COUNCIL MEETING AGENDA
Monday
16 September 2024
6pm
Maryborough Town Hall and livestreamed on the internet.

Contents	Page

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):

_____

___

_____

___

_____

___ 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:_____

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

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 20 August 2024.

20 August 2024 Draft council Meeting Minutes

DRAFT COUNCIL MEETING MINUTES

COUNCIL MEETING MINUTES

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

MEMBERSHIP

Councillors:

Liesbeth Long (Mayor)

Grace La Vella

Geoff Lovett

Chris Meddows-Taylor

Gerard Murphy

Wayne Sproull

Anna de Villiers

To be confirmed at the Council Meeting scheduled for 16 September 2024

20 August 2024 Draft council Meeting Minutes

1. COMMENCEMENT OF MEETING AND WELCOME

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

PRESENT:

Councillors

Liesbeth Long (Mayor)

Grace La Vella

Geoff Lovett

Chris Meddows-Taylor

Gerard Murphy

 Wayne Sproull

Anna de Villiers

Officers

Chief Executive Officer Lucy Roffey

General Manager Assets Infrastructure and Planning Amber Ricks

General Manager Community Wellbeing Emma Little

Acting General Manager Corporate Performance Philippa Spurling

Manager Governance Property and Risk Cecilia Connellan

2. APOLOGIES

Nil.

3. LEAVE OF ABSENCE

Nil

4. DISCLOSURES OF CONFLICTS OF INTEREST

Nil

20 August 2024 Draft council Meeting Minutes

5. Confirmation of Minutes from Previous 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 July 2024.

5.2 Confidential Minutes from Special Council Meeting dated 30 July 2024

 (Provided under separate cover)

Moved Cr Meddows-Taylor

Seconded Cr La Vella

Carried

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

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.

MOTION

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 four

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.

Moved Cr Sproull

Seconded Cr Murphy

Carried

Crs who spoke to the motion: Cr Sproull,

8.2 SOCIAL & AFFORDABLE HOUSING CHALLENGES & OPPORTUNITIES

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

MOTION

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

Moved: Cr De Villiers

Seconded Cr La Vella

Carried

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

8.3 RISK MANAGEMENT POLICY REVIEW

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.

MOTION
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 twenty-one

August 2024 until Close of Business 4 September 2024.

Moved: Cr Meddows-Taylor

Seconded: Cr Lovett

Carried

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

8.4 STRATEGIC RISK MANAGEMENT FRAMEWORK 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

MOTION

That Council adopt the Strategic Risk Management Framework.

Moved: Cr Murphy

Seconded: Cr Lovett

Carried

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

8.5 ADOPTION OF FAIR ACCESS POLICY

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.

MOTION

That Council;

1) notes the submissions received during the consultation period

2) Adopt the Fair Access Policy

Moved: Cr Sproull

Seconded: Cr La Vella

Carried

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

8.6 APPOINTMENT OF SUBSTITUTE REPRESENTATIVE TO MAV STATE COUNCIL

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.

MOTION

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.

Moved: Cr La Vella

Seconded: Cr de Villiers

Carried

Crs who spoke to the motion: Cr La Vella

8.7 SETTING COUNCIL MEETING DATES FOR THE REMAINDER OF 2024

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.

MOTION

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

Moved: Cr Lovett

Seconded: Cr Murphy

Carried

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

8.8 VICTORIAN WOMEN'S PUBLIC ART PROGRAM
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.

20 August 2024 Draft council Meeting Minutes

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.

MOTION

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

Moved: Cr Meddows-Taylor

Seconded: Cr Lovett

Carried

Called for a division
For - Cr Meddows-Taylor, Cr Lovett, Cr Sproull, Cr Murphy, Cr Long
Against - Cr La Vella, Cr de Villers

Crs who spoke to the motion: Cr Meddows-Taylor, Cr Lovett, Cr La Vella, Cr de Villers, Cr Sproull, Cr Murphy

9. Councillor Reports and General Business

Nil

10. Notices of Motion

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.*

MOTION
That Council:

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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.

Moved: Cr Meddows-Taylor

Seconded Cr Sproull

Carried

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

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.*

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

Moved: Cr Lovett
Seconded: Cr La Vella
Carried

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

11. Urgent Business

12. Confidential Business

Other Business

MOTION
That standing Orders be suspended to allow for the councillors to acknowledge and thank CEO Lucy Roffey for her Service to Central Goldfields Shire council
Moved: Cr Meddows-Taylor Seconded Cr La Vella
Carried

MOTION
That standing order be resumed
Moved: Cr La Vella Seconded: Cr Meddows-Taylor
Carried

13 Meeting Closure 7.17

6. Minutes of Delegated and Advisory Committees

7. Petitions

8. Officer Reports

8.1 ANNUAL FINANCIAL AND PERFORMANCE STATEMENTS 2023/2024

Author: **Manager Finance**

Responsible Officer: **General Manager Corporate Performance**

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

SUMMARY/PURPOSE

The purpose of this report is to brief Councillors on the draft Financial and Performance Statements and Governance and Management Checklist for 2023-2024, to seek in-principal approval for the Statements.

The report to Council will also request for two Councillors on behalf of Council to certify the Statements in their final form.

RECOMMENDATION

That Council;

1.   gives its approval in principle to the Annual Financial Report and Performance Statement for the 2023/2024 financial year.
2.   Nominates and authorises two Councillors to certify the Financial and Performance Statements in their final form on behalf of, and with the full authority of the Council.

LEGISLATION AND POLICY CONTEXT

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

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

4.1 Objective: Ensure the financial sustainability of Council through efficient and effective delivery of services.

Initiative: Review budget and financial reporting processes to improve monitoring of financial performance

Section 131 of the Act requires Council to prepare an annual report in each financial year. Council must comply with the following sections of *Local Government Act 2020 (the Act).*

Section 99 Preparation of annual report states that:

(1) As soon as practicable after the end of the financial year, a Council must cause to be prepared in accordance with section 98, the performance statement and financial statements of the Council for the financial year.

(2) The Council, after passing a resolution giving its approval in principle to the performance statement and financial statements, must submit the statements to the auditor for reporting on the audit.

(3) The Council must ensure that the performance statement and financial statements, in their final form after any changes recommended or agreed by the auditor have been made, are certified in accordance with the regulations by—

       (a) 2 Councillors authorised by the Council for the purposes of this subsection; and

       (b) any other persons prescribed by the regulations for the purposes of this subsection.

(4) The auditor must prepare a report on the performance statement.

       Note The auditor is required under Part 3 of the Audit Act 1994 to prepare a report on the financial statements.

(5) The auditor must not sign a report under subsection (4) or under Part 3 of the Audit Act 1994 unless the performance statement or the financial statements (as applicable) have been certified under subsection (3).

Section 100 - Meeting to consider annual report states that:

(1) For the purposes of section 18(1)(d), the Mayor must report on the implementation of the Council Plan by presenting the annual report at a Council meeting open to the public.

(2) The Council meeting must be held—

       (a) in the year of a general election, on a day not later than the day before election day;

       and

       (b) in any other year, within 4 months of the end of the financial year

During election years it is also noted that the Council must adopt the Annual report no later than one day prior to the election.

BACKGROUND INFORMATION

The financial reports for financial year ended 30 June 2024 have been prepared in line with Australian Accounting Standards and the Local Government Act (2020).

This also presents a comparison to budget and prior year (2022/23).

Prior to submitting its Financial and Performance Statements to the Auditor-General, Council must formally review the Statements and pass a resolution giving in-principal approval.

Councillors must also be authorised to certify the Statements once amendments or changes requested by the Auditor-General have been made.

It is also a requirement that Council's Audit and Risk Committee has given its in principle support to the Statements.

The Audit and Risk Committee meeting is scheduled for 16 September 2024.

A resolution that Council agrees with the statements in principle (the 'in principle' statements) and authorises two specific Councillors to sign the final statements on behalf of, and with the full authority of, the Council is required.

The 'in principle' statements and the Council resolution are then given to the Auditor-General's service provider.

The 'in principle' statements, the Council resolution and the audit service provider's recommended audit report are then forwarded to the Auditor-General who reviews the statements and requests changes where appropriate.

These changes are incorporated into the statements where appropriate.

Any matters of significance, including proposed qualification issues, not previously considered by the Council are reported to Council prior to the formal sign-off of the statements by the two designated Councillors.

When both Council and the Auditor-General are satisfied with the statements they are signed by the nominated Councillors and forwarded to the Auditor-General.

REPORT

The financial results for the 2023/24 financial year represent a year of challenges, major business decisions, finalisation of many multi-year projects as well as the impact of emergency events and decisions made by other levels of government.

Whilst the results show both an operating and underlying deficit, it is important to recognise that many influencing factors are sector wide, not just reflecting Central Goldfields Shire.

Council has recognised over the past few years the ever-increasing financial pressures on Councils and is response to this, adopted its first Financial Sustainability Strategy in June 2024.

Whilst this does not impact the 2023/24 results, it provides guidance on future decision making for Council and ensures Council is doing everything in its power to take control of its own financial wellbeing.

The substantial Capital Works budget set for 2023/24 saw 71% completion which represents the commitment of Council to ensuring projects are realistic and achievable.

Council's result has been impacted materially by four factors;

1) Timing of Federal Assistance Grants

2) Reimbursement delays for costs associated with three emergency events

3) Redundancy costs following the Aged Care exit as well as funding recalls

4) Backfill of critical staffing positions with contractors during the year

The Financial Report includes:

- Cash Position

- Income Statement;

- Statement of Capital Works

- Balance Sheet;

Cash Position

The cash position of Council can vary significantly depending on timing of grants received.

The closing cash balance as at 30 June 2024 was $0.7m. This represents a decrease of $15.9m on prior year.

However, looking at this cash balance in isolation does not give a true indication of the real cash position as at 30 June 2024.

In order to determine the real cash position council needs to take into account the restricted cash (cash that is tied to a specific project or has to be used for a specific purpose).

The table below details the real cash position, year on year.

Council financial position	2024	2023
Total Cash position	$'000s	$'000s
Cash	676	5,180
Term deposits	-	11,500
Total Cash position	676	16,680
Restricted cash		
Trust funds	687	653
Unexpended grants	4,089	8,240
Restricted for other purposes	-	3,530
Total Restricted cash	4,776	12,423
Real cash position	- 4,100	4,257

The real cash position of negative $4m indicates Council will need to use cash received in 2024/25 to finalise 2023/24 projects.

The cash position of the Council is paramount, and while this is low as at 30 June 2024, it is important to note the below material impacts;

- Federal assistance grants paid in July 2024/25, Whilst this cash does in fact relate to the 2024/25 year, the historical early payment of the grants over the past five years has had a $6m impact on the cash balance

- Delays in grant funds being paid, such as LRCI.
  Grants require funds to be spent prior to paying Council.
  LRCI alone is $0.8m.

- Delays in assessments of emergency events.
  Whilst Council did receive prepayment of some funds to undertake reconstruction works, Council currently is short $1.2m across three emergency events (October 2022 flood, February 2024 storm and February 2024 bushfire).

- The cash balance supported the aged care exit with recalls and redundancies amounting to $2.0m.

The balance sheet represents a point in time.
Since 30 June 2024, Council has received 85% of the Federal Assistance Grant ($4.3m). Cash remains tight and is monitored closely from week to week.
Since, the cash balance has supported decisions such as full payment of Workcover premium to receive a $50k discount and payment of all creditors owing at year end.

Income Statement

The operating result for the period to 30 June 2024 was a deficit of $5.5m, a decrease on budget of $15.1m.

The graph below depicts the movement.
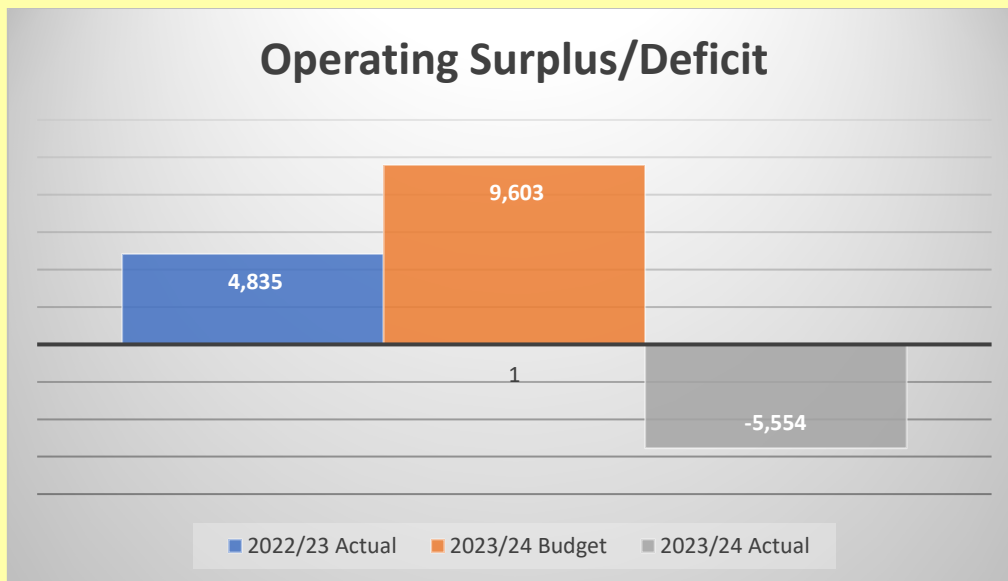
The table below shows the comparison between 2023-2024 and 2022/23 actuals and 2023-24 actual and 2023-24 budget.

Central Goldfields Shire Council*					
Report Category - Type Details					
For Period 2023/24 - June					
	2022/23 YTD Actuals	2023/24 YTD Budgets	2023/24 YTD Actuals	Variance Year on Year	Variance Budget vs Actual
	$'000s	$'000s	$'000s	$'000s	$'000s
Income	**41,675**	**43,838**	**33,533**	**(8,142)**	**(10,305)**
Rates and service charges	16,627	17,639	17,523	895	(116)
Contributions - monetary	271	128	276	5	148
Grants - capital	8,847	10,378	5,162	(3,685)	(5,216)
Grants - Operating	12,423	12,340	7,486	(4,937)	(4,854)
Other Income	1,007	831	942	(64)	111
Statutory fees and fines	563	663	477	(86)	(186)
User Charges	1,937	1,859	1,668	(269)	(191)
Expenses	**(36,840)**	**(34,235)**	**(39,087)**	**(2,247)**	
Bad and doubtful debts	(23)	(2)	(12)	10	(10)
Borrowing costs	(95)	(36)	(121)	(26)	(85)
Depreciation	(6,911)	(7,112)	(8,010)	(1,099)	(898)
Employee costs	(13,692)	(16,111)	(16,029)	(2,337)	82
Materials and services	(15,695)	(10,615)	(13,824)	1,871	(3,209)
Net loss on disposal of property, infrastructure, plant and e	(64)	0	(740)	(675)	(740)
Other Expenses	(360)	(359)	(351)	9	8
Surplus/Deficit	**4,835**	**9,603**	**(5,554)**	**(10,389)**	**(15,157)**

Income

Total income for the year was $33.5m which was $8.1m lower than 2022/23 and $10.3m lower than budget.

The biggest movement was in grant income.

Capital grant income was lower due to the recognition of flood reconstruction works.

A report was tabled at the April 2024 meeting outlining the expected reduction in both works and associated grant revenue.

Operating grant income was reduced due to two main factors, reduction in Federal Assistance Grants and reduction in Aged Care grant funding which at time of budget was anticipated to continue.

The assumptions around the Federal Assistance Grants have been highlighted in financial reports presented to Council during the 2023/24 year.

In prior year, we carried forward $8.2m of grants.

This year, this balance has reduced to $4.1m due to the large capital works program which has been both delivered and is underway.

Over the past couple of years, the balance of carry forward grants has substantially reduced year on year.

This is representative of finalisation of funded projects and the reduction of available grants offered.

 This has an impact on our cash position too; the cash received for these projects is being spent as intended.

