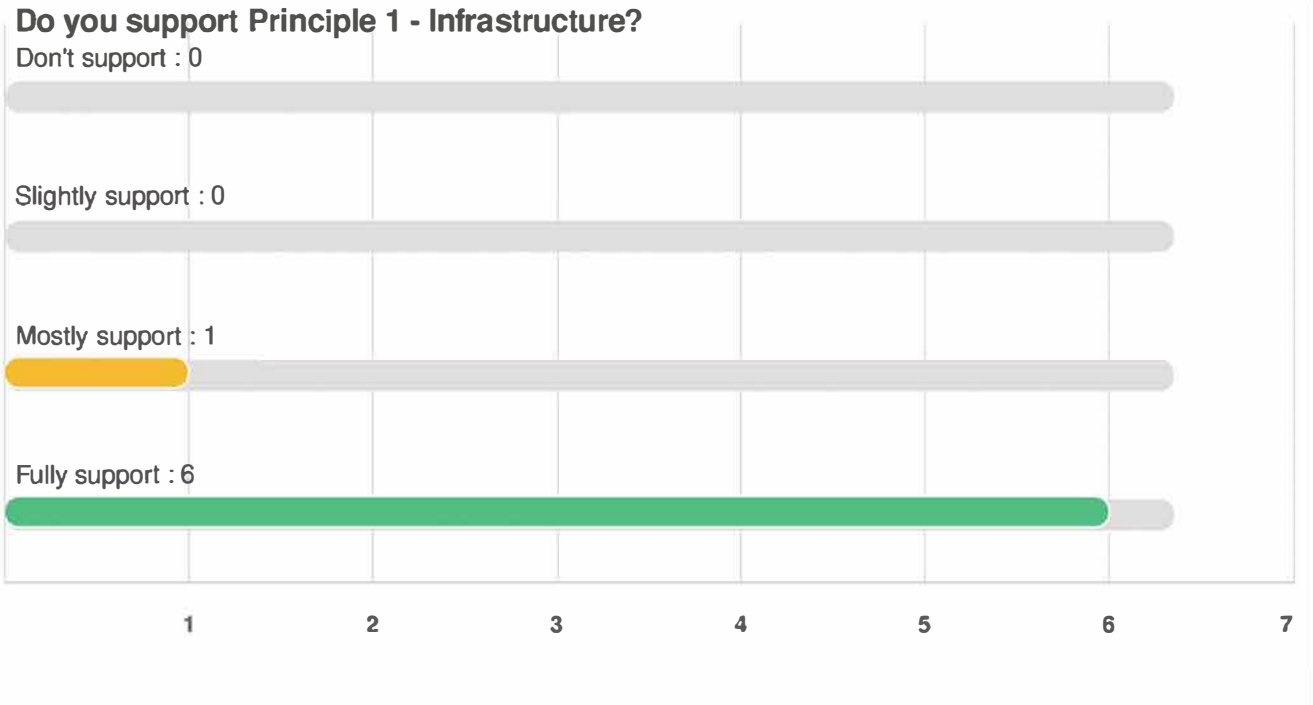**Fair Access Policy and Action Plan Feedback** : Survey Report for **18 April 2024** to **25 July 2024**

Do you support Principle 4 - leadership?

Don't support : 0

Slightly support : 0

Mostly support : 1

Fully support : 6

| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Fair Access Policy and Action Plan Feedback : Survey Report for **18 April 2024** to **25 July 2024**

Do you support Principle 5 - culture and environment?

Don't support : 0

Slightly support : 0

Mostly support : 1

Fully support : 6

| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Fair Access Policy and Action Plan Feedback : Survey Report for **18 April 2024** to **25 July 2024**

Do you support Principle 6 - Prioritise access?