Carried forward Grants

12.4		
	8.2	
		4.1

1

■ 2021/22 ■ 2022/23 ■ 2023/24
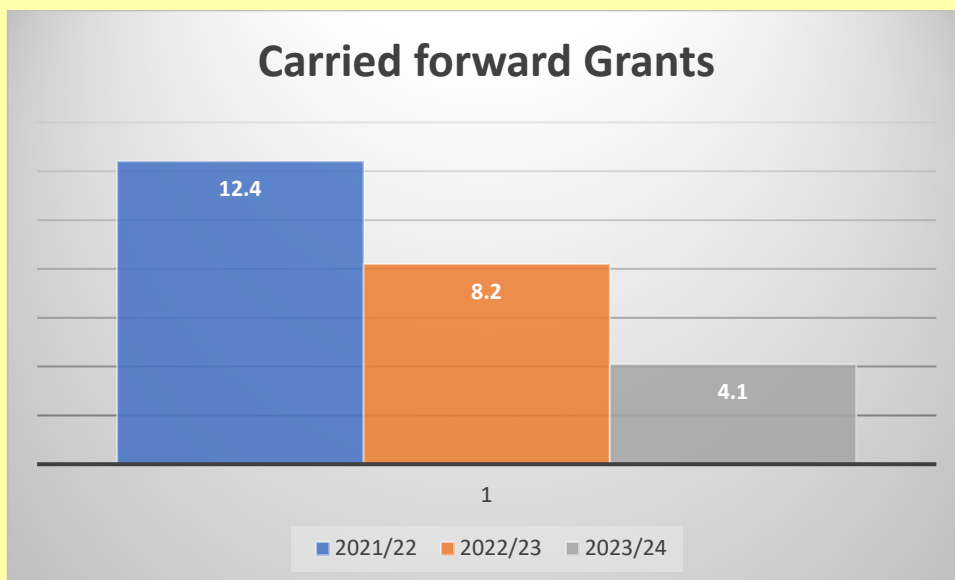
The main projects that make up the carried forward amount of $4.1m are:

- Operating
    - Urban Residential Land Opportunities $0.2m
    - Council Flood Support Fund $0.2m
    - Live4Life & VicHealth $0.2m
    - Energy Breakthrough Managed Service $0.1m

     o   Healthy Schools Project $0.1m

- Capital
  - Goldfields Reservoir Stabilisation $0.7m
  - Maryborough outdoor pool $0.2m
  - Rural Council Transformation $0.4m

For the full list of carried forward grant please refer to attachment.

The table below shows the revenue received by council in 2023-24.
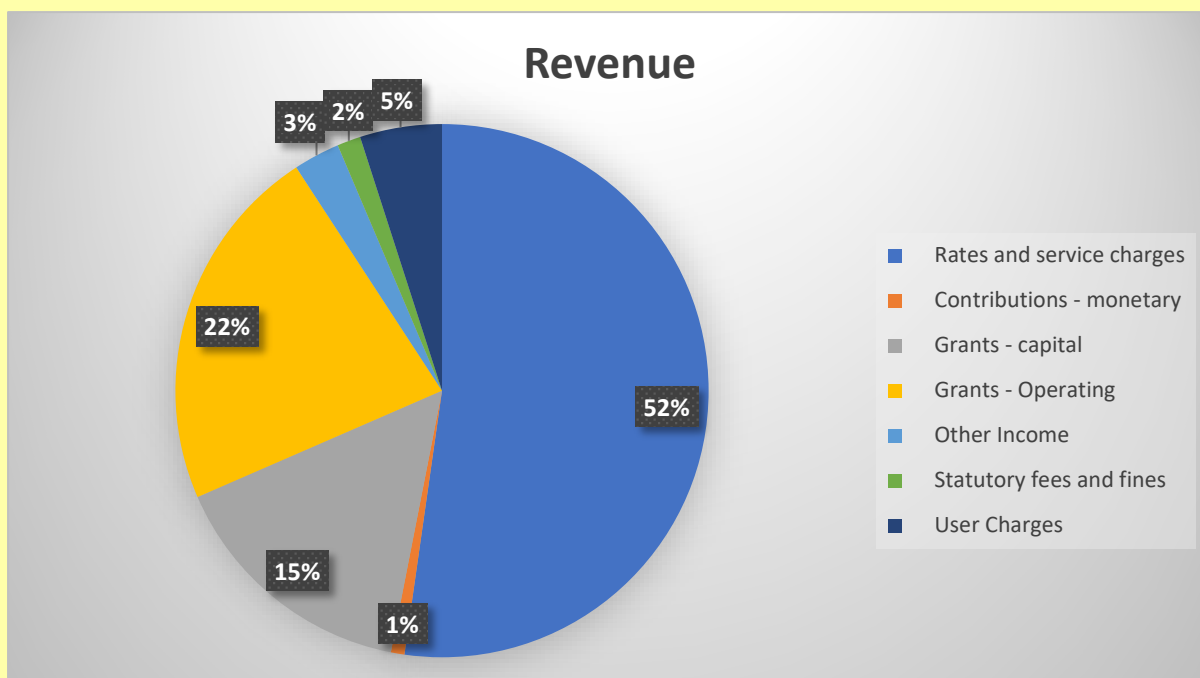
Council's own source revenue (rates & charges, user fees and statutory fees and fines) provides approx. 59% of the total revenue for the year (46% in prior year, notably due to increased grants received in 2022/23).

The balance of this is sourced through grant funding.

Of this grant funding around $6.7m (53%) in non-recurrent, meaning significant advocacy work has resulted in these benefits for the community.

Expenditure
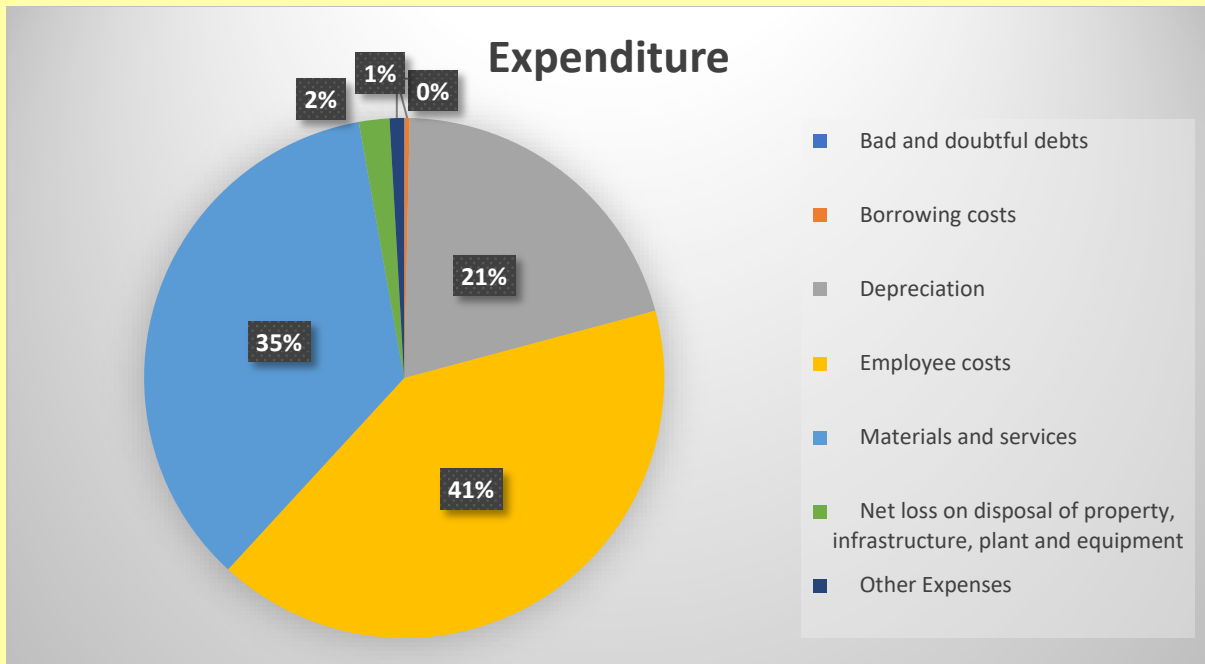
Expenditure for the year was $4.8m greater than budget.

This increase in cost is partially offset by carried forward operating grants from 2022/203.

The Main area responsible for this variance is materials and services.

The total spend for materials and services over, and above budget was $3.2m.

The additional spend can be explained notably due to emergency recovery spend on three events (partially offset in revenue), reactive building maintenance including vandalism removal substantially greater than budget, backfilled positions in mandatory roles such as payroll, statutory planning and strategic planning) and timing differences

Capital Works Statement

The 2023/24 budget included a capital works program of $18.5 million across property, plant and equipment and infrastructure asset classes.

A finalised capital works program of $13.2m was achieved.

The result is that council has achieved 71% of the capex budget for 2023/24.

This is an in line with 2022/23 and a substantial increase on prior years with 2021/22 being 50% and 2020/21 being 44%.

Capital Works completion
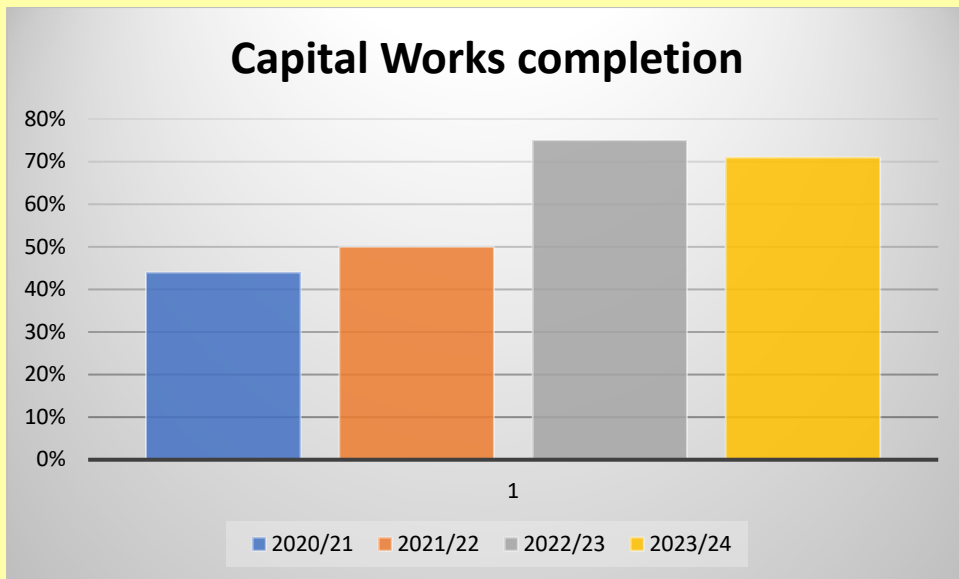
A large number of capital works projects are grant funded and run over a number of years.

The graph below shows council spend on capital works.

Capital Works Spend
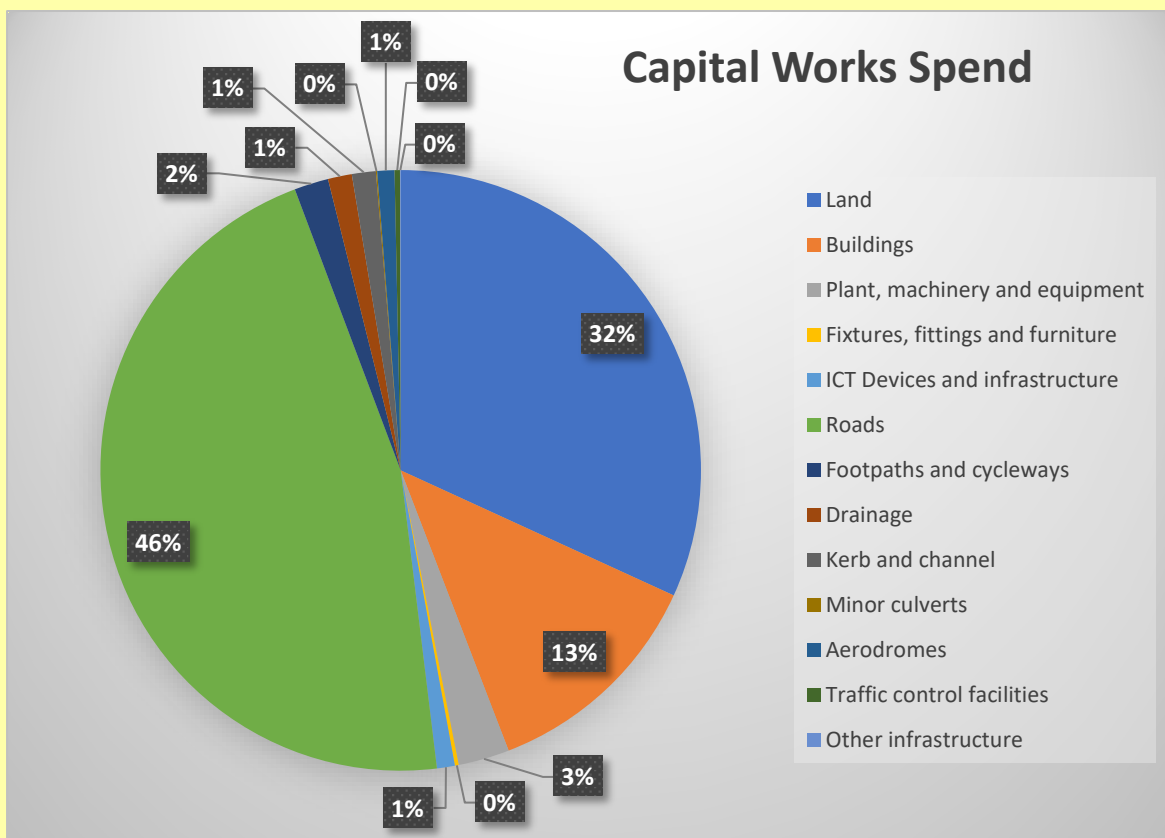
Balance Sheet

Council's balance sheet has taken a hit in 2023/24.

This substantially related to the non-prepayment of the Federal Assistance Grants.

The 2022/23 balance sheet included 125% of this grant and the 2023/24 balance sheet has 0%.

The table below shows the year-on-year movement.

	2024 $'000	2023 $'000	Variance
Assets			
Current assets			
Cash and cash equivalents	676	5,180	(4,504)
Trade and other receivables	3,104	2,804	300
Other financial assets	-	11,500	(11,500)
Inventories	15	14	1
Prepayments	81	267	(186)
Non-current assets classified as held for sale	-	245	(245)
Other assets	719	868	(149)
Total current assets	**4,595**	**20,878**	**(16,283)**
Non-current assets			
Property, infrastructure, plant and equipment	427,398	405,571	21,827
Right-of-use assets	312	354	(42)
Total non-current assets	**427,710**	**405,925**	**405,925**
Total assets	**432,305**	**426,803**	**426,803**
Liabilities			
Current liabilities			
Trade and other payables	2,951	4,850	(1,899)
Trust funds and deposits	687	653	34
Contract and other liabilities	4,089	8,240	(4,151)
Provisions	3,230	2,881	349
Interest-bearing liabilities	2,089	-	2,089
Lease liabilities	68	79	(11)
Total current liabilities	**13,115**	**16,704**	**(3,589)**
Non-current liabilities			
Provisions	258	596	(338)
Interest-bearing liabilities	-	2,089	(2,089)
Lease liabilities	237	267	(30)
Total non-current liabilities	**495**	**2,952**	**(2,457)**
Total liabilities	**13,610**	**19,656**	**(6,046)**
Total Equity	**418,695**	**407,147**	**11,548**

Referring to the table above.

The major variances are:

- Other financial assets

Council invests surplus funds on an ongoing basis to maximise cash.

Various grants were received prior to June 2023 and were therefore invested until the funds were required.

These funds supported the $13.1m capital works program delivered in 2023/24, business decisions such as Aged Care exit.

The delay in Federal Assistance Grants payment has impacted the cash balance and explains $4.3m of the $4.5m variance.

- Unearned revenue

A reduction in unearned revenue is in line with reduced cash balance and an increased capital works delivery.
Unearned revenue represents grants we have received for projects we haven't completed. The unearned balance has reduced by $4.1m, contributing to the $13.1m capital works program which has been delivered.

Summary

The finalised operating result for Central Goldfields Shire Council as at June 30, 2024, was a deficit of $5.5m.

This is largely due to the timing of and treatment of grant funding.

$4.1m has been carried forward to be spent on projects in 2024/25.

The external audit is underway and progressing well.

We have provided all information at this stage and to date there are no adjusting entries requested.

Whilst the balance sheet has taken a hit in 2023/24 with a working capital ratio of 35%, the payment of Federal Assistance Grant was paid in July 2024 enabling payment of debts outstanding at June 30, 2024.

CONSULTATION/COMMUNICATION

The Council, after passing a resolution giving its approval in principle to the performance statement and financial statements, must submit the statements to the auditor for reporting on the audit.

The Mayor must report on the implementation of the Council Plan by presenting the annual report at a Council meeting open to the public.

The Council meeting must be held at least one day prior to the general council election, scheduled for 26 October 2024.