Don't support : 0

Slightly support : 0

Mostly support : 1

Fully support : 6

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
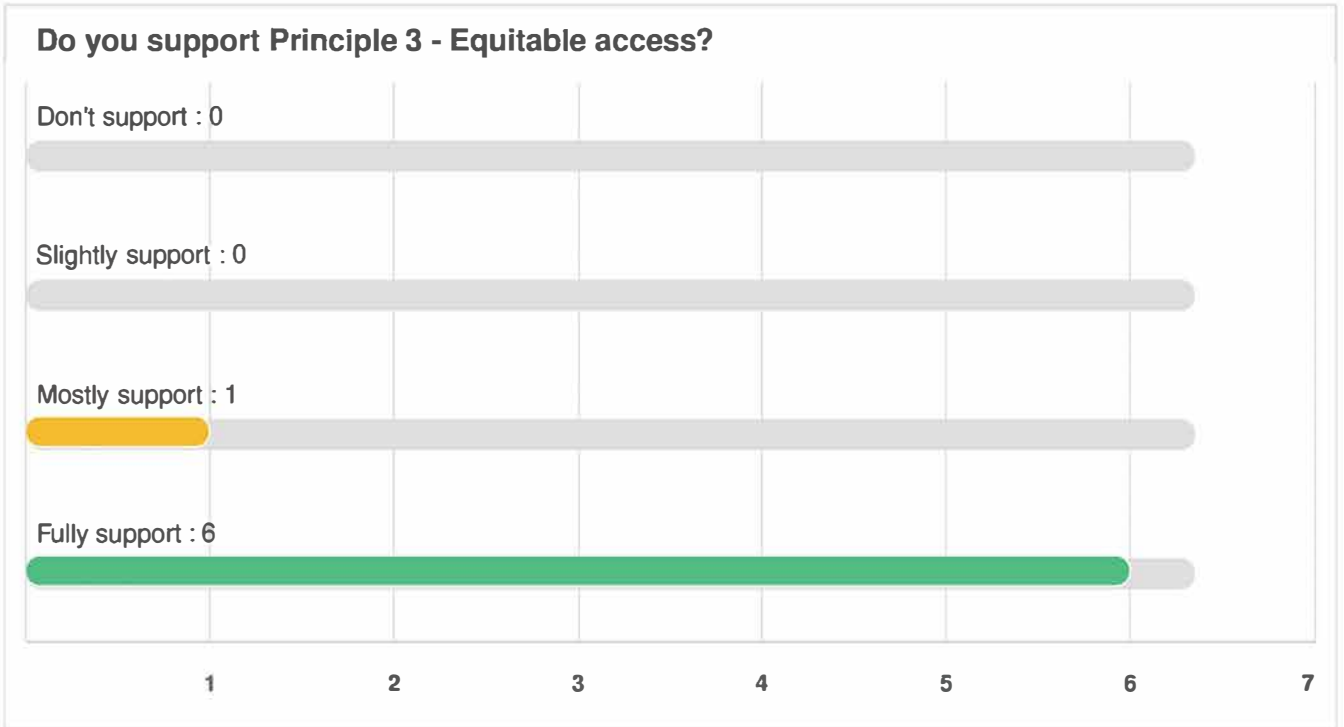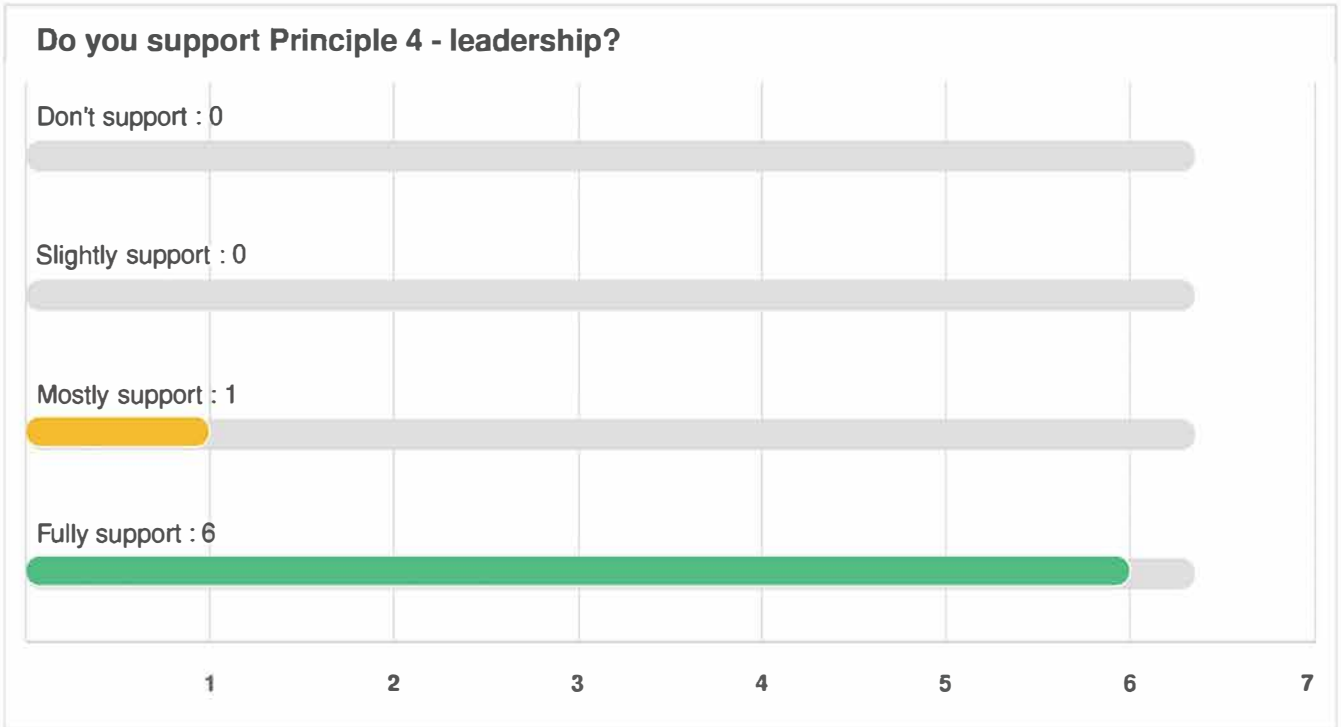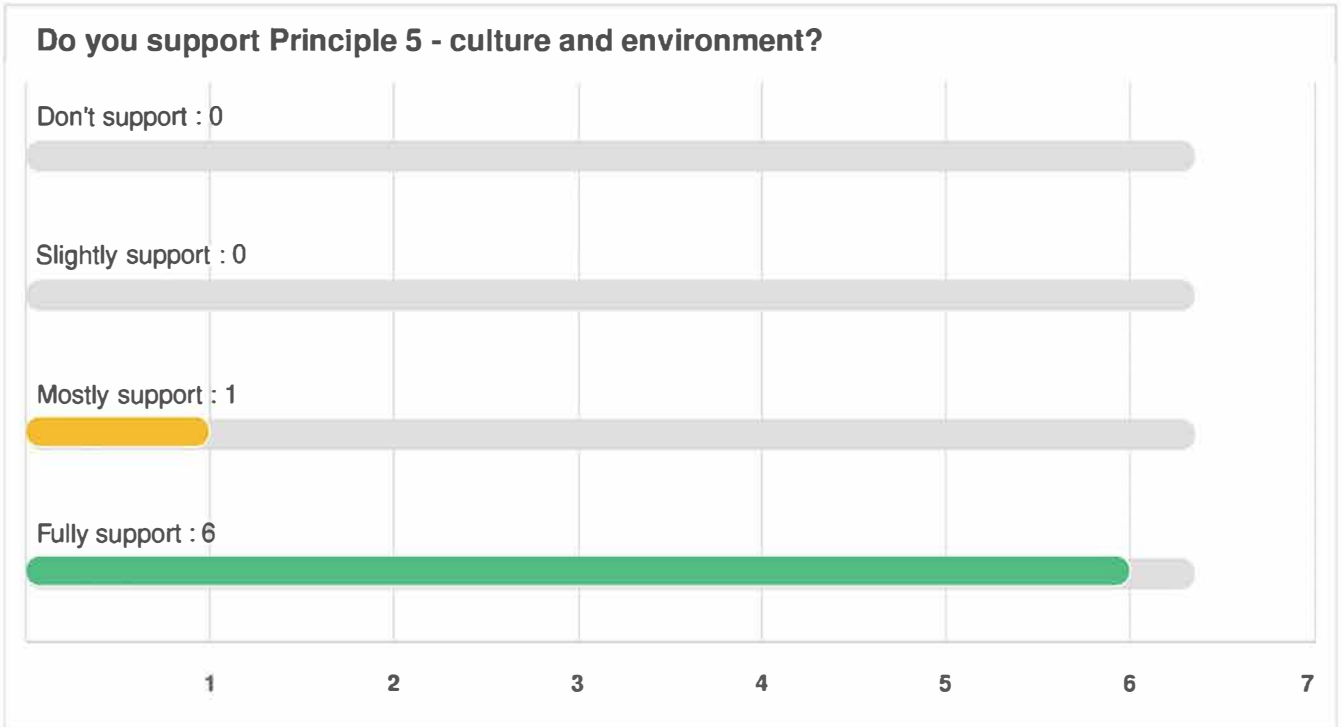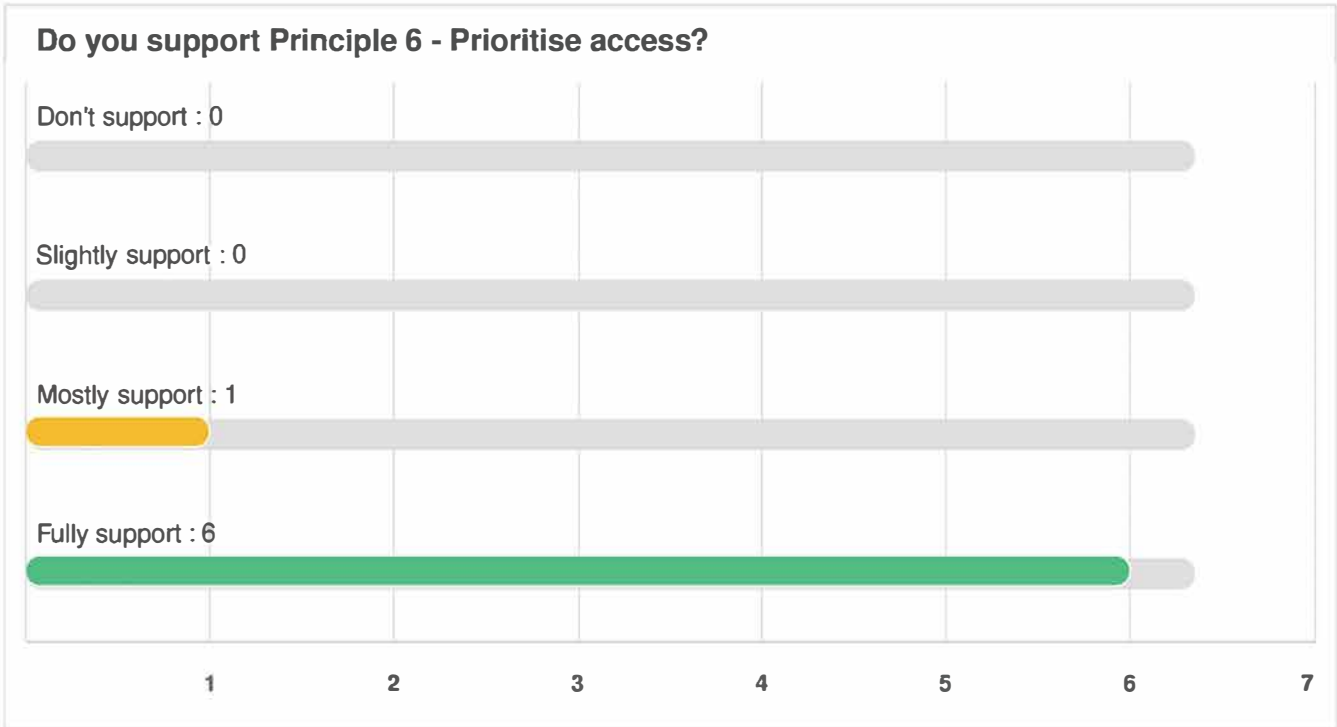
Q2 | **How do you feel about implementing this policy?**