FINANCIAL & RESOURCE IMPLICATIONS

The financial statements were prepared internally by Council officers.

RISK MANAGEMENT

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

CONCLUSION

Council's year end result is a of deficit of $5.5m ($9.6m budget surplus and $4.8m prior year surplus).

The Capital Works program delivered for 2023/24 was $13.1m ($18.5m budgeted and $14.6m in prior year).

The budget included a number of capital projects which have not been recognised in the 2023/24 year, due to the timing of grants and associated works.

As works continue to be delivered, associated grant revenue will be recognised during the 2024/25 financial year.

Officers will be seeking Councillors to give their approval in principle to the Annual Financial Report and Performance Statement for the 2023/2024 financial year.

Also seeking nomination of two Councillors to certify the Financial and Performance Statements in their final form on behalf of, and with the full authority of the Council.

ATTACHMENTS

8.1.1 Draft Financial Statements

8.1.2 Councillor expenditure

8.1.3 Draft Performance Statement

8.1.4 Governance and Management Checklist

![Victoria State Government | Government Services]

8.1.1

Central Goldfields Shire Council Financial Report

2023-24

Central Goldfields Shire
ANNUAL FINANCIAL REPORT

For the Year Ended 30 June 2024

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Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020,* the *Local Government (Planning and Reporting) Regulations 2020,* the Australian Accounting Standards and other mandatory professional reporting requirements.

Michael Smith FCPA
Principal Accounting Officer

Dated :   *<Date>*
Maryborough

In our opinion, the accompanying financial statements present fairly the financial transactions of the Central Goldfields Shire Council for the year ended 30 June 2024 and the financial position of the Council as at that date.

At the date of signing, we are not aware of any circumstances that would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the financial statements in their final form.

Liesbeth Long
Councillor
Dated :   *<Date>*
Maryborough

Councillor TBD
Councillor
Dated :   *<Date>*
Maryborough

Sally Jones
Interim Chief Executive Officer
Dated :   *<Date>*
Maryborough

Central Goldfields Shire Council
2023/2024 Financial Report

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Central Goldfields Shire Council
2023/2024 Financial Report

Comprehensive Income Statement
For the Year Ended 30 June 2024

	Note	2024 $'000	2023 $'000
Income / Revenue			
Rates and charges	3.1	17,523	16,628
Statutory fees and fines	3.2	477	564
User fees	3.3	1,668	1,936
Grants - operating	3.4	7,486	12,419
Grants - capital	3.4	5,162	8,848
Contributions - monetary	3.5	192	271
Contributions - non monetary	3.5	84	-
Other income	3.7	942	1,007
Total income / revenue		**33,533**	**41,673**
Expenses			
Employee costs	4.1	16,029	15,459
Materials and services	4.2	13,824	13,926
Depreciation	4.3	7,951	6,849
Depreciation - right of use assets	4.4	58	62
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6	740	64
Allowance for impairment losses	4.5	12	23
Borrowing costs	4.6	108	80
Finance costs - leases	4.7	13	15
Other expenses	4.8	351	360
Total expenses		**39,087**	**36,838**
Surplus/(deficit) for the year		**(5,554)**	**4,835**
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation gain/(loss)	6.2	17,036	43,420
Total other comprehensive income		**17,036**	**43,420**
Total comprehensive result		**11,482**	**48,255**

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Central Goldfields Shire Council
2023/2024 Financial Report

Balance Sheet
As at 30 June 2024

	Note	2024 $'000	2023 $'000
Assets			
Current assets			
Cash and cash equivalents	5.1	676	5,180
Trade and other receivables	5.1	3,104	2,804
Other financial assets	5.1	-	11,500
Inventories	5.2	15	14
Prepayments	5.2	81	267
Non-current assets classified as held for sale	6.1	-	245
Other assets	5.2	719	868
Total current assets		**4,595**	**20,878**
Non-current assets			
Property, infrastructure, plant and equipment	6.2	427,398	405,571
Right-of-use assets	5.8	312	354
Total non-current assets		**427,710**	**405,925**
Total assets		**432,305**	**426,803**
Liabilities			
Current liabilities			
Trade and other payables	5.3	2,951	4,850
Trust funds and deposits	5.3	687	653
Contract and other liabilities	5.3	4,089	8,240
Provisions	5.5	3,230	2,881
Interest-bearing liabilities	5.4	2,089	-
Lease liabilities	5.8	68	79
Total current liabilities		**13,115**	**16,704**
Non-current liabilities			
Provisions	5.5	258	596
Interest-bearing liabilities	5.4	-	2,089
Lease liabilities	5.8	237	267
Total non-current liabilities		**495**	**2,952**
Total liabilities		**13,610**	**19,656**
Net assets		**418,695**	**407,147**
Equity			
Accumulated surplus		128,662	134,324
Reserves	9.1	290,033	272,823
Total Equity		**418,695**	**407,147**

The above balance sheet should be read in conjunction with the accompanying notes.

Central Goldfields Shire Council
2023/2024 Financial Report

Statement of Changes in Equity
For the Year Ended 30 June 2024

2024	Note	Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
Balance at beginning of the financial year		407,147	134,324	272,295	528
Surplus/(deficit) for the year		(5,554)	(5,554)	-	-
Net asset revaluation gain/(loss)	6.2	17,036	-	17,036	-
Transfers to other reserves	9.1	66	-	-	66
Transfers from other reserves	9.1	-	-	-	-
		418,695	128,770	289,331	594
Balance at end of the financial year		**418,695**	**128,770**	**289,331**	**594**

2023	Note	Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
Balance at beginning of the financial year		358,830	129,489	228,875	466
Surplus/(deficit) for the year		4,835	4,835	-	-
Net asset revaluation gain/(loss)	6.2	43,420	-	43,420	-
Transfers to other reserves	9.1	62	-	-	62
Transfers from other reserves	9.1	-	-	-	-
		407,147	134,324	272,295	528
Balance at end of the financial year		**407,147**	**134,324**	**272,295**	**528**

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Central Goldfields Shire Council
2023/2024 Financial Report

Statement of Cash Flows
For the Year Ended 30 June 2024

	Note	2024 Inflows/ (Outflows) $'000	2023 Inflows/ (Outflows) $'000
Cash flows from operating activities			
Rates and charges		13,489	16,547
Statutory fees and fines		477	565
User fees		1,820	2,160
Grants - operating		7,486	8,846
Grants - capital		5,162	12,421
Contributions - monetary		192	271
Other receipts		540	488
Net GST refund/payment		2,202	2,314
Employee costs		(15,996)	(14,842)
Materials and services		(17,840)	(17,923)
Trust funds and deposits repaid		34	(153)
Other payments		(351)	(360)
Net cash provided by/(used in) operating activities		**(2,785)**	**10,334**
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.2	(13,503)	(14,795)
Proceeds from sale of property, infrastructure, plant and equipment		245	-
Proceeds from sale of investments		11,500	5,500
Net cash provided by/(used in) investing activities		**(1,757)**	**(9,295)**
Cash flows from financing activities			
Finance costs		93	439
Repayment of lease liabilities		(55)	150
Net cash provided by/(used in) financing activities		**38**	**589**
Net increase (decrease) in cash and cash equivalents		(4,504)	1,628
Cash and cash equivalents at the beginning of the financial year		5,180	3,552
Cash and cash equivalents at the end of the financial year		**676**	**5,180**

Financing arrangements   5.6

The above statement of cash flows should be read in conjunction with the accompanying notes.

Central Goldfields Shire Council
2023/2024 Financial Report

Statement of Capital Works
For the Year Ended 30 June 2024

	Note	2024 $'000	2023 $'000
Property			
Land		-	-
Land improvements		4,201	2,202
Total land		**4,201**	**2,202**
Buildings		1,624	7,610
Total buildings		**1,624**	**7,610**
Total property		**5,825**	**9,812**
Plant and equipment			
Plant, machinery and equipment		363	224
Fixtures, fittings and furniture		28	152
ICT Devices and infrastructure		127	210
Total plant and equipment		**518**	**586**
Infrastructure			
Roads		6,095	2,748
Footpaths and cycleways		243	142
Drainage		170	1,130
Kerb and channel		170	59
Minor culverts		(9)	27
Aerodromes		122	11
Traffic control facilities		38	36
Other infrastructure		5	55
Total infrastructure		**6,833**	**4,208**
Total capital works expenditure		**13,176**	**14,606**
Represented by:			
New asset expenditure		788	2,921
Asset renewal expenditure		8,859	4,030
Asset expansion expenditure		120	1,522
Asset upgrade expenditure		3,410	6,133
Total capital works expenditure		**13,176**	**14,606**

Notes to the Financial Report
For the Year Ended 30 June 2024

Note 1 OVERVIEW

Introduction

The Central Goldfields Shire Council was established by an Order of the Governor in Council on 19 January 1995 and is a body corporate. The Council's main office is located at 22 Nolan Street, Maryborough, Victoria, 3465.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020* , and the *Local Government (Planning and Reporting) Regulations 2020* .

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Accounting policy information

1.1 Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Specific accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:
 - the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2)
 - the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2)
 - the determination of employee provisions (refer to Note 5.5)
 - the determination of landfill provisions (refer to Note 5.5)
 - the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to Note 3)
 - the determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
 - whether or not AASB 1059 Service Concession Arrangements: Grantors is applicable
 - other areas requiring judgements

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

Goods and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Central Goldfields Shire Council

2023/2024 Financial Report

Notes to the Financial Report
For the Year Ended 30 June 2024

Note 2 ANALYSIS OF OUR RESULTS

2.1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 5 percent or $500k where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020* .

2.1.1 Income / Revenue and expenditure

	Budget 2024 $'000	Actual 2024 $'000	Variance $'000	Variance %	Ref
Income / Revenue					
Rates and charges	17,639	17,523	(117)	-1%	
Statutory fees and fines	663	477	(186)	-28%	1,2
User fees	1,859	1,668	(191)	-10%	
Grants - operating	10,378	7,486	(2,892)	-28%	3,4
Grants - capital	12,340	5,162	(7,178)	-58%	5
Contributions - monetary	128	192	64	50%	
Contributions - non monetary	-	84	84	0%	
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	(740)	(740)	0%	
Other income	831	942	111	13%	
Total income / revenue	**43,838**	**32,793**	**(11,045)**	**(0)**	
Expenses					
Employee costs	16,111	16,029	(82)	-1%	
Materials and services	10,615	13,824	3,209	30%	6
Depreciation	7,091	7,951	860	12%	7,8,9
Depreciation - right of use assets	21	58	37	174%	
Allowance for impairment losses	2	12	10	488%	
Borrowing costs	36	108	72	203%	
Finance costs - leases	-	13	13	0%	
Other expenses	359	351	(7)	-2%	
Total expenses	**34,234**	**38,347**	**4,113**	**0**	
Surplus/(deficit) for the year	**9,603**	**(5,554)**	**(15,158)**	**(2)**	

(i) Explanation of material variations

1	$60k decrease on anticipated fees notably due to parking. Parking fines were reintroduced in the 2023/24 financial year and a thorough and well planned education piece with the community has resulted in less fines issued
2	$78k decrease on building permits and $19k decrease on building information certificates relating to reduced requests to Council
3	$5m reduction in Federal Assistance Grant paid in July 2024, whilst this payment relates to the 2024-25 year, budget assumptions were that payment would be made by the Commonwealth Government in line with previous years. As these grants are untied, they must be accounted for in the year they are received
4	$1.7m reallocation of Flood recovery funding from capital to operating grants
5	$6.8m reallocation of Flood recovery funding from capital to operating grants. Budget was $6.8m as compared to actuals (classified as operating above) of $1.7m. A review of flood recovery was undertaken during the year with a report presented to Council in April 2024 noting the significant variance in initial flood repair estimates as compared to works to be undertaken.
6	Increase in materials and services expenditure can be explained by a number of factors; backfill of integral positions within the organisation (payroll, statutory planning, strategic planning and cleaning), two additional emergency events (February storm and February bushfire) as well as continued flood recovery efforts from October 2022, reactive maintenance including vandalism clean up, and timing of expenditure such as Talbot Futures project (finalised in Q1 2023/24 but budgeted to be finalised in Q4 2022/23).
7	$280k revaluation of infrastructure assets undertaken at the end of 2022/23. Revaluation was not complete at time of adopting budget
8	$232k additional depreciation relating to new assets finalised during the year
9	$300k correction of plant and equipment depreciation following a review of asset useful lives

Central Goldfields Shire Council

2023/2024 Financial Report

Notes to the Financial Report
For the Year Ended 30 June 2024

2.1.2 Capital works

	Budget 2024 $'000	Actual 2024 $'000	Variance $'000	Variance %	Ref
Property					
Land	-	-	-	0%	
Land improvements	3,104	4,201	1,097	35%	
Total land	**3,104**	**4,201**	**1,097**	**35%**	
Buildings	2,702	1,624	(1,078)	-40%	
Building improvements	-	-	-	0%	
Total buildings	**2,702**	**1,624**	**(1,078)**	**-40%**	
Total property	**5,806**	**5,825**	**19**	**0%**	
Plant and equipment					
Plant, machinery and equipment	825	363	(462)	-56%	
Fixtures, fittings and furniture	-	28	28	0%	
Computers and telecommunications	1,042	127	(915)	-88%	
Total plant and equipment	**1,867**	**518**	**(1,349)**	**-72%**	**1,2**
Infrastructure					
Roads	10,014	6,095	(3,919)	-39%	3
Bridges	96	-	(96)	-100%	
Footpaths and cycleways	220	243	23	10%	
Drainage	270	331	61	23%	
Recreational, leisure and community facilities	-	-	-	0%	
Waste management	-	-	-	0%	
Parks, open space and streetscapes	15	-	(15)	-100%	
Aerodromes	220	122	(98)	-45%	
Off street car parks	-	-	-	0%	
Other infrastructure	41	43	2	5%	
Total infrastructure	**10,875**	**6,833**	**(4,042)**	**-37%**	
Total capital works expenditure	**18,548**	**13,176**	**(5,372)**	**-29%**	
Represented by:					
New asset expenditure	1,137	788	(349)	-31%	
Asset renewal expenditure	13,990	8,859	(5,131)	-37%	
Asset expansion expenditure	-	120	120	0%	
Asset upgrade expenditure	3,421	3,410	(11)	0%	
Total capital works expenditure	**18,548**	**13,176**	**(5,372)**	**-29%**	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Plant and Equipment	$460k decrease in plant capital spend relating to the delay of purchased vehicles, notably two trucks and a street sweeper
2	Plant and Equipment	$915k decrease in capital spend relating the uplift of financial management systems and IT strategy. Whilst the financial management project is well underway, it is not anticipated to be completed until the end of the 2024/25 financial year. The IT strategy is expected to be adopted early in the new Council term
3	Roads	$2.5m decrease in road works budgeted relating to flood recovery works. This follows the same review undertaken and adopted by Council in April 2024

Notes to the Financial Report
For the Year Ended 30 June 2024

2.2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

2.2.1 Community

Operation and maintenance of community buildings, local laws, compliance (incorporating fire prevention, environmental health, school crossings, immunisation and planning compliance), emergency management and Go Goldfields.

Health and Human Services

Administration of Goldfields Family Centre (incorporating family day care, long day care, kindergarten and supported playgroups), maternal and child health, aged care services (for part of the 2023-24 year) and youth services.

Economic Deveopment

Promotion of tourism, including the Visitor Information Centre, Energy Breakthrough and other events, economic development and strategic planning, administration of VicRoads, statutory planning and building control.

Culture and Heritage

Operation and maintenance of civic halls, Maryborough Regional Library and the Central Goldfields Art Gallery as well as promotion of cultural and heritage activities.

Recreation and Leisure

Operation and maintenance of parks and gardens, playgrounds, sporting and natural reserves, indoor recreation centres and swimming pools.

Transport

Administration, operation and maintenance of Maryborough Aerodrome (ALA), road networks, pathways, kerb and channelling, street beautification, street lighting, bicycle facilities,parking and maintenance of depots and plant, vehicles and machinery and drainage maintenance.

Waste

Administration, operation and maintenance of waste disposal, waste water operation and maintenance, recycling, and public conveniences.

Administration

Shire Management including corporate planning, governance, community engagement (including customer service), people and culture services, contract management and purchasing. Corporate Services including operation and maintenance of administration office, records management, information technology, property and management, financial services including administration of council finances, bank accounts, investments and loans.

Central Goldfields Shire Council

2023/2024 Financial Report

Notes to the Financial Report
For the Year Ended 30 June 2024

2.2.2 Summary of income / revenue, expenses, assets and capital expenses by program

2024	Income / Revenue	Expenses	Surplus/ (Deficit)	Grants included in income / revenue	Total assets
	$'000	$'000	$'000	$'000	$'000
Community	4,052	4,943	(891)	3,334	23,253
Health and Human Services	4,280	5,544	(1,264)	3,614	260
Economic Development	271	744	(472)	271	9,191
Culture and Heritage	189	931	(742)	179	31,998
Recreation and Leisure	129	980	(851)	-	7,256
Transport	203	12,031	(11,828)	148	7,412
Waste	4,446	3,328	1,118	40	352,645
Administration	20,123	10,586	9,538	5,224	291
	33,695	**39,087**	**(5,392)**	**12,810**	**432,305**

2023	Income / Revenue	Expenses	Surplus/ (Deficit)	Grants included in income / revenue	Total assets
	$'000	$'000	$'000	$'000	$'000
Community	3,481	4,794	(1,313)	2,656	9,074
Health and Human Services	3,919	5,392	(1,473)	2,883	257
Economic Development	1,845	998	847	1,845	7,317
Culture and Heritage	1,417	882	535	1,409	7,164
Recreation and Leisure	2,932	1,113	1,819	2,862	31,590
Transport	5,058	10,460	(5,402)	5,009	348,154
Waste	4,015	2,842	1,173	62	287
Administration	19,006	10,357	8,649	4,542	22,957
	41,673	**36,838**	**4,835**	**21,268**	**426,800**

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Note 3 FUNDING FOR THE DELIVERY OF OUR SERVICES	**2024**	**2023**
3.1 Rates and charges	**$'000**	**$'000**

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is its market value (land and building included).

The valuation base used to calculate general rates for 2023/24 was $4,151 million (2022/23 $3,550 million).

	2024	2023
General rates	11,683	11,173
Municipal charge	1,669	1,654
Waste management charge	4,059	3,699
Interest on rates and charges	112	102
Total rates and charges	**17,523**	**16,628**

The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2023 and the valuation was first applied in the rating year commencing 1 July 2023.

Annual rates and charges are recognised as income when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 Statutory fees and fines

	2024	2023
Infringements and costs	41	27
Registrations	163	167
Town planning fees	162	212
Land information certificates	18	17
Permits	94	141
Total statutory fees and fines	**477**	**564**

Statutory fees and fines (including parking fees and fines) are recognised as income when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

3.3 User fees

	2024	2023
Aged and health services	148	414
VicRoads Agency Fees	236	276
Leisure centre and recreation	44	40
Child care/children's programs	454	583
Registration and other permits	14	21
Waste management services	291	232
Leases	157	122
Energy Breakthrough	153	141
Vaccinations	26	18
Other fees and charges	145	89
Total user fees	**1,668**	**1,936**
User fees by timing of revenue recognition		
User fees recognised over time	-	-
User fees recognised at a point in time	1,668	1,936
Total user fees	**1,668**	**1,936**

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

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	2024 $'000	2023 $'000
3.4 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	2,689	7,633
State funded grants	9,958	13,635
Total grants received	**12,648**	**21,268**
(a) Operating Grants		
Recurrent - Commonwealth Government		
Financial Assistance Grants - General	152	6,394
Financial Assistance Grants - Roads	68	-
General home care	854	419
Heritage & Culture	10	-
Recurrent - State Government		
Health and Human Services	2,069	1,760
Aged care	122	214
School crossing supervisors	46	43
Libraries	165	165
Maternal and child health	403	239
Community safety	164	151
Youth	222	170
Economic Developemt	7	-
Environment	62	16
Total recurrent operating grants	**4,343**	**9,571**
Non-recurrent - Commonwealth Government		
Heritage and Culture	-	25
Non-recurrent - State Government		
Economic Development	331	517
Youth	59	75
Community Safety	1,897	1,355
Libraries	14	3
Heritage and Culture	12	117
Maternal and Child Health	-	1
Recreation	86	-
Family and children	693	713
Environment	52	42
Total non-recurrent operating grants	**3,143**	**2,848**
Total operating grants	**7,486**	**12,419**
(b) Capital Grants		
Recurrent - Commonwealth Government		
Roads to recovery	1,579	790
Recurrent - State Government		
Aged Care	-	23
Total recurrent capital grants	**1,579**	**813**
Non-recurrent - Commonwealth Government		
Buildings	26	5
Transport	-	780
Non-recurrent - State Government		
Buildings	543	2,496
Drainage	75	939
Recreation	2,412	3,618
Plant, Machinery and Equipment	73	-
Transport	25	-
Waste and Environment	428	197
Total non-recurrent capital grants	**3,582**	**8,035**
Total capital grants	**5,162**	**8,848**

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(c) Recognition of grant income

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with *AASB 15 Revenue from Contracts with Customers* . When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement

- determines the transaction price

- recognises a contract liability for its obligations under the agreement

- recognises revenue as it satisfies its performance obligations, at the point in time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies *AASB 1058 Income of Not-for-Profit Entities* .

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

Income recognised under AASB 1058 *Income of Not-for-Profit Entities*

General purpose	220	6,395
Specific purpose grants to acquire non-financial assets	5,162	8,847
Other specific purpose grants	7,266	6,026
Revenue recognised under AASB 15 *Revenue from Contracts with Customers*		
Specific purpose grants	-	-
	12,648	**21,268**

	2024	2023
	$'000	$'000
(d) Unspent grants received on condition that they be spent in a specific manner		
Operating		
Balance at start of year	3,755	2,212
Received during the financial year and remained unspent at balance date	587	3,755
Received in prior years and spent during the financial year	- 2,425	- 2,212
Balance at year end	**1,917**	**3,755**
Capital		
Balance at start of year	4,309	9,534
Received during the financial year and remained unspent at balance date	883	4,309
Received in prior years and spent during the financial year	- 3,359	- 9,534
Balance at year end	**1,833**	**4,309**

Unspent grants are determined and disclosed on a cash basis.

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	2024	2023
3.5 Contributions	$'000	$'000
Monetary	192	271
Non-monetary	84	-
Total contributions	**276**	**271**
Contributions of non monetary assets were received in relation to the following asset classes.		
Drainage	84	-
Total non-monetary contributions	**84**	**-**

Monetary and non monetary contributions are recognised as income at their fair value when Council obtains control over the contributed asset.

3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Proceeds of sale	29	168
Written down value of assets disposed	711	(232)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	**740**	**(64)**

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

3.7 Other income

Interest	402	519
Other rent	29	21
Other	512	467
Total other income	**942**	**1,007**

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

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	2024	2023
	$'000	$'000

Note 4 THE COST OF DELIVERING SERVICES

4.1 (a) Employee costs

	2024	2023
Wages and salaries	12,973	12,637
WorkCover	673	400
Superannuation	1,616	1,489
Fringe benefits tax	93	87
Long Service Leave	472	606
Other	203	240
Total employee costs	**16,029**	**15,459**

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

	2024	2023
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	68	65
	68	**65**
Employer contributions payable at reporting date.	-	-

Accumulation funds

	2024	2023
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	588	641
Employer contributions - other funds	848	764
	1,436	**1,405**
Employer contributions payable at reporting date.	112	19

Contributions made exclude amounts accrued at balance date. Refer to note 9.3 for further information relating to Council's superannuation obligations.

4.2 Materials and services

	2024	2023
Contractor - Waste	2,735	2,642
Contractor - Unified	689	686
Contractor - other	7,300	7,402
Operating lease payments	33	20
Grants and contributions	564	336
Event Support - Energy Breakthrough	698	671
Other materials and services	1,805	2,168
Total materials and services	**13,824**	**13,926**

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

4.3 Depreciation

	2024	2023
Property	2,137	1,696
Plant and equipment	649	255
Fixtures, fittings and furniture	293	275
Infrastructure	4,872	4,622
Total depreciation	**7,951**	**6,848**

Refer to note 5.2(c), 5.8 and 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

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	2024	2023
	$'000	$'000
4.4 Depreciation - Right of use assets		
Property	39	41
IT equipment	18	21
Total Depreciation - Right of use assets	**58**	**62**
4.5 Allowance for impairment losses		
Rates debtors	1	2
Other debtors	11	21
Total allowance for impairment losses	**12**	**23**
Movement in allowance for impairment losses in respect of debtors		
Balance at the beginning of the year	(15)	(21)
New allowances recognised during the year	(11)	(21)
Amounts already allowed for and written off as uncollectible	19	27
Balance at end of year	**(7)**	**(15)**

An allowance for impairment losses in respect of debtors is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

	2024	2023
4.6 Borrowing costs		
Interest - Borrowings	108	80
Total borrowing costs	**108**	**80**

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

	2024	2023
4.7 Finance Costs - Leases		
Interest - Lease Liabilities	13	15
Total finance costs	**13**	**15**
4.8 Other expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	49	47
Auditors' remuneration - Internal Audit	34	57
Councillors' allowances	269	256
Total other expenses	**351**	**360**

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Note 5 INVESTING IN AND FINANCING OUR OPERATIONS	2024	2023
5.1 Financial assets	$'000	$'000
(a) Cash and cash equivalents		
Cash on hand	1	1
Cash at bank	675	5,179
Total cash and cash equivalents	**676**	**5,180**
(b) Other financial assets		
Current		
Term deposits	-	11,500
Total current other financial assets	**-**	**11,500**
Non-current		
Term deposits	-	-
Total non-current other financial assets	**-**	**-**
Total other financial assets	**-**	**11,500**
Total cash and cash equivalents and other financial assets	**676**	**16,680**

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

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	2024 $'000	2023 $'000
(c) Trade and other receivables		
Current		
Statutory receivables		
Rates debtors	2,443	2,130
Infringement debtors	21	19
Non statutory receivables		
Employee related debtors	11	13
Families and childcare	48	59
Private Works	-	2
Aged Care	1	35
Other debtors	587	561
Allowance for expected credit loss - other debtors	(7)	(15)
Total current trade and other receivables	**3,104**	**2,804**
Total trade and other receivables	**3,104**	**2,804**

Short term receivables are carried at invoice amount. An allowance for expected credit losses is recognised based on past experience and other objective evidence of expected losses. Long term receivables are carried at amortised cost using the effective interest rate method.

(d) Ageing of Receivables

The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:

	2024	2023
Current (not yet due)	570	605
Past due by up to 30 days	26	11
Past due between 31 and 180 days	65	27
Past due between 181 and 365 days	-	45
Total trade and other receivables	**661**	**688**

(e) Ageing of individually impaired Receivables

At balance date, other debtors representing financial assets with a nominal value of $7k (2023: $15k) were impaired. The amount of the allowance raised against these debtors was $7k (2023: $15k). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

	2024	2023
Past due by more than 1 year	(7)	15
Total trade & other receivables	**(7)**	**15**

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5.2 Non-financial assets	2024	2023
(a) Inventories	$'000	$'000
Inventories held for distribution	15	14
Total inventories	**15**	**14**

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(b) Other assets		
Prepayments	81	267
Accrued Income	13	226
Other	706	642
Total other assets	**800**	**1,135**

	2024	2023
5.3 Payables, trust funds and deposits and contract and other liabilities	$'000	$'000
(a) Trade and other payables		
Current		
Non-statutory payables		
Trade payables	2,372	3,482
Accrued expenses	574	802
Accrued interest	2	3
Statutory payables		
Accrued salaries and wages	3	563
Total current trade and other payables	**2,951**	**4,850**
(b) Trust funds and deposits		
Current		
Refundable deposits	43	38
Fire services levy	384	321
Retention amounts	261	294
Total current trust funds and deposits	**687**	**653**
(c) Contract and other liabilities		
Contract liabilities		
Current		
Grants received in advance - operating	1,917	3,755
Grants received in advance - capital	1,833	4,309
Other	339	176
Total contract liabilities	**4,089**	**8,240**
Total contract and other liabilities	**4,089**	**8,240**

Trust funds and deposits
Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Contract liabilities
Contract liabilities reflect consideration received in advance from customers in respect of grant funded projects. Contract liabilities are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

Purpose and nature of items

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

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5.4 Interest-bearing liabilities	**2024**	**2023**
	$'000	**$'000**
Current		
Other borrowings - secured	2,089	-
Total current interest-bearing liabilities	**2,089**	**-**
Non-current		
Other borrowings - secured	-	2,089
Total non-current interest-bearing liabilities	**-**	**2,089**
Total	**2,089**	**2,089**

Borrowings are secured by (insert security details)

(a) The maturity profile for Council's borrowings is:

Not later than one year	2,089	-
Later than one year and not later than five years	-	2,089
Later than five years	-	-
	2,089	2,089

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.
The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities based on contractual repayment terms at every balance date.

5.5 Provisions

	Employee	**Gravil Pit Rehabilitation**	**Other**	**Total**
2024	**$ '000**	**$ '000**	**$ '000**	**$ '000**
Balance at beginning of the financial year	3,391	85	-	3,476
Additional provisions	1,809	(24)	-	1,785
Amounts used	(1,774)	-	-	(1,774)
Balance at the end of the financial year	**3,426**	**61**	**-**	**3,487**
Provisions - current	3,230	-	-	3,230
Provisions - non-current	196	62	-	258
2023				
Balance at beginning of the financial year	2,689	86	-	2,775
Additional provisions	2,015	(1)	-	2,014
Amounts used	(1,313)	-	-	(1,313)
Balance at the end of the financial year	**3,391**	**85**	**-**	**3,476**
Provisions - current	2,881	-	-	2,881
Provisions - non-current	511	85	-	596

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	2024	2023
	$'000	$'000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	936	969
Long service leave	265	1,912
	1,201	**2,881**
Current provisions expected to be wholly settled after 12 months		
Annual leave	291	263
Long service leave	1,738	-
	2,029	**263**
Total current employee provisions	**3,230**	**3,144**
Non-current		
Long service leave	196	248
Total non-current employee provisions	**196**	**248**
Aggregate carrying amount of employee provisions:		
Current	3,230	2,881
Non-current	196	511
Total aggregate carrying amount of employee provisions	**3,426**	**3,392**

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:
- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability and measured at present value.

Key assumptions:		
- discount rate	4.348%	4.063%
- index rate	4.450%	4.350%

	2024	2023
	$'000	$'000
(b) Gravel pit restoration		
Non-current	62	85
	62	**85**

Council is obligated to restore [landfill] site to a particular standard.   The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.
Council reviews the landfill restoration provision on an annual basis, including the key assumptions listed below.

Key assumptions:		
- discount rate	1.40%	4.063%
- index rate	3.60%	6.000%

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5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2024

Borrowings	2,089	2,089
Credit card facilities	50	50
Total facilities	**2,139**	**2,139**
Used facilities	2,089	2,089
Unused facilities	**50**	**50**

5.7 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

(a) Commitments for expenditure

2024	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Total
	$'000	$'000	$'000	$'000
Operating				
Waste Collection	2,145	2,145	4,827	**9,118**
Transfer station operation	1,501	1,251	-	**2,752**
Management of council facilities	722	722	-	**1,444**
IT Backup	42	42	-	
Internal Audit services	45	45	15	**106**
Consultancies	12	3	-	**14**
Total	**4,467**	**4,208**	**4,842**	**13,434**
Capital				
Aerodrome	183	-	-	**183**
Buildings	770	-	-	**770**
Computers and Telecommunications	497	-	-	**497**
Land Improvements	702	-	-	**702**
Total	**2,152**	**-**	**-**	**2,152**

2023	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Total
	$'000	$'000	$'000	$'000
Operating				
Management of council facilities	722	722	722	**2,166**
Greenhouse reporting	3	3	3	**9**
Garbage collection	774	-	-	**774**
IT Backup	42	42	42	**126**
Consultancies	712	-	-	**712**
Workcover services	80	-	-	**80**
Cleaning contracts for council buildings	200	-	-	**200**
Meals for delivery	108	-	-	**108**
Total	**2,641**	**767**	**767**	**4,175**
Capital				
Buildings	88	-	-	**88**
Other Infrastructure	1,089	-	-	**1,089**
Plant and Equipment	500	-	-	**500**
Recreation	2,112	-	-	**2,112**
Roads	1,499	-	-	**1,499**
Drainage	1,200	-	-	**1,200**
Total	**6,488**	**-**	**-**	**6,488**

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5.8 Leases

At inception of a contract, Council assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- Council has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- Council has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

· any lease payments made at or before the commencement date less any lease incentives received; plus

· any initial direct costs incurred; and

· an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

· Fixed payments

· Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;

· Amounts expected to be payable under a residual value guarantee; and

· The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Under *AASB 16 Leases*, Council as a not-for-profit entity has elected not to measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Council has a number of peppercorn leases in its portfolio and given the nature and use of these assets it is difficult to estimate the fair value of these right of use assets.