0 (0.0%)

0 (0.0%)

2 (28.6%)

1 (14.3%)

4 (57.1%)
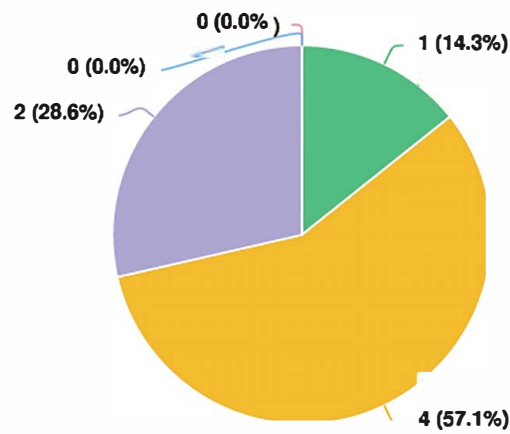
Question options

● Neutral   ● Unhappy   ● Excited   ● Happy   ● Very unhappy

Optional question (7 response(s), 0 skipped)
Question type: Emoji Question

Fair Access Policy and Action Plan Feedback : Survey Report for **18 April 2024** to **25 July 2024**

Q3	How do you feel about the action plan?
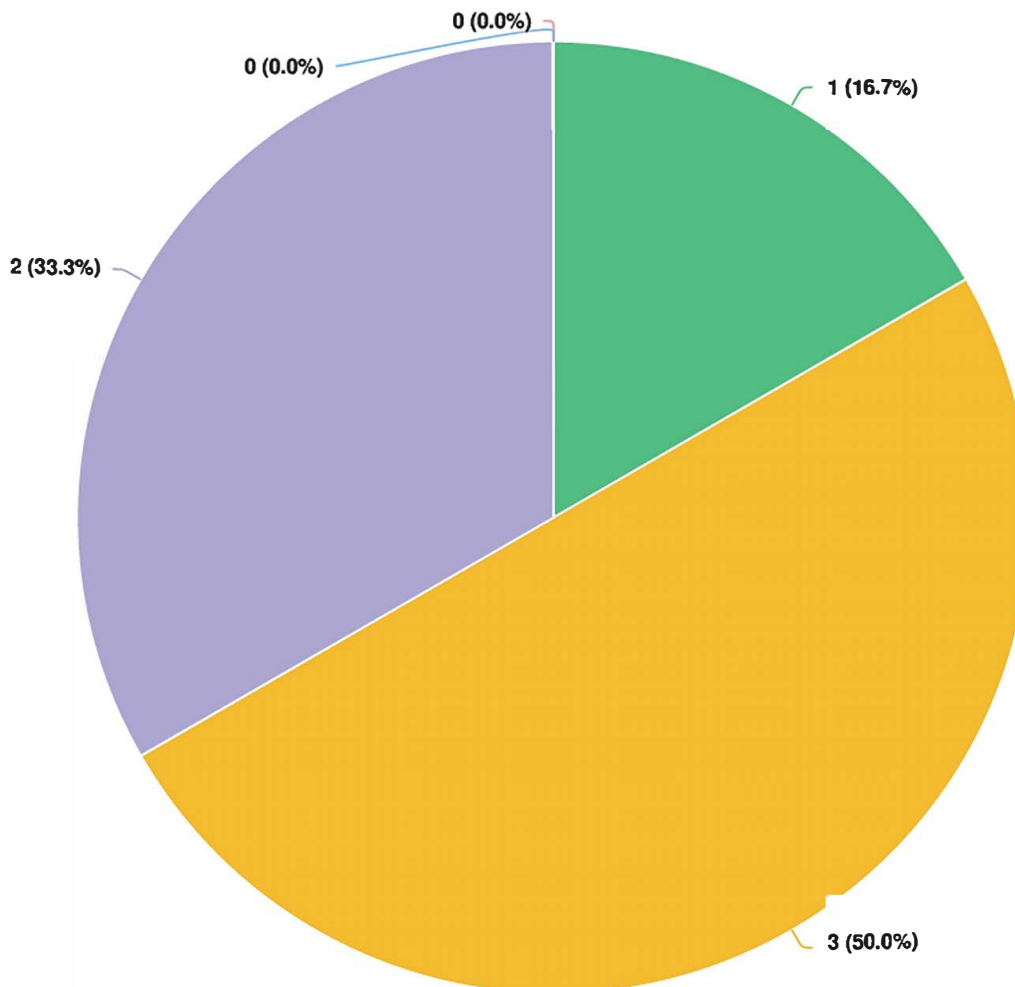
Question options