Council has chosen to take up the option of measuring the pepperson leases as cost (acutal payment) rathen than at fair value.

Right-of-Use Assets	Property	Printers	Total
	$'000	**$'000**	**$'000**
Balance at 1 July 2023	312	41	**353**
Additions	21	(5)	**16**
Depreciation charge	(39)	(18)	**(58)**
Balance at 30 June 2024	**294**	**18**	**312**

Lease Liabilities	2024	2023
Maturity analysis - contractual undiscounted cash flows		
	$'000	**$'000**
Less than one year	68	79
One to five years	237	267
More than five years	-	-
Total undiscounted lease liabilities as at 30 June:	**306**	**346**

Lease liabilities included in the Balance Sheet at 30 June:		
Current	68	79
Non-current	237	267
Total lease liabilities	**306**	**346**

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than exisiting capitalisation thresholds for a like asset up to a maximum of AUD$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Central Goldfields Shire Council
2023/2024 Financial Report

Notes to the Financial Report
For the Year Ended 30 June 2024

	2024	2023
Note 6 ASSETS WE MANAGE		
6.1 Non current assets classified as held for sale	**$'000**	**$'000**
Cost of acquisition	-	245
Capitalised development costs (eg roads, drainage)	-	-
Borrowing costs capitalised during development	-	-
Total non current assets classified as held for sale	**-**	**245**
Capitalisation rate used in the allocation of borrowing costs	0%	0%

Land previously held for sale was Pyrenees Highway, Council has decided to keep asset for future use.

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

Notes to the Financial Report
For the Year Ended 30 June 2024

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT

Summary of property, infrastructure, plant and equipment

	Carrying amount 30 June 2023 $'000	Additions $'000	Contributions $'000	Revaluation $'000	Depreciation $'000	Disposal $'000	Transfers $'000	Carrying amount 30 June 2024 $'000
Property	24,858	245	-	-	-	-	-	**25,103**
Buildings	50,422	-	-	3,771	(2,137)	(7)	4,709	**56,757**
Plant and equipment	5,269	-	-	10	(942)	(41)	457	**4,752**
Infrastructure	316,758	-	84	13,255	(4,872)	(715)	6,638	**331,148**
Work in progress	8,265	13,176	-	-	-	-	(11,803)	**9,638**
	405,571	**13,422**	**84**	**17,036**	**(7,951)**	**(763)**	**-**	**427,398**

Summary of Work in Progress

	Opening WIP $'000	Additions $'000	Transfers $'000	Closing WIP $'000
Property	-	-	-	-
Land	1,162	4,323	(1,152)	**4,332**
Buildings	4,392	1,624	(3,556)	**2,460**
Plant and equipment	26	518	(457)	**87**
Infrastructure	2,685	6,711	(6,638)	**2,758**
Total	**8,265**	**13,176**	**(11,803)**	**9,637**

Central Goldfields Shire Council
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Notes to the Financial Report
For the Year Ended 30 June 2024

(a) Property

	Land - specialised	Land - non specialised	Total Land & Land Improvements	Buildings - specialised	Total Buildings	Work In Progress	Total Property
	$'000	$'000	$'000	$'000	$'000	$'000	$'000
At fair value 1 July 2023	670	24,187	24,857	116,999	116,999	5,554	147,410
Accumulated depreciation at 1 July 2023	-	-	-	(66,577)	(66,577)	-	(66,577)
	670	24,187	24,857	50,422	50,422	5,554	80,833
Movements in fair value							
Additions	-	245	245	-	-	5,947	6,192
Contributions	-	-	-	-	-	-	-
Revaluation	-	-	-	3,771	3,771	-	3,771
Disposal	-	-	-	(15)	(15)	-	(15)
Write-off	-	-	-	-	-	-	-
Transfers	-	-	-	4,709	4,709	(4,709)	(0)
Impairment losses recognised in operating result	-	-	-	-	-	-	-
	-	245	245	8,465	8,465	1,238	9,948
Movements in accumulated depreciation							
Depreciation and amortisation	-	-	-	(2,137)	(2,137)	-	(2,137)
Accumulated depreciation of disposals	-	-	-	7	7	-	7
Impairment losses recognised in operating result	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
	-	-	-	(2,129)	(2,129)	-	(2,129)
At fair value 30 June 2024	670	24,433	25,103	125,464	125,464	6,792	157,359
Accumulated depreciation at 30 June 2024	-	-	-	(68,706)	(68,706)	-	(68,706)
Carrying amount	670	24,433	25,103	56,758	56,758	6,792	88,652

Notes to the Financial Report
For the Year Ended 30 June 2024

(b) Plant and Equipment

	Plant machinery and equipment $'000	Fixtures fittings and furniture $'000	Artwork Collection $'000	Library books $'000	Work In Progress $'000	Total plant and equipment $'000
At fair value 1 July 2023	7,389	1,922	612	364	26	10,313
Accumulated depreciation at 1 July 2023	(3,907)	(1,110)	-	-		(5,017)
	3,482	812	612	364	26	5,296
Movements in fair value						
Additions	-	-	-	-	518	518
Contributions	-	-	-	-	-	-
Revaluation	-	-	3	6	-	9
Disposal	(142)	-	-	-	-	(142)
Write-off	-	-	-	-	-	-
Transfers	363	93	-	-	(457)	(0)
Impairment losses recognised in operating result	-	-	-	-	-	-
	222	93	3	6	61	385
Movements in accumulated depreciation						
Depreciation and amortisation	(649)	(293)	-	-	-	(942)
Accumulated depreciation of disposals	100	-	-	-	-	100
Impairment losses recognised in operating result	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
	(548)	(293)	-	-	-	(842)
At fair value 30 June 2024	7,611	2,015	615	370	87	10,698
Accumulated depreciation at 30 June 2024	(4,455)	(1,403)	-	-	-	(5,859)
Carrying amount	**3,155**	**612**	**615**	**370**	**87**	**4,839**

Notes to the Financial Report
For the Year Ended 30 June 2024

(c) Infrastructure

	Roads	Bridges	Footpaths and cycleways	Drainage	Kerb & Channel	Minor Culvert	Other Infrastructure	Work In Progress	Total Infrastructure
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
At fair value 1 July 2023	270,624	51,305	15,798	40,683	14,528	17,211	3,469	2,685	416,302
Accumulated depreciation at 1 July 2023	(52,449)	(13,469)	(6,495)	(11,837)	(5,024)	(6,658)	(927)	-	(96,859)
	218,175	37,836	9,303	28,846	9,504	10,553	2,542	2,685	319,444
Movements in fair value									
Additions	-	-	-	-	-	-	-	6,711	6,711
Contributions	-	-	-	84	-	-	-	-	84
Revaluation	9,135	1,586	383	1,208	396	441	106	-	13,255
Disposal	(733)	-	(156)	(69)	(176)	(54)	-	-	(1,188)
Write-off	-	-	-	-	-	-	-	-	-
Transfers	4,840	-	698	521	431	73	74	(6,638)	(0)
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
	13,242	1,586	926	1,745	651	460	179	73	18,862
Movements in accumulated depreciation									
Depreciation and amortisation	(3,238)	(529)	(281)	(416)	(182)	(169)	(59)	-	(4,872)
Accumulated depreciation of disposals	240	-	91	42	73	27	-	-	474
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
	(2,997)	(529)	(190)	(374)	(109)	(142)	(59)	-	(4,399)
At fair value 30 June 2024	283,866	52,891	16,724	42,427	15,179	17,671	3,648	2,758	435,163
Accumulated depreciation at 30 June 2024	(55,446)	(13,998)	(6,685)	(12,211)	(5,133)	(6,800)	(986)	-	(101,257)
Carrying amount	228,420	38,893	10,039	30,216	10,046	10,872	2,662	2,758	333,906

Notes to the Financial Report
For the Year Ended 30 June 2024

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. Refer also to Note 8.4 for further disclosure regarding fair value measurement.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

	Depreciation Period	Threshold Limit
Asset recognition thresholds and depreciation periods		$'000
Land & land improvements		
land	-	2
land improvements	50 - 100 years	2
Buildings		
buildings	50 - 100 years	5
building and leasehold improvements	50 - 100 years	2
Plant and Equipment		
fixture, fittings and furniture	2 - 20 years	2
plant, machinery and equipment	2 - 40 years	2
computers and telecommunications	2 - 10 years	2
Infrastructure		
roads - pavements, substructure, formation and earthworks	15 - 60 years	20
roads - kerb, channel and minor culverts and other	20 - 100 years	5
bridges and major culverts	70 - 100 years	20
footpaths and cycleways	18 - 50 years	5
drainage	20 - 100 years	5
minor culverts	100 years	5
monuments	200 years	2
waste water assets	60 years	10
traffic control facilities	10 - 50 years	5
Intangible assets	5 - 100 years	2

Land under roads

Council recognises land under roads it controls at fair value.

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Leasehold improvements

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. At balance date, leasehold improvements are amortised over a 10 year period.

Notes to the Financial Report
For the Year Ended 30 June 2024

Valuation of land and buildings

Valuation of land and buildings were undertaken by using Valuer-General Victoria Vacant Land Indexation Factors June 2024 and Australian Bureau of Statistics (ABS) price indicies table 6427.0 Producer Price Indexes, Australia Table 17, Index Number 3020, "Non-residential building construction Victoria" , March 2024 relased for the Financial Year 2023-2024. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date and type of the current valuation is detailed in the following table. An indexed based revaluation was conducted in the current year, this valuation was based on Valuer-General Victoria Vacant Land Indexation Factors June 2024 and Australian Bureau of Statistics (ABS) price indicies table 6427.0 Producer Price Indexes for the Financial Year 2023-24, a full revaluation of these assets will be conducted in 2024/25.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2024 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation	Type of Valuation
Land	-	-	24,433	Jun-24	Index
Specialised land	-	-	670	Jun-24	Index
Buildings	-	-	56,758	Jun-24	Index
Total	**-**	**-**	**81,861**		

* Valuer-General Victoria Vacant Land Indexation Factors June 2024 released was used to revalue Land asset. Australian Bureau of Statistics (ABS) price indicies table 6427.0 Producer Price Indexes, Australia Table 17, Index Number 3020, "Non-residential building construction Victoria" March 2024 was used for Building and Site Improvement assets insetad of June 2024 due to late release of June 2024 indice. Adjustment is not required as March and June 2024 variance between indices is not material.

Valuation of infrastructure

Valuation of infrastructure were undertaken by using Australian Bureau of Statistics (ABS) price indicies table 6427.0 Producer Price Indexes, Australia Table 17, Index Number 3101, "Road and Bridge Construction Victoria".

The date and type of the current valuation is detailed in the following table.   An index based revaluation was conducted in the current year. A full revaluation of these assets will be conducted in 2025/26.

The valuation is at fair value based on current replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2024 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation	Type of Valuation
Roads	-	-	228,419.87	Jun-24	Index
Bridges	-	-	38,893.62	Jun-24	Index
Footpaths and cycleways	-	-	10,038.59	Jun-24	Index
Drainage	-	-	30,216.13	Jun-24	Index
Kerb & Channel	-	-	10,046.05	Jun-24	Index
Minor Culverts	-	-	10,871.73	Jun-24	Index
Other infrastructure	-	-	2,661.82	Jun-24	Index
Total	**-**	**-**	**331,147.82**		

* March 2024 released was used from Australian Bureau of Statistics (ABS) price indicies table 6427.0 Producer Price Indexes, Australia Table 17, Index Number 3101, "Road and Bridge Construction Victoria" insetad of June 2024 due to late release of June 2024 indice. Adjustment is not required as March and June 2024 variance between indices is not material.

Notes to the Financial Report
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Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between $186 and $378 per square metre.

Specialised buildings are valued using a current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from $375 to $5,896 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 1 year to 80 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the current replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 2 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2024	2023
Reconciliation of specialised land	**$'000**	**$'000**
Land under roads	670	670
Total specialised land	**670**	**670**

Notes to the Financial Report
For the Year Ended 30 June 2024

6.3 Investments in associates, joint arrangements and subsidiaries

(a) Investments in associates

Council does not have any investments in associates, joint ventures or subsidiaries

(b) Community Asset Committee

All entities controlled by Council that have material income, expenses, assets or liabilities, such as community asset committees, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full.

The below is a listing of relevant community asset committees

a) Adelaide Lead Hall
b) Daisy Hill Community Hall
c) Dunolly Historic Precinct Management
d) Talbot Community Homes
e) Talbot Town Hall

Notes to the Financial Report
For the Year Ended 30 June 2024

Note 7 PEOPLE AND RELATIONSHIPS
7.1 Council and key management remuneration

(a) Related Parties

Parent entity

Central Goldfields Shire Council is the parent entity.

Subsidiaries and Associates

As at 30 June, 2024, Council does not have any interests in any subsidiaries and/or associates.

(b) Key Management Personnel
Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Central Goldfields Shire Council. The Councillors, Chief Executive Officer and General Managers are deemed KMP.

Details of KMP at any time during the year are:

		2024 No.	2023 No.
Councillors	Mayor - Liesbeth Long (from 16 November 2023 to 30 June 2024)	1	1
	Councillor Grace La Vella (from 1 July 2023 to 15 November 2023)	1	1
	Councillor Chris Meddows-Taylor	1	1
	Councillor Wayne Sproull	1	1
	Councillor Anna De Villiers	1	1
	Councillor Geoff Lovett	1	1
	Councillor Gerard Murphy	1	1
	Chief Executive Officer - Lucy Roffey	1	1
	General Manager Community Wellbeing - Emma Little	1	1
	General Manager Infrastructure Assets and Planning - Matthew Irving (to 24 April 2024)	1	1
	General Manager Infrastructure Assets and Planning - Bill Millard (from 25 April to 25 June 2024)	1	-
	General Manager Infrastructure Assets and Planning - Amber Ricks (from 26 June 2024)	1	-
	General Manager Corporate Performance - Mick Smith	1	1
Total Number of Councillors		7	7
Total of Chief Executive Officer and other Key Management Personnel		6	4
Total Number of Key Management Personnel		**13**	**11**

Council received an accepted the resignation of CEO Lucy Roffey at a special council meeting on 1 July 2024.
Lucy finished with Council on 21 August 2024. Sally Jones was appointed as interim CEO and will be in the role until a new CEO is appointed.

(c) Remuneration of Key Management Personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.
Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.
Termination benefits include termination of employment payments, such as severance packages.

	2024 $	2023 $
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	1,301,077	1,084,742
Other long-term employee benefits	-	1,464
Total	**1,301,077**	**1,086,206**

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2024 No.	2023 No.
$20,000 - $29,999	6	5
$40,000 - $49,999	1	1
$60,000 - $69,999	1	1
$170,000 - $179,999	1	1
$180,000 - $189,999	1	-
$190,000 - $199,999	1	1
$200,000 - $209,999	1	1
$270,000 - $279,999	1	1
	13	**11**

(d) Remuneration of other senior staff

There are no other senior staff or officers of Council, other than Key Management Personnel, whose total remuneration exceeds $170k and who report directly to a member of the Key Management Personnel.

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Notes to the Financial Report
For the Year Ended 30 June 2024

	2024 $'000	2023 $'000
7.2 Related party disclosure		
(a) Transactions with related parties		
During the period Council entered into the following transactions with related parties.		
Purchase of Goods and Services under normal trading terms ' - Payments to Central Victorian Greenhouse Alliance (Councillor Liesbeth Long is a board member)	20	10
Purchase of Goods and Services under normal trading terms ' - Payments to Coliban Water (CEO Lucy Roffey is a Board Director)	9	8
Purchase of Goods and Services under normal trading terms ' - Payments to Unified Community Sports and Leisure (Councillor Gerard Murphy is a Director)	782	754
Purchase of Goods and Services under normal trading terms ' - Payments to Maryborough Harness Racing Club (Councillor Grace LaVella is a committee member)	3	0
Purchase of Goods and Services under normal trading terms ' - Payments to Central Highlands Water (Audit Committee Member Linda McNeill was an Audit Committee Member up to June 2023)	-	287

Note: Whilst payments still existed to Central Highlands Water in the 2023/24 financial year, these were not considered related party transactions anymore

(b) Outstanding balances with related parties

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties

	2024 $'000	2023 $'000
Purchase of Goods and Services under normal trading terms ' - Payments to Coliban Water (CEO Lucy Roffey is a Board Director)	3	-
Purchase of Goods and Services under normal trading terms ' - Payments to Central Highlands Water (Audit Committee Member Linda McNeill was an Audit Committee Member up to June 2023)	-	319

Note: Whilst payments still existed to Central Highlands Water in the 2023/24 financial year, these were not considered related party transactions anymore

(c) Loans to/from related parties
There were no loans to/from related parties during the 2023/24 financial year.