🔵 Neutral   🔴 It's unachievable   🟣 Excited to start doing   🟡 It looks achievable   🟢 It will be hard to do

Optional question (6 response(s), 1 skipped)
Question type: Emoji Question

Fair Access Policy and Action Plan Feedback : Survey Report for **18 April 2024** to **25 July 2024**

Q4	**Is there anything missing that you would like to see in the action plan?**

Anonymous
6/27/2024 03:29 PM

How each item will be addressed FAIRLY across the LGA and not just for those clubs with money or more councillor representatives on there boards. It is unfathomable to ACTUAL community members how a completely new court/conplex has been issued to Dunolly and Carisbrook when other just courts with funding already applied are sitting in no mans land without action or agenda applied. It is hard to understand how there needs are prioritised over our needs when quite frankly both existing courts were "playable" and had basic supporting structures such as toilets and change room areas already insitu - some courts do not have this and yet you went ahead and replaced the whole court and areas.

Anonymous
7/09/2024 09:24 PM

Is the action plan the principles above?

Anonymous
7/10/2024 12:42 AM

Does the word education need to be added to Principle 5 - I feel this needs to be made easy for group that already have a heavy workload

Anonymous
7/11/2024 08:32 AM

No

Anonymous
7/18/2024 10:14 AM

Fair access for all, some sports have too many girls - and need more boys/men Encourage the other aspectsthat sports/recreation gives eg fun and friendships

Optional question (5 response(s), 2 skipped)
Question type: Essay Question

Q4	**Is there anything missing that you would like to see in the action plan?**

Fair Access Policy and Action Plan Feedback : Survey Report for **18 April 2024** to **25 July 2024**

Q5	Do you have any concerns about the Fair Access Policy?

Anonymous 6/27/2024 03:29 PM	Yes about how it will be actioned in a fair and equitable way across the community - this is in very recent times shown not to be the case and it is very disturbing and this girl cant because of a lack of understanding and foresight on some people who have all the powers part.
Anonymous 7/09/2024 09:24 PM	Not sure I have seen the policy
Anonymous 7/10/2024 12:42 AM	1. The impact on groups that are already stretched and the resources required to implement 2. The risk of superficial compliance, especially by male dominated committees
Anonymous 7/11/2024 08:32 AM	Lack of volunteers at sporting clubs to assist
Anonymous 7/18/2024 10:14 AM	Fair access is about all genders and that responsibilities are fair and equitable to access not necessarily given. Reality is that in many organisations it is Males who hold the 'positions of power' so how do we enable / upskill all genders to fill these roles?

Optional question (5 response(s), 2 skipped)
Question type: Essay Question

Q6	Provide your email if you would like to discuss the Fair Access Policy and it's impact on your club or group.

Anonymous 7/11/2024 08:32 AM	████████████████
Anonymous 7/18/2024 10:14 AM	██████████████████████

Optional question (2 response(s), 5 skipped)
Question type: Email Question

8.6 APPOINTMENT OF SUBSTITUTE REPRESENTATIVE TO MAV STATE COUNCIL

Author: **Chief Executive Officer**

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 recommend that Mayor Cr Liesbeth Long, be appointed as the substitute representative for the Municipal Association Victoria ("MAV") so that she can attend the MAV State Council meeting 23 August 2024 as nominated MAV representative, Cr Anna De Villiers and alternative substitute Cr Grace La Vella are unable to attend.

RECOMMENDATION

That Council appoint Mayor Cr Liesbeth Long as Council's substitute representative for the Municipal Association of Victoria to attend MAV State Meeting 23 August 2024.

LEGISLATION AND POLICY CONTEXT

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

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

BACKGROUND INFORMATION

At Council's Ordinary Meeting of 21 November 2023 Cr Anna De Villiers, was appointed as the nominated Council Representative and Cr Grace La Vella appointed as the alternative representative.