	2024 $'000	2023 $'000
(d) Commitments to/from related parties		
Payments to Unified Community Sports and Leisure (Councillor Gerard Murphy is a Director) A contract with Unified Community Sports and Leisure expires June 2026	1444	2166

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2023/2024 Financial Report

Notes to the Financial Report
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Note 8 MANAGING UNCERTAINTIES
8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent assets
Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.
Developer contributions are to be received in respect of land currently under development. At this point in time their timing and potential amount cannot be reliably assessed.

(b) Contingent liabilities

Contingent liabilities are:
- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
- it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
- the amount of the obligation cannot be measured with sufficient reliability.

At balance date the Council are not aware of any contingent liabilities.

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Future superannuation contributions
In addition to the disclosed contributions, Central Goldfields Shire Council has paid unfunded liability payments to Vision Super totalling $68k ($65k in 2022/23 financial year). There were no contributions outstanding and no loans issued from or to the above schemes as at June 30, 2024. The expected contributions to be paid to the Defined Benefits category of Vision Super for the year ending 30 June 2025 is $70k.

Landfill

Council owns a non operational landfill.

Insurance claims

Council has continuing insurance claims relating to the October 2022 flood which are not expected to have a material impact on Council's operations.

Legal matters

Council has minor legal matters underway which are not expected to have a material impact on Council's operations.

Liability Mutual Insurance
Council was a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further
contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

Notes to the Financial Report
For the Year Ended 30 June 2024

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2024 reporting period. Council assesses the impact of these new standards.

In December 2022 the Australian Accounting Standards Board (AASB) issued AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities to modify AASB 13 Fair Value Measurement. AASB 2022-10 amends AASB 13 Fair Value Measurement for fair value measurements of non-financial assets of not-for-profit public sector entities not held primarily for their ability to generate net cash inflows. The AASB 13 modifications:

- are applicable only to not-for-profit public sector entities;
- are limited to fair value measurements of non-financial assets not held primarily for their ability to generate net cash inflows;
- are to be applied prospectively for annual periods beginning on or after 1 January 2024;
- would not necessarily change practice for some not-for-profit public sector entities; and
-do not indicate that entities changing practice in how they measure relevant assets made an error in applying the existing requirements of AASB 13. Council will assess any impact of the modifications to AASB 13 ahead of the 2024-25 reporting period.

In December 2022 the Australian Accounting Standards Board (AASB) issued AASB 2022-6 Amendments to Australian Accounting Standards - Non-current Liabilities with Covenants. AASB 2022-6 amends AASB 101 Presentation of Financial Statements to improve the information an entity provides in its financial statements about long-term liabilities with covenants where the entity's right to defer settlement of those liabilities for at least twelve months after the reporting period is subject to the entity complying with conditions specified in the loan arrangement. The amendments in AASB 2022-6 are effective for annual periods beginning on or after 1 January 2024. Council will assess any impact of the modifications to AASB 101 ahead of the 2024-25 reporting period.

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the material accounting policy information and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020* . Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

Central Goldfields Shire Council
2023/2024 Financial Report

Notes to the Financial Report
For the Year Ended 30 June 2024

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

 - council have a policy for establishing credit limits for the entities council deal with;
 - council may require collateral where appropriate; and
 - council only invest surplus funds with financial institutions which have a recognised credit rating specified in council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.
Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any allowance for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.
To help reduce these risks Council:
 - have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
 - have readily accessible standby facilities and other funding arrangements in place;
 - have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
 - monitor budget to actual performance on a regular basis; and
 - set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:
 - A parallel shift of + 2% and -1% in market interest rates (AUD) from year-end rates of 5%.
These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

Central Goldfields Shire Council
2023/2024 Financial Report

Notes to the Financial Report
For the Year Ended 30 June 2024

8.4 Fair value measurement
Fair value hierarchy
Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy , Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation
Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. (For plant and equipment carrying amount is considered to approximate fair value given short useful lives). At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis, being a 3 year cycle. The valuation is performed either by experienced council officers or independent experts. The following table sets out the frequency of revaluations by asset class.

Asset class	Revaluation frequency
Land	3 years
Buildings	3 years
Roads	3 years
Bridges	3 years
Footpaths and cycleways	3 years
Drainage	3 years
Recreational, leisure and community facilities	3 years
Waste management	3 years
Parks, open space and streetscapes	3 years
Aerodromes	3 years
Other infrastructure	3 years

Where the assets are revalued, the revaluation increases are credited directly to the asset revaluation reserve except to the extent that an increase reverses a prior year decrease for that class of asset that had been recognised as an expense in which case the increase is recognised as revenue up to the amount of the expense. Revaluation decreases are recognised as an expense except where prior increases are included in the asset revaluation reserve for that class of asset in which case the decrease is taken to the reserve to the extent of the remaining increases. Within the same class of assets, revaluation increases and decreases within the year are offset.

Impairment of assets
At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date
Care taker period
Local Government Victoria implemented changes to the care taker period for Councillors prior to the upcoming Council elections.
The caretaker period stops major decisions being made just prior to the election of a new Council.
The caretaker period has been increased from 40 days to 57 days meaning the adoption of the annual report has been undertaken in two parts
  1) Financial Statement, Report of Operations and Performance Report adopted 'in principle' during the Council term
  2) Annual Report, including the VAGO certificate, presented to Council by the Mayor during the caretaker period.

Notes to the Financial Report
For the Year Ended 30 June 2024

Note 9 OTHER MATTERS

9.1 Reserves
(a) Asset revaluation reserves

	Balance at beginning of reporting period $'000	Increase (decrease) $'000	Balance at end of reporting period $'000
2024			
Property			
Land and land improvements	17,665	-	17,665
Buildings	23,106	3,771	26,877
	40,771	**3,771**	**44,542**
Property and Equipment			
Library book and Art Collection	379	10	389
	379	**10**	**389**
Infrastructure			
Roads	155,253	9,135	164,387
Bridges	30,081	1,586	31,665
Footpaths and cycleways	7,706	383	8,089
Drainage	18,692	1,208	19,899
Minor Culverts	8,446	441	8,887
Waste management	363	43	406
Monuments	1,297	29	1,326
Traffic control facilities	270	33	303
Kerb and channel	9,037	396	9,433
	231,145	**13,255**	**244,397**
Total asset revaluation reserves	**272,295**	**17,036**	**289,328**
2023			
Property			
Land and land improvements	17,661	4	17,665
Buildings	20,344	2,762	23,106
	38,005	**2,766**	**40,771**
Property and Equipment			
Library book	367	12	379
	367	**12**	**379**
Infrastructure			
Roads	136,352	18,901	155,253
Bridges	22,183	7,897	30,081
Footpaths and cycleways	4,563	3,143	7,706
Drainage	7,580	11,112	18,692
Minor Culverts	7,961	485	8,446
Waste management	277	86	363
Monuments	371	926	1,297
Traffic control facilities	169	101	270
Kerb and channel	11,046	(2,009)	9,037
	190,502	**40,642**	**231,145**
Total asset revaluation reserves	**228,874**	**43,420**	**272,295**

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Notes to the Financial Report
For the Year Ended 30 June 2024

	Balance at beginning of reporting period $'000	Transfer from accumulated surplus $'000	Balance at end of reporting period $'000
(b) Other reserves			
2024			
Unfunded superannuation	450	-	450
Open space	192	63	255
Total Other reserves	**642**	**63**	**705**
2023			
Unfunded superannuation	450	-	450
Open space	130	62	192
Total Other reserves	**580**	**62**	**642**

Unfunded Superannuation
This reserve is used to assist in funding future liabilities related to Defined Benefits Superannuation. Transfers to and from the reserve are based on the budgeted reserve position at the end of the reporting period0

Open Space
This reserve contains contributions paid by developers undertaking the subdivision of residential land. These funds are required to be expended on the creation of expansion of recreational opportunities for the community, and are held until such time the relevant expenditure is incurred.

Notes to the Financial Report
For the Year Ended 30 June 2024

	2024	2023
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)	$'000	$'000
Surplus/(deficit) for the year	(5,554)	4,835
Non-cash adjustments:		
Profit/(loss) on disposal of property, infrastructure, plant and equipment	740	64
Bad debts	12	23
Depreciation and amortisation	8,010	6,911
Contributions - Non-monetary assets	(84)	-
Finance costs	-	95
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(313)	(50)
(Increase)/decrease in prepayments	336	(99)
Increase/(decrease) in accrued income	(4,313)	183
Increase/(decrease) in trade and other payables	(1,685)	1,953
(Decrease)/increase in contract and other liabilities	-	(3,778)
(Increase)/decrease in inventories	(2)	-
(Decrease)/increase in provisions	34	702
Increase/(decrease) in trust funds and deposits	34	173
Increase/(decrease) in interest bearing liabilities	-	(678)
Net cash provided by/(used in) operating activities	**(2,785)**	**10,334**

9.3 Superannuation

Council makes all of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2024, this was 11.0% as required under Superannuation Guarantee (SG) legislation (2023: 10.5%)).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of [Employer name] in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. A triennial actuarial investigation for the Defined Benefit category as at 30 June 2023 was conducted and completed by 31 December 2023. The vested benefit index (VBI) of the Defined Benefit category as at 30 June 2023 was 104.1%. Council was notified of the 30 June 2023 VBI during August 2023. The financial assumptions used to calculate the 30 June 2023 VBI were:

Net investment returns 5.7% pa
Salary information 3.5% pa
Price inflation (CPI) 2.8% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2023 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Notes to the Financial Report
For the Year Ended 30 June 2024

Employer contributions

(a) Regular contributions

On the basis of the results of the 2023 triennial actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2024, this rate was 11.0% of members' salaries (10.5% in 2022/23). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2023 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

(b) Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.
In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2023 triennial actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2023.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

	2023 (Triennial) $m	2022 (Interim) $m
- A VBI Surplus	84.7	44.6
- A total service liability surplus	123.6	105.8
- A discounted accrued benefits surplus	141.9	111.9

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2023.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2023.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2023.

Notes to the Financial Report
For the Year Ended 30 June 2024

The 2024 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2024 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2024.

The VBI of the Defined Benefit category was 105.4% as at 30 June 2024. The financial assumptions used to calculate the 30 June 2024 VBI were:

Net investment returns 5.6% pa
Salary information 3.5% pa
Price inflation (CPI) 2.7% pa

Council was notified of the 30 June 2024 VBI during August 2024.

Because the VBI was above 100%, the Defined Benefit category was in a satisfactory financial position at 30 June 2024 and it is expected that the actuarial investigation will recommend that no change will be necessary to the Defined Benefit category's funding arrangements from prior years.

The 2020 triennial investigation

The last triennial actuarial investigation conducted prior to 30 June 2023 was at 30 June 2020. This actuarial investigation was completed by 31 December 2020. The financial assumptions for the purposes of that investigation was:

	2020 Triennial investigation	2023 Triennial investigation
Net investment return	5.6% pa	5.7% pa
Salary inflation	2.5% pa for two years and 2.75% pa thereafter	3.50% pa
Price inflation	2.0% pa	2.8% pa

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2024 are detailed below:

Scheme	Type of Scheme	Rate	2024 $'000	2023 $'000
Vision super	Defined benefits	11.0% (2023:10.5%)	68	65
Vision super	Accumulation	11.0% (2023:10.5%)	588	641
Other super fund	Accumulation	11.0% (2023:10.5%)	848	764

In addition to the above contributions, Council has paid unfunded liability payments to Vision Super totalling $68k during the 2023/24 year (2022/23 $65k during the 2022/23 year).

There were $112k contributions outstanding and no loans issued from or to the above schemes as at 30 June 2024.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2025 is $72k.

Notes to the Financial Report
For the Year Ended 30 June 2024

Note 10 CHANGE IN ACCOUNTING POLICY

There have been no changes to accounting policies in the 2023-24 year.

8.1.2

YTD Councillor costs - 30 June 2024							
	Mayor Liesbeth Long	Councillor Grace La Vella	Councillor Chris Meddows-Taylor	Councillor Anna de Villiers	Councillor Wayne Sproull	Councillor Gerard Murphy	Councillor Geoff Lovett
Communication Costs	-	-	-	-	-	-	-
Travel Expenses	2,133.08	10.73	-	959.66	-	-	-
Community Representation	1,467.04	566.05	-	176.80	84.51	-	-
Professional Development	2,643.32	1,140.45	-	3,111.10	253.97	-	-
Carer's Costs	-	-	-	-	-	-	-
Hospitality	617.85	617.85	617.85	617.85	617.85	357.93	617.85
Mayor Vehicle	5,426.40	3,979.36	-	-	-	-	-
Council Strategic Planning	2,133.76	2,133.76	2,133.76	2,133.76	2,133.76	-	2,133.76
Other	410.01	407.19	-	560.69	-	-	-
TOTAL EXPENSES	14,831.46	8,855.39	2,751.61	7,559.86	3,090.09	357.93	2,751.61
Mayoral Alloance	42,930.10	30,913.32	-	-	-	-	-
Councillor Allowance	12,139.52	13,896.48	26,036.00	26,036.00	26,036.00	26,036.00	26,036.00
TOTAL COST OF GOVERNANCE	69,901.08	53,665.19	28,787.61	33,595.86	29,126.09	26,393.93	28,787.61

Councillor allowances , which includes statutory allowances for the Mayor and Councillors, inclusive of any amount sacrificed into a complying superannuation fund.

Communication costs , which includes monthly fees and usage costs associated with Councillor smart phone computer equipment. They do not include any charges reimbursed by Councillors

Travel expenses includes taxi fares, public transport costs, reimbursement to Councillors for kilometres travelled in their private vehicles, airfares, accommodation and ancillary costs associated with travel for

Council business **Community representation** includes cost of attendance at events while representing Council in an official capacity, such as community events, dinners, fundraisers, media events, and network

meetings

Professional development includes registration fees, travel and accommodation costs associated with attendance or participation in conferences or professional development programs and professional membership

fees **Carer's costs** includes costs associated with caring whilst undertaking duties of Councillor

Hospitality includes costs such as meals following councillor briefing or meetings, lunches or sustainance provided

Mayor Vehicle includes all costs associated with the vehicle provided to Mayor

Council Strategic Planning includes costs associated with the annual strategic planning workshop with Councillors

Other costs includes carer expenses, printing and other incidental expenditure incurred by Councillors in performing their Councillor role

8.1.3

Central Goldfields Shire Council

Performance Statement

For the year ended 30 June

2024

Performance Statement

For the year ended 30 June 2023

Description of municipality

Located at the geographical centre of Victoria, Central Goldfields Shire covers 1,532 square kilometres and has an approximate population of 13,000 people.

Maryborough is the Shire's major business centre with a population of around 7,900. Maryborough has gained recognition in recent years as having some of the finest sporting facilities in regional Victoria, together with significant historical buildings dating back to the goldmining era of the 1850's.

Other towns in the shire include, Bealiba, Carisbrook, Dunolly, Majorca, Talbot and Timor-Bowenvale and the rural districts surrounding these centres. All are famous for their heritage architecture and significant agricultural industries.

The shire is currently experiencing moderate growth with key infrastructure projects and residential developments reaching fruition.

The State Government's commitment to the shire has seen investments in the areas of health, education, and law and order, together with assistance to economic development activities initiated by Council.

The shire is located within one hour's drive from main regional centres of Ballarat and Bendigo and just two hours from Melbourne.

The first democratically elected council for Central Goldfields Shire was elected on 15 March, 1997. In 2005, the Minister for Local Government determined that the number of Councillors to represent the shire be increased from five to seven. This is under review by the Minister for Local Government at the time of this report being issued.

Central Goldfields Shire Council elected seven Councillors during 2020/21 for a four year term, beginning in November 2020.

The upcoming 2024 election will see a ward structure change. The Maryborough ward will now be split into four single member wards. The other three wards remain unchanged.

Overview of 2024

IN BRIEF Council recorded an operating deficit of $5.5m for the 2023/24 financial year, a $15.1m variance on budget. The variance to budget is a result of a few main items, notably;

- October 2022 Flooding Event. Initial estimates of claimable damage repair amounted to $6.9m in the 2023/24 year which was budgeted as capital spend. This was revised to $4.3m following a review. The actual grant revenue received amounted to $1.7m in the 2023/24 year, a decrease of $5.1m.
- Timing of Federal Assistance Grant. The prior year prepayment for the 2023/24 grant was paid in the 2022/23 financial year. As this is untied, it must be recognised in the year it is received. Council budgeted for this prepayment to continue in the absence of information otherwise. This risk was highlighted in various reports throughout the year and eventuated when the 2024/25 grant was not prepaid, a variance of $5.3m.
- In August 2023, Council resolved to exit from the Aged Care service. The financial impact included redundancies for staff who were unable to be redeployed which amounted to $0.7m
- Recruitment of integral roles across the organisation has been difficult with a number being undertaken by contractors. This included payroll, strategic planning and statutory planning. Additional costs of $0.4m were incurred to cover these positions.
- Depreciation, although not a cash item, increased due to three factors; new and upgraded assets being capitalised, a comprehensive revaluation of infrastructure assets; and a review of plant and equipment assets no longer depreciated. The impact was $0.9m

Other impacts to Council include

- Project delivery within budget. The combined impact of CPI increases together with variances in tender submissions, both in terms of pricing and number of submissions has impacted Council's ability to delivery projects within budget
- As with the entire sector, Council has been impacted by the turnover of staff in key roles within the organisation. This has impacted the momentum and continuity of projects across Council.

Sustainable Capacity Indicators

For the year ended 30 June 2024

	Indicator / measure [formula]	Results				Comment
		2021	**2022**	**2023**	**2024**	
	Population					
C1	Expenses per head of municipal population	$2,421.53	$2,475.21	$2,728.72	$2,879.53	Additional costs are explained by the increase in costs associated with three emergency event recoveries, additional materials and services (partially offset by revenue), and backfill of critical positions within the organisation by contractors
	[Total expenses / Municipal population]					
C2	Infrastructure per head of municipal population	$22,690.37	$25,188.82	$28,198.95	$29,637.17	$13.1m capital works program together with infrastructure revaluation in July 2023.
	[Value of infrastructure / Municipal population]					
C3	Population density per length of road	9.92	9.88	10.28	10.28	Result is consistent with prior years
	[Municipal population / Kilometres of local roads]					
	Own-source revenue					
C4	Own-source revenue per head of municipal population	$1,373.37	$1,428.89	$1,491.42	$1,518.31	Increase in own source revenue represents a 1.8% increase explained by the rate cap (3.5%) and offset by reduced user fees (-1.7%).
	[Own-source revenue / Municipal population]					

	Recurrent grants					
C5	*Recurrent grants per head of municipal population*	$794.49	$809.96	$709.25	$436.25	Significant reduction in recurrent grants can be explained by the timing of the Federal Assistance Grant together with the Aged Care exit.
	[Recurrent grants / Municipal population]					
	Disadvantage					
C6	*Relative Socio-Economic Disadvantage*	1.00	1.00	1.00	1.00	Result is consistent with prior years
	[Index of Relative Socio-Economic Disadvantage by decile]					
	Workforce turnover					
C7	*Percentage of staff turnover*	20.3%	21.6%	17.9%	24.0%	Aged Care exit has resulted in a decrease in staff numbers.
	[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100					

Definitions

"adjusted underlying revenue" means total income other

than: non-recurrent grants used to fund capital expenditure; and
(a)

(b)   non-monetary asset contributions; and

(c)   contributions to fund capital expenditure from sources other than those referred
        to above
"infrastructure" means non-current property, plant and equipment excluding land

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management

Act 2004

"population" means the resident population estimated by council

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Service Performance Indicators
For the year ended 30 June 2024

	Service/*indicator*/*measure* [formula]	Results				Comment
		2021	**2022**	**2023**	**2024**	
AF6	**Aquatic Facilities** *Utilisation* *Utilisation of aquatic facilities* [Number of visits to aquatic facilities / Municipal population]	4.03	4.65	6.06	4.62	Reduction in attendances can be attributed to the fact that the Maryborough Outdoor Pool is currently closed until it can be rebuilt. In addition, the Maryborough Aquatic Centre was closed for 2 months due to retiling of 25m pool.
AM7	**Animal Management** *Health and safety* *Animal management prosecutions* [Number of successful animal management prosecutions / Number of animal management	0%	0%	0%	0%	No animal management prosecutions have occurred.

FS4	**Food Safety** *Health and safety* *Critical and major non-compliance outcome notifications* [Number of critical non-compliance outcome notifications and major non-compliance notifications premises followed up / Number of critical non-compliance outcome notifications and major non-notifications about a food premises] x100	75.00%	100.00%	80.00%	100%	All critical and major non compliance issues were followed up during the period
G5	**Governance** *Satisfaction* *Satisfaction with council decisions* [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	51	50	49	48	Council acknowledges the reduction in Community Satisfaction score despite Council's committed and continuous focus on its community consulation and engagement through it's updated Community Engagement Policy and use of various communication tools and platforms.
LB4	**Libraries** *Participation* *Active library borrowers in municipality* [Number of active library borrowers in the last three years / The sum of the population for the last three	9.20%	7.86%	7.68%	9.5%	We have now almost returned to pre COVID patronage.

MC4	**Maternal and Child Health (MCH)** *Participation* *Participation in the MCH service* [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	70.15%	87.93%	93.18%	91.00%	The Central Goldfields Shire Council MCH service continues to take a proactive outreach and engagement approach with families.
MC5	*Participation* *Participation in the MCH service by Aboriginal children* [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	100.00%	88.16%	96.39%	95.51%	We continue to have high rates of participation of Aboriginal children in our MCH service.
R5	**Roads** *Satisfaction* *Sealed local roads maintained to condition standards* [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed roads] x 100	99.68%	95.20%	98.74%	99.11%	Council continues to plan their annual reseal programs in response to condition data.

SP4	**Statutory Planning** *Decision making* *Planning applications decided within required timeframes* [[Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x 100	35.98%	50.00%	65.33%	50.00%	Instability of staffing has impacted performance
WC5	**Waste Collection** *Waste diversion* *Kerbside collection waste diverted from landfill* [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	45.00%	43.31%	44.82%	45.29%	Increased diversion indicative of the introduction of the container deposit scheme that commenced in November 2023.

Definitions

"Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006

"active library borrower" means a member of a library who has borrowed a book from the library

"annual report" means an annual report prepared by a council under section 98 of the Act

"class 1 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act

"class 2 food premises" means food premises, within the meaning of the *Food Act 1984* , that have been declared as class 2 food premises under section 19C of that Act

"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the *Food Act 1984* , or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health

"food premises" has the same meaning as in the *Food Act 1984*

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

"population" means the resident population estimated by council

Financial Performance Indicators

For the year ended 30 June 2024

	Dimension/*indicator*/*measure*	Results				Forecasts				Material Variations and Comments
		2021	2022	2023	2024	2025	2026	2027	2028	
E2	**Efficiency** ***Expenditure level*** *Expenses per property assessment* [Total expenses / Number of property assessments]	$3,962.83	$4,050.69	$4,246.73	$4,428.10	$3,969.84	$4,085.99	$4,242.10	$4,353.10	Additional costs are explained by the increase in costs associated with three emergency event recoveries, additional materials and services (partially offset by revenue), and backfill of positions within the organisation by contractors
E4	***Revenue level*** *Average rate per property assessment* [Total rate revenue (general rates and municipal charges) / Number of property assessments]	$1,543.80	$1,580.63	$1,478.58	$1,512.63	$1,560.67	$1,613.77	$1,662.18	$1,712.05	Rate cap of 3.5% was partially offset by a significant increase in valuation objections upheld
	Liquidity ***Working capital*** *Current assets compared to current liabilities*	135.38%	131.44%	125.00%	35.04%	259.51%	371.19%	294.16%	282.17%	Cash balance is substantially less than prior

L1	[Current assets / Current liabilities] x100 **Unrestricted cash**									years coupled with loan repayment due in June 2025, meaning this is considered a current liability in full.
L2	Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	-46.30%	43.28%	46.62%	0.0%					Cash held is fully restricted
	Obligations **Loans and borrowings**									
O2	Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	17.54%	12.92%	12.56%	11.92%	16.9%	32.22%	31.28%	30.37%	Result is consistent with prior years
O3	Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	3.84%	4.29%	0.48%	0.53%	0.54%	0.79%	1.15%	1.12%	Loan refinanced to interest only
	Indebtedness									
O4	Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	13.40%	9.87%	14.66%	2.4%	26.16%	39.35%	37.98%	36.66%	Loan is now considered current liability meaning very low non current liabilities remain
	Asset renewal and upgrade									
O5	Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x100	87.95%	103.66%	148.39%	154.30%	156.69%	159.16%	97.86%	85.45%	Substantial investment in asset renewal and upgrade during the

OP1	**Operating position** *Adjusted underlying result* *Adjusted underlying surplus (or deficit)* [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	-11.70%	-7.05%	-9.51%	-30.28%	-13.65%	-13.33%	-14.26%	-13.85%	Underlying result impacted by Federal Assistance Grant timing, Aged Care depreciation review and delays in other grant funding being received
S1	**Stability** *Rates concentration* Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	55.37%	53.40%	49.43%	58.41%	59.28%	59.39%	59.40%	59.41%	Rates represents over half of the underlying revenue. This reflects the reduction in grants received rather than the
S2	*Rates effort* Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the x100	0.59%	0.63%	0.47%	0.42%	0.45%	0.45%	0.45%	0.45%	Result is consistent with prior years

Definitions

"adjusted underlying revenue" means total income other than:

(a)   non-recurrent grants used to fund capital expenditure; and

(b)   non-monetary asset contributions; and

(c)   contributions to fund capital expenditure from sources other than those referred
      to above

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"current assets" has the same meaning as in the AAS

"current liabilities" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants

"population "means the resident population estimated by council

"rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"recurrent grant "means a grant other than a non-recurrent grant

"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Other Information

For the year ended 30 June 2024

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1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its financial plan on 25 June 2024 and which forms part of the council plan. The financial plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The financial plan can be obtained by contacting council.

Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the Local Government (Planning and Reporting) Regulations 2020.

_____

Mick Smith

Principal Accounting Officer

Dated: *(Date)*

In our opinion, the accompanying performance statement of the *Central Goldfields Shire Council* for the year ended 30 June 2024 presents fairly the results of council's performance in accordance with the *Local Government Act 2020* and the Local Government (Planning and Reporting) Regulations 2020.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the Local Government (Planning and Reporting) Regulations 2020 to certify this performance statement in its final form.

_____

Liesbeth Long

Mayor

Dated: *(Date)*

_____

Councillor TBD

Councillor

Dated: *(Date)*

_____

Sally Jones

Interim Chief Executive

Officer Dated: *(Date)*

8.1.4

2023/2024 GOVERNANCE REPORTING CHECKLIST

Year	Item ID	Governance and Management Item	YES or NO	Date if YES (single item/date)	Date if YES (multiple items/dates)
2023-24	GC1	Community engagement policy	YES	23/05/2024	A reviewed and updated policy was adopted by council 23 May 2024 with a renewal date set for every four years.
2023-24	GC2	Community engagement guidelines	YES	23/03/2022	Guidelines included in Community Engagement Policy including IAP2 Framework
2023-24	GC3	Financial Plan	YES	26/10/2021	Long-Term Financial Plan was adopted by Council at 26 October 2021 Council Meeting and is available on the website: https://www.centralgoldfields.vic.gov.au/Council/ Policies-Plans-Strategies-and-Documents/Council-Plans/ Financial-Plan-2021-203
2023-24	GC4	Asset Plan	YES	28/06/2022	The 2022-2032 Asset Plan was adopted by Council on 28/06/2022
2023-24	GC5	Revenue and Rating Plan	YES	28/06/2022	The amended Rating and Revenue Plan was adopted by Council at 28 June 2022 Council Meeting.
2023-24	GC6	Annual budget	YES	27/06/2023	2023/2024 Annual Budget adopted by Council at the 27 June 2024 Council Meeting.
2023-24	GC7	Risk policy	YES	28/06/2024	Updated Risk Management Policy adopted by Council at the 26 June 2024 Council Meeting.
2023-24	GC8	Fraud policy	YES	28/06/2024	Updated Prevention of Corruption and Fraud Policy adopted by council at the 28 June 2024 Council Meeting.
2023-24	GC9	Municipal emergency management planning	YES	15/09/2020	Northern Victorian Integrated Municipal Emergency Management Plan: Central Goldfields Shire adopted 15 September 2020.
2023-24	GC10	Procurement policy	YES	8/08/2023	Updated and reviewed Procurement Policy adopted by Council at the 8 August 2023 Council Meeting.
2023-24	GC11	Business continuity plan	YES	29/10/2018	An updated Business Continuity Plan is in the final stages for implementation in late 2024.
2023-24	GC12	Disaster recovery plan	YES		The Disaster Recovery plan is encompassed within the Business Continuity Plan
2023-24	GC13	Complaint policy	YES	21/12/2021	Complaint Policy adopted by Council at the 21 December 2021 Council Meeting.
2023-24	GC14	Workforce plan	YES	1/12/2021	An updated Workforce Plan is being developed and will be in the final stages of implementation in late 2024.
2023-24	GC15	Payment of rates and charges hardship policy	YES	27/07/2021	Adopted by Council at the 27 July 2021 Council Meeting.
2023-24	GC16	Risk management framework	YES	24/03/2020	The Risk Management Policy provides details of risk management framework. and an updated policy will be recommended for adoption by Council at the August 2024 council Meeting. The Strategic Risk Register and Risk Appetite Statement was adopted by Council at the 22 February 2022 Council Meeting. The Risk Management Framework will be in the final stages of completion in July 2024.

2023/2024 GOVERNANCE REPORTING CHECKLIST

2023-24	GC17	Audit and Risk Committee	YES	28/07/2020	The Audit and Risk Committee was established in accordance with section 139 of the Act by Council at the 26 September 2017 Council Meeting. The Charter has been reviewed, updated and subsequently adopted by Council at the 19 December 2023 Council Meeting.
2023-24	GC18	Internal audit	YES	March 2023	RSD Auditors have been contracted as the Internal Auditors until March 2026.
2023-24	GC19	Performance reporting framework	YES	1/07/2014	Set through the Local Government (Planning and Reporting) Regulations 2014
2023-24	GC20	Council Plan report	YES	28/11/2023	Annual Council Plan was adopted 28/11/2023 Council Meeting. The Action Plan Progress Report is presented to Council quarterly.
2023-24	GC21	Quarterly budget reports	YES	Quarterly	Quarterly finance Reports presented and endorsed at 2023/2024 Council Meetings quarterly
2023-24	GC22	Risk reporting	YES	Quarterly	Quarterly Risk Management reports are presented to the Audit and Risk Committee in March, June, September and December of each year. Risk Management reports are presented quarterly to council.
2023-24	GC23	Performance reporting	NO	Annually	Current resource and data issues means that this indicator is reported annually
2023-24	GC24	Annual report	YES	31/10/2023	Annual Report adopted by Council 31/10/2023.
2023-24	GC25	Councillor Code of Conduct	YES	23/02/2021	The Councillor Code of Conduct was adopted by Council at the 23 February 2021 Council Meeting
2023-24	GC26	Delegations	YES		Instrument of Delegations are reviewed and updated bi-annually or as significant changes and business requirement changes occur.
2023-24	GC27	Meeting procedures	YES	24/10/2023	Governance Rules adopted by Council on 24/10/2023

8.2   CARISBROOK INDEPENDENT LEVEE REVIEW UPDATE

Author: **General Manager Infrastructure Assets and Planning**

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 that Council receives the Carisbrook Independent Levee Review report prepared by Mr Fred Spain of NSW Public works and notes the DRAFT Carisbrook Levee Review Implementation Plan.

This report also recommends that Council acknowledge the commitment and contributions made by community members of the Carisbrook Levee Review Reference Group, supports the implementation of short-term actions in the DRAFT Carisbrook Levee Review Implementation Plan, and that further consultation with key technical experts and partner agencies is undertaken by Mr Fred Spain to finalise the Independent Review.