REPORT

The next MAV State Council Meeting is on 23 August 2024. Cr Anna De Villiers, the nominated MAV Representative and Cr Grace La Vella alternative representative are unable to attend.

Council is able to send along a substitute representative, however they must be nominated by Council, and the Nomination of a Substitute Representative Form completed and returned to the CEO of the MAV.

This report recommends that Mayor Cr Liesbeth Long be appointed as Council's substitute representative for the MAV so that she may attend the MAV State Council on 23 August 2024.

CONSULTATION/COMMUNICATION

No consultation is required for this report.

FINANCIAL & RESOURCE IMPLICATIONS

There are no financial implications.

RISK MANAGEMENT

This report addresses Council's strategic risk Governance - Failure to transparently govern and embrace good governance practices by appointing a representative to vote at the MAV State Council Meeting.

CONCLUSION

MAV requires any Council representatives which attend the MAV State Council are appointed by Council at one of its Meetings. Mayor Cr Liesbeth Long is to be appointed as Council's substitute representative for the MAV, so that she can attend 23 August 2024 MAV State Council meeting.

ATTACHMENTS

Nil

8.7 SETTING COUNCIL MEETING DATES FOR THE REMAINDER OF 2024

Author: **Governance Officer**

Responsible Officer: **General Manager Corporate Performance**

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

SUMMARY/PURPOSE

The purpose of this report is to advise Council on the updated proposed and times for meetings of Council for the remaining of the 2024 calendar year.

RECOMMENDATION

That Council:

Adopt the following proposed Council Meeting Dates for the remainder of 2024:

- Monday 16 September

- Tuesday 22 October

- Tuesday 19 November – Statutory Council Meeting

- Tuesday 26 November

- Tuesday 17 December

LEGISLATION AND POLICY CONTEXT

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

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

BACKGROUND INFORMATION

Section 66 of the *Local Government Act* 2020 (the Act) requires Council to hold meetings open to the public.

Council has by recent convention done this eleven times per year, generally on the fourth Tuesday of each month commencing at 6pm and held in the Community Hub.

The 2024 Local Government Elections will be taking place on 26 October 2024 and there will be an election period (or caretaker period) from 17 September 2024 to 26 October 2024.

As the Local Government Election caretaker period begins at 12 noon on Tuesday 17 September 2024 a Council Meeting cannot be held on Tuesday 17 September.

Council is required to give reasonable public notice of Council meetings.

Details of public notice of meetings are contained in Rule 12 of Council's Governance Rules.

This will influence the Council Meeting dates for September and October 2024.

REPORT

- Due to the recent change in legislation and therefore timeline of the Election, the original 24 September council meeting is now within the election period.

- The election period begins on 17 September at 12 Noon.

- The September Council meeting is proposed to be held on Monday 16 September at 6pm.

- Due to a statutory requirement to have the Annual Report Adopted by Council by the end of October, a meeting is proposed to be held on 22 October at 6pm to present the Annual Report for adoption.

- VEC have scheduled the Election declaration for Friday 15 November.

- The Statutory Council Meeting is proposed to be held on 19 November to elect the Mayor, and, if required, election of Deputy Mayor.

- The December meeting has been brought forward one week on 17 December to avoid Christmas

CONSULTATION/COMMUNICATION

An annual calendar of Council meetings will be published on Council's website, social media and in the Maryborough Advertiser following the dates being adopted by Council.

FINANCIAL & RESOURCE IMPLICATIONS

Advertising of the adopted schedules will be accommodated within the existing Governance budget.

RISK MANAGEMENT

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

Public notice of council meetings is also required.

By setting the meeting dates for the upcoming calendar year, publishing those dates on Council's website, and publishing upcoming meetings in the regular Council advertisement in the Maryborough Advertiser throughout the year, Council is complying with the Governance Rules, and is effectively informing the community of the Council Meeting dates.

CONCLUSION

It is recommended that Council resolve to set the schedule of Council meetings for the remainder of 2024.
The proposed meeting dates as set out in the recommendation, and advertising of the meeting dates, meet Council's commitments to good governance and transparency.

ATTACHMENTS

Nil

8.8 VICTORIAN WOMEN'S PUBLIC ART PROGRAM

Author: **Manager Tourism Events & Culture**

Responsible Officer: **General Manager Community Wellbeing**

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

SUMMARY/PURPOSE

Applications are now open for the second round of the Victorian Women's Public Art Program, which allows for land-owning organisations to apply for grants of up to $200,000 to design and develop public art that honours Victorian Women.

Public art has been identified as a valuable opportunity to promote pride and celebrate local heritage for the benefit of the community and visitors.

Grants of this nature are generally highly competitive, and it should be noted that this is only the second time that the Victorian Women's Public Art Program has offered grants.

There is no guarantee that this opportunity will be offered again.

Building on the multi-million-dollar tourism development that has taken place in the Shire over the last four years, including the award-winning Central Goldfields Art Gallery and Maryborough Railway Station, Officers propose to apply on the basis of honouring the 'Women of the Goldfields' - drawing a connection between Maryborough's two prominent heritage precincts and further celebrating our connection to the story of gold and our central location in the UNESCO World Heritage Bid area.

The purpose of this report is to seek Council endorsement to apply for the program, by the submission deadline of 5pm, Friday 30 August 2024

RECOMMENDATION

That Council endorse an application to the Victorian Women's Public Art Program – honouring the 'Women of the Goldfields'

LEGISLATION AND POLICY CONTEXT

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

The Community's vision	1. Communities honour, protect, and celebrate culture, diversity, history, and heritage.
Initiative:	Facilitate and support arts, culture and history events and activities

Central Goldfields Shire Council's Council Plan 2021-2025 – Our Growing Economy

The Community's vision	2. Engaging and flourishing tourism

Initiative:	Position the Shire as the centre of the Goldfields and draw leverage from the story of gold
Initiative:	Expand tourist activity throughout the Shire through existing and new and unique events and experiences

Central Goldfields Shire Council's Council Plan 2021-2025 – Our Spaces and Places

The Community's vision	3. Protection and preservation of heritage
Initiative:	Partner with Council's to advocate to UNESCO World Heritage Listing for the Central Victorian Goldfields Region

BACKGROUND INFORMATION

There is significant interest in public art in the Shire which currently has few examples of this important way of promoting pride, culture, and visitor attraction.

Public art is often most effective when it is integrated into a comprehensive vision and contributes to a sense of place.

It has the potential to build on local identity as well as providing a talking point around our understandings of community values and stories.

Central Goldfields lies at the heart of the Victorian Goldfields World Heritage Listing Bid and between the two gold cites of Ballarat and Bendigo.

Interpretation and place making activities will form a critical element of the proposed suite of World Heritage Journeys and Officers have been working diligently to deliver these attractions ahead of nomination.

The work that has been undertaken and completed in recent years has already demonstrated significant uplifts in visitation and profile.

The revitalised Central Goldfields Art Gallery and the transformed Visitor Centre at the Maryborough Railway Station have both met or exceeded expectations in terms of significantly increased visitation numbers.

The Indigenous Interpretive Garden will open on 22nd August and a further $350,000 will activate the Creative Space at the Station in the coming years.

Connecting these two historic precincts, at either end of Nolan Street, is an aspiration articulated in Council's Priority Project Plan.

The Victorian Women's Public Art Program provides an opportunity to start this work, whilst also strengthening our connection to the story of gold

REPORT

Building on the successful revitalisation of the Central Goldfields Art Gallery and Visitor Centre at the Maryborough Railway Station, this grant provides an opportunity to start connecting our two heritage precincts with further activation and delivering on three of the four strategic objectives as outlined in the Council Plan:

1. Our Communities Wellbeing

2. Our Growing Economy

3. Our Spaces and Places

The aspiration for a 'Precinct-based approach to central Maryborough and place making in the Maryborough Central Activity District (MCAD) are articulated in Council's Priority Projects Plan 2023.

These aspirations would form part of the consultation, with the opportunity for a series of linked works along Nolan Street to be explored.

CONSULTATION/COMMUNICATION

Significant community consultation was undertaken during development of the Council Plan, which identifies 'Promotion of the World Heritage Listing of the Central Victorian Goldfields' as one of three key opportunities for growth.

Consultation undertaken for the interpretation elements at the Maryborough Railway Station also identified themes such as resilience and creativity, which are able to be celebrated through design and art elements.

Further consultation to detail which aspects of women's roles in the goldfields is to be commemorated and the exact location/s of artwork/s between Maryborough's two heritage precincts will be determined as part of the design process allowed for in the grant. Endorsement of the approach that emerges from this consultation will come to a future Council meeting.

FINANCIAL & RESOURCE IMPLICATIONS

Applicants can apply for funding between $50,000 and $200,000 (excl. GST). This amount can include:

• funds to develop and finalise creative concepts, and

• funds to execute the commissioned work.

At least 20 per cent of the total project cost for the proposed public artwork must come from additional sources of funding or in-kind contributions (e.g., donated materials or services).

Council's maximum financial contribution (should the full $200,000 be applied for) would be $40,000.

However, it is anticipated that a significant portion of the required co-contribution will be made up of in-kind support, with any financial contribution to be included in the FY25/26 budget.

If we are successful with the grant application, we will build further on the outstanding attractions that have been developed in recent years, with minimal cost to Council.

RISK MANAGEMENT

This report addresses Council's strategic risk Community Well-being - Failure to recognise and manage the impact of changing social and economic conditions on the community by working proactively to deliver tourism product aligned with the progressing UNESCO World Heritage Listing Bid.

Ensuring that the Central Goldfields Shire maximises its potential at the geographic centre of this bid by providing infrastructure that will support visitor journeys.

The considered structure of this funding scheme, with the inclusion of concept development, recognises that successful public artworks are the result of significant concept development prior to commissioning.

9. Councillor Reports and General Business

10. Notices of Motion

The Governance Rules provides that Councillors May Propose Notices Of Motion, Chapter 2, Division 4:

Councillors may ensure that an issue is listed on an agenda by lodging a Notice of Motion.

22. Notice Of Motion

22.1 A notice of motion must be in writing signed by a Councillor, and be lodged with or sent to the Chief Executive Officer at least one week before the Council meeting to allow sufficient time for him or her to include the notice of motion in agenda papers for a Council meeting and to give each Councillor at least 48 hours notice of such notice of motion.

22.2 The Chief Executive Officer may reject any notice of motion which:

22.2.1 is vague or unclear in intention 22.2.2 it is beyond Council's

power to pass;

or

22.2.3 if passed would result in Council otherwise acting invalidly but must:

22.2.4 give the Councillor who lodged it an opportunity to amend it prior to rejection, if it is

practicable to do so; and

22.2.5 notify in writing the Councillor who lodged it of the rejection and

reasons for the rejection.

22.3 The full text of any notice of motion accepted by the Chief Executive Officer must be included in the agenda.

22.4 The Chief Executive Officer must cause all notices of motion to be numbered, dated and entered in the notice of motion register in the order in which they were received.

22.5 Except by leave of Council, each notice of motion before any meeting must be considered in the order in which they were entered in the notice of motion register.

22.6 If a Councillor who has given a notice of motion is absent from the meeting or fails to move the motion when called upon by the Chair, any other Councillor may move the motion.

22.7 If a notice of motion is not moved at the Council meeting at which it is listed, it lapses

10.1 NOTICE OF MOTION, NUMBER 12- CR CHRIS MEDDOWS TAYLOR

The following motion was received as a notice of motion in accordance with Central Goldfields Shire Council Governance Rules: S23 *Councillors May Propose Notices of Motion* and *S24 Notice of Motion.*

RECOMMENDATION

That Council:

1. Note that the Local Government Victoria website states that annual Community Satisfaction Surveys compiles community feedback on councils in the following key performance areas:

   i. council's overall performance

   ii. community consultation and engagement

   iii. customer service

   iv. overall council direction.

   a) the survey is conducted by the Department of Government Services on behalf of participating councils. A minimum of four hundred local residents and ratepayers in each municipality over 18 years of age is selected at random.

   b) the present widely used version was implemented in 2012.

   c) Since this time there has been unprecedented changes in local government driven by an increasingly resource constrained environment including rate-capping, but with concurrent pressure to deliver a broad range of community infrastructure and benefits, working towards a longer-term community vision and financial plan, requiring the need to draw on a complex range of strategies, partnerships and funding sources to achieve delivery.

2. Council resolve to write to the Minister for Local Government recommending that following Council elections, it would be timely to undertake a broadly based review of the Community Satisfaction Survey to ascertain if a survey focussed on random resident feedback is in itself the best way of measuring and assessing the strategic direction of a council, and the effectiveness of the planning, partnerships, initiatives and funding strategies which lead to achievement of the significant community outcomes needed, or if more strategically targeted and relevant feedback approaches would deliver better results, requiring changes to the present Community Satisfaction Survey model.

This Notice of Motion seeks to draw on observations and concerns expressed by Councillors when the 2024 Community Satisfaction Survey was noted by Council at the July Ordinary Meeting and propose a way forward.

In essence the Motion suggests that random resident telephone feedback has limited capacity to provide meaningful and informed feedback and assessment of the more strategic direction councils are increasingly needing to take to achieve important community objectives as the change leadership to achieve these becomes more strategic, challenging and partnership dependent, in an increasingly resource constrained environment, which is likely to continue.

The current Survey predates the Local Government Act 2020, which provides a contemporary framework for councils and their communities to connect and engage more meaningfully and directly. This further raises the question of how appropriate the present Survey is in its current form.

10.2 NOTICE OF MOTION, NUMBER 13- CR GEOFF LOVETT

The following motion was received as a notice of motion in accordance with Central Goldfields Shire Council Governance Rules: S23 *Councillors May Propose Notices of Motion* and *S24 Notice of Motion.*

RECOMMENDATION

That Council initiate the return of the Maryborough Mayor Chain, currently on loan to the Gold Museum of Ballarat

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The Gold Museum (owned and operated by Sovereign Hill Museum) some years ago made a request to Council for the loan of the Maryborough Mayoral Chain to be a part of an exhibition depicting items of historical importance from the Victorian Goldfields.

This request was granted along with an accompanying letter clearly stating that the chain was on temporary loan.

My concern is that as people leave the organisation, things that have occurred in the past are forgotten and items of historical importance will be lost.

Similarly, the "Daily Letter" has been loaned to the Midlands Historical Society in perpetuity, again, with a covering letter, stating that this document remains the property of Central Goldfields Shire Council.

11. Urgent Business

Nil

12. Confidential Business

Nil

13. Meeting Closure