RECOMMENDATION

That Council:

1. receives the report prepared by Mr Fred Spain of NSW Public Works;

2. acknowledges the commitment and contributions made by community members of the Carisbrook Levee Review Reference Group;

3. notes the DRAFT Carisbrook Levee Review Implementation Plan;

4. supports officers to partner with the community and relevant agencies to commence implementation of the short-term actions in the DRAFT Carisbrook Levee Review Implementation Plan;

5. notes that Entura and the Department of Environment, Energy, Climate Action were not interviewed as part of the independent review process,

6. notes that Entura, Water Technology, the North Central Catchment Management Authority and the Department of Environment, Energy and Climate Action were not provided with the opportunity to respond to the assumptions and findings of the report prior to it being publicised;

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7. supports officers to instruct Mr Fred Spain of NSW Public Works to put the assumptions and recommendations in the report to Entura, Water Technology, the North Central Catchment Management Authority and the Department of Environment, Energy and Climate Action for response and to make any necessary updates to the report as a result of that consultation; and

8. Supports officers to instruct Mr Fred Spain of NSW Public Works to update the report to directly address the key questions of the Reference Group in the original scope of the review.

LEGISLATION AND POLICY CONTEXT

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

The Community's vision   4. Activated, engaged, and informed citizens who have a say, volunteer, get involved in community matters

The Community's vision: Transparent decision making

BACKGROUND INFORMATION

The Carisbrook community have expressed diverse views about the final construction of the levee and whether it meets the appropriate standard.

There is community concern that the data used to model flood impacts was not accurate and didn't take into consideration local information and knowledge.

Members of the Carisbrook community have continued to be concerned about the levee's effectiveness and whether it would protect the town in a 1:100 flood event.

In response to these concerns, Council agreed to support the formation of the Carisbrook Levee Review Reference Group for the purpose of undertaking an independent review.

Community members identified an appropriately qualified person to complete an independent review of the levee and wanted to take a more deliberative engagement approach to the project.

The independent reviewer identified by community members was Mr Fred Spain, Project Manager, Engineering Emergency Management NSW Public Works.

Council officers agreed that Mr Spain was suitably qualified to undertake the independent review.

To assist in the process of forming a reference group including a term of reference, Council engaged an experienced facilitator Max Hardy who led the process resulting in

agreement on the Terms of Reference, reference group membership, the review scope of and facilitating the implementation of the review.

At the June 2024 Council meeting, Council adopted the Terms of Reference for the Carisbrook Levee Reference Group.

REPORT

The Carisbrook Levee Reference Group members include eleven Community Members, three Council Officers and two Councillors. :

The focus for the review was for Mr Spain to answer the key questions posed at the first meeting of the Reference Group.

In general, Mr. Spain was to answer the following questions:

1. What data has been used to inform the design of the levee?

2. To what extent does this data differ from local knowledge/data put forward by community members?

3. Has the levee been built based on solid, reliable data/information?

4. Could a more optimal outcome be achieved by varying aspects of the levee (within an indicative additional cost)?

5. How is the built levee different from the design voted on by the community?

6. Will the levee mitigate a 1/100-year flood?

7. How will the levee perform for other scenarios?

8. How can the levee be improved?

Mr. Spain was tasked with communicating the process, findings and recommendations in a manner that is clear to all members of the Reference Group.

Mr. Spain was responsible for:

1. Looking at all relevant data from all available sources,

2. Interviewing at least 6 members of the community with a deep knowledge of Carisbrook flooding,

3. Interview technical experts previously engaged by Council and the North Central Catchment Management Authority (Water Technology, Entura), and

4. Interview up to 4 key officers of Council and the North Central Catchment Management Authority (NCCMA).

The review was undertaken between 13 May and 22 July 2024 which included five reference group meetings and a site visit to Carisbrook by Mr. Spain between 24-27 June 2024.

The site visit included collating local data and insights and several informal meetings with members of the community and Council staff.

Throughout the course of the review, both Council and the community members who formed part of the reference group provided data and insights requested by Mr. Spain.

It was agreed that all members of the Reference Group would receive the report and findings at the same time, and that the report would be published for the broader community to review and provide feedback.

The report which detailed Mr Spain's findings was issued to the Reference Group and Council officers on Monday 22 July 2024.

On Tuesday 6 August 2024 Mr Spain presented his findings at a Reference Group meeting, Councillor Briefing and a Public and live-streamed community meeting in Carisbrook.

The report was then available to the broader community from August 7 for review and feedback.

Report findings

The key issues raised by Mr. Spain (verbatim) in the executive summary of his report were as follows:

1. No Internal Flood Study has been undertaken. While there may be protection from an external flood, all rain falling inside the levee banks (i.e., "in town") will still adversely affect the community (as it does now).

2. From the documentation provided, all consultants have assumed that the LIDAR and flood model were "perfect" when in fact there are (always) inherent uncertainties.

3. This belief in the "perfection" of the model has led to a culture of all consultants blindly following what the model said. That is, if "the model said it will work in the computer, then it must work on the ground."

4. No real thought has been given to the practicality of turning theory into practice and just how sensitive / susceptible the modelling is to (very) small inaccuracies in the survey, the inherent uncertainty in the derivation of the rainfall/runoff model and any small change that can (and have) occurred in the landscape. That

is, they have taken an "absolute zero risk approach" to their engagements and followed the modelling.

5. From the information provided, only minimal (if any) thought was given to the selection of the nominal 300mm Levee Freeboard. Given the inherent inaccuracies in the modelling, it is considered that 300mm is (at least) "operating on a very tight tolerance / slim margin for error". It is recommended a Freeboard Analysis be undertaken (the same as done for NSW levees) to determine an appropriate freeboard.

6. The entire system (levee, drains, culverts, vegetation management etc.) must always be "Operationally Ready" to stand any chance of working as designed.

7. Investigate water flow around the Cemetery area and construct a small levee around the cemetery to prevent flooding.

8. Two (2) stormwater pipes under the levee south of the Pyrenees Highway serve no purpose and are only a source of failure risk. It is recommended they be removed, or valve fitted and kept permanently closed and padlocked.

9. The culverts and area south of the Pyrenees Highway have been designed as if they were a Stormwater Detention Basin, with the culverts throttling the flow of water. It appears that no one was aware that this was how it had been modelled. A check of all 1 in 100 storm durations needs to be undertaken to ensure the modelled water surface is actually the highest water surface.

10. Since modelling is being undertaken, and there appears to be no reason the culverts under the Pyrenees should restrict the flow of water, at the end of the above modelling, more culverts should be added to the model to determine what changes would occur.

11. There appears to be an earth bank (and pipe) blocking flow under the railway culvert (approximately halfway between Pleasant Street and Chaplin's Road). This must be removed. Additional modelling should be undertaken with additional cuttings / culverts under the railway line to allow for any future "blockages".

12. ALL sections of the levee system where there is less than the required freeboard is to be raised (especially at the intersection of Pleasant Street and High Street).

13. An accurate survey of all State Survey Marks used for the levee bank set-out should be undertaken to ensure the accuracy of the levee crest levels are higher than the LIDAR levels on the floodplain.

14. The Culvert under Edington Road needs to be cleaned of reeds (even though it is not a Council culvert) to ensure the flow of floodwater. Dams on the downstream side are also blocking the flow path and also need to be removed.

15. Additional and ongoing vegetation clearing needs to be undertaken in the Creek to ensure that it meets the modelling intent of preventing flooding of Carisbrook, with room to spare.

16. Replacement / enhancement of the Flap Valves at Landrigan Road near Camp Street as they are too heavy and will mainly block stormwater flows.

17. Flap Valves / Gate Valves should be fitted to all stormwater pipes / culverts under Bucknall Street and Pyrenees Highway to ensure no floodwaters enter town.

Consultation with technical experts

The scope of the review included Mr. Spain interviewing technical experts engaged by Council and the NCCMA which include Entura and Water Technology.

It should be noted that the Jacobs report was reviewed by Mr Spain, however as Jacobs was engaged by the Department of Environment, Energy and Climate Action (DEECA) there was no formal requirement for Mr Spain to interview Jacobs within the project scope.

To ensure a holistic approach to the findings in the review, since the report was published on Councils website, officers have sent it directly to the NCCMA, Water Technology, Entura and Jacobs for feedback and comment.

Officers received comments and feedback from both Water Technology and the NCCMA. Jacobs responded with advice that they are unable to comment based on internal advice that they were contracted by DEECA to undertake their review in 2019.

Entura sent correspondence to Council via their legal counsel on 22 August, notifying Council that Entura was not contacted by Mr. Spain as part of the review process.

Additionally, Entura was dissatisfied with not being given the opportunity to formally respond to the assumptions made by the Mr Spain in relation the design of the levee prior to the report being released publicly.

Consequently, Entura requested that the report be removed from Councils website with concerns that the report contains "unsubstantiated criticism of Entura's design" and that it "ought to have been thoroughly tested before being publicised".

Officers sought legal advice on 23 August and subsequently met with a representative from Maddocks Lawyers on 26 August.

The Maddocks representative acknowledged that it was not ideal that one of the key technical experts were not consulted as part of the review, especially as that consultant was involved in the design of the now constructed levee.

The design of the levee is a key area the review sought to address.

It was recommended that Entura are provided with the opportunity to respond to the findings in the report and the report is updated as required.

Officers responded to Entura acknowledging their position and explaining that Council would not remove the report from the website until further direction was sought at the September Council meeting.

This is due to Councils commitment to the community that it would make the findings of the review public as soon as the report became available.

In the interim, officers have uploaded a statement to Council's web page (on 30 August) that acknowledges Entura were not consulted as part of the review.

Officers received further correspondence from Entura's legal counsel (29 August) stating that as the report remains on Councils website and Council has not taken steps to protect their position.

Entura have advised that they are willing to meet with Council to clarify the matters in the report, including their assertion of inaccuracies.

However, they are unwilling to meet with Council until the report and all references to Entura are removed from Councils website.

Further correspondence received by Entura's lawyers on 6 September asserted that the report is deficient due to "unsubstantiated criticisms of Entura, and (the report) fails to identify key circumstances and facts, including instructions from Council, which were key to the ultimate design of the Carisbrook levee by Entura".

Entura has further instructed Council to remove the report and if Council fails to do so, Entura will undertake injunction proceedings.

Officers contacted Mr. Spain on 27 August to confirm that technical experts Entura were interviewed as part of the review.

Mr. Spain confirmed they were not.

Some issues for concern outlined in the executive summary of the report refer to the design and (ultimate) construction of the levee.

To ensure the review is comprehensive and the findings in relation to the design are substantiated, Entura should be afforded the opportunity to respond to these issues raised by Mr. Spain.

While a response may not yield major changes to the findings (nor will it stall Councils implementation of the recommendations), to ensure a balanced and evidence-based review, it is critical that the technical experts (particularly Entura) are provided with the opportunity to provide input and feedback into the report.

Given that the Jacobs report which was considered as part of the review was managed by DEECA, it would also be appropriate that DEECA are provided with the opportunity to respond to the findings.

Officers recommend that Council instruct Mr. Spain to undertake consultation with Entura and incorporate any feedback into the report to transition the issues of concern relating to the design from assumptions/opinion to substantiated findings.

Scope of review

Mr. Spain stated in the executive summary of the report that the "the initial purpose of this report was to review the history of the project and try to determine what was agreed, what (if anything) was changed and, if it changed, why did the change occur".

Mr Spain then goes on to explain that the review itself expanded in scope throughout the process to:

- Reviewing the adequacy of the modelling (both from the 2013 Flood Study and 2019 revised Flood Study)

- Reviewing aspects of the design of the works

- Reviewing the construction standard of the work

The report does not directly address (in one area of the report) the original questions asked of the Reference Group as outlined the Terms of Reference:

1. What data has been used to inform the design of the levee?

2. To what extent does this data differ from local knowledge/data put forward by community members?

3. Has the levee been built based on solid, reliable data/information?

4. Could a more optimal outcome be achieved by varying aspects of the levee (within an indicative additional cost)?

5. How is the built levee different from the design voted on by the community?

6. Will the levee mitigate a 1/100-year flood?

7. How will the levee perform for other scenarios?

8. How can the levee be improved?

It would be beneficial to the community to have these questions directly addressed in one section of the report in addition to the other findings of the review.

To that end, it is further recommended that Council instruct Mr. Spain to update the report so that it includes answers to the key questions of original scope of the review (in the executive summary) in addition to the other findings.

Feedback from Water Technology and the NCCMA

Water Technology and the NCCMA provided commentary and responses to the 17 key issues of concern outlined in the executive summary of the report.

Clear areas of concern from both parties were in relation to some of Mr Spain's' "issues of concern" (in the executive summary) in that they were comments or opinions and were in some cases unsubstantiated.

The parties disagreed in some areas in relation to the need to undertake further investigations to the extent Mr. Spain was proposing, as in some cases it was not standard practice (over and above what would be ordinarily done).

There was general agreement that 300mm freeboard is required and that low points should be addressed.

Undertaking the freeboard analysis was supported by both parties, however there were concerns that such an analysis may result in uncharacteristically high freeboards being proposed for a levee which is in place to redirect storm water (i.e. the levee is not in place to protect from riverine flood, where higher freeboards are supported).

Comments by Mr. Spain regarding the levee being operationally ready "at all times" were supported, and it was acknowledged this is standard practice in levee management.

In relation to vegetation management, there was support for prioritising the ongoing maintenance to ensure exotic vegetation does not re-establish, however there is not broad support for further clearing of native vegetation without evidence that indicates this would impact (positively or negatively) flood mitigation (which can be investigated through further modelling).

Public exhibition of report

The broader community were given the opportunity to read the report and provide feedback and/or ask questions through Councils Engage Website between 7 August and 26 August.

This opportunity was advertised via Councils Social Media, through its regular advertisement in the Maryborough District Advertiser and the Carisbrook Mercury.

Community members had the opportunity to submit responses to the Levee Review report between 7 August and 26 August.

During that period, there were 227 visits to the webpage, 154 document downloads and three submissions made.

One respondent was impressed with Mr Spain's report and suggested that the "original" levee design be built with freeboard no less than 1 metre.

The other two responses were detailed, one largely focused on the management of vegetation and that the report does not provide modelling to support the extent of vegetation clearing suggested by Mr. Spain.

The other response questioned the professionalism of the report by Mr. Spain and raised concerns as to the evolution of the scope of the review from what was originally agreed, to what the end report presented.

Additionally, the respondent asked several questions in relation to Mr Spain's' findings and the evidence (or lack thereof) which supports them.

Implementation

Since the report was circulated in late July, officers have been working to develop the key issues and statements made by Mr Spain into actions in an Implementation Plan (attached).

The actions arising from the report can be categorised into three key themes:

- Further modelling/technical investigations

- Levee Maintenance and Management/Flood Mitigation, and

- Infrastructure Works

The DRAFT Implementation Plan includes likely timing for these actions taking place, either short (within three months), medium (within 6 months) and longer term (more than 6 months) based on the officer's experience and understanding of similar projects/initiatives and current available funding.

Many of the actions outlined in the report prepared by Mr. Spain and subsequent implementation plan are in Councils current pipeline of further investigation and additional maintenance works (immediate and ongoing) associated with the levee.

The updated modelling and further technical investigations will be largely supported through recent funding provided by the Victorian Government and managed by the North Central Catchment Management Authority.

The funding contract is with Council for review and will likely be executed in late September.

Of the Levee Maintenance/Management Actions, officers are working to develop immediate term maintenance (which we be funded through Councils current budget) to address the current risk and will finalise the Levee Management Plan within the next 6 months to address ongoing maintenance.

Maintenance items will include Councils ability to address items on Council assets, and Councils advocacy and partnership with other agencies to address items on non-Council assets.

Officers are investigating the ability to implement short-term infrastructure actions through remaining Levee funding and this years' capital budget.

The works which can be undertaken through remaining funding will be subject to approval of the funding body.

Where remaining actions require additional funding, officers will investigate funding options either through external grant opportunities or through the 2025/2026 annual budget process.

The DRAFT Implementation Plan was presented to the Reference Group on 21 August 2024, and it was well received.

The group impressed upon Council the importance of consistent and regular communication with the community on the implementation of the actions.

It is recommended that Council commences implementing the short-term actions (actions that can be completed within 3 months) in the DRAFT Implementation Plan, with a view to further formalise the plan over the coming months with input from key stakeholders, partner agencies and the community.

These short-term actions can go ahead as they are items which Council have already planned to address.

A detailed communications and engagement plan is in development by officers to directly respond to the advice provided by the Reference Group in relation to keeping the community informed.

CONSULTATION/COMMUNICATION

The Independent Levee Review was a deliberative engagement process whereby the community selected the membership of the Reference Group, and the group developed the Terms of Reference and scope of the review.

The broader community were provided with an opportunity to attend a community meeting in Carisbrook on the 6 August which was also live-streamed.

The video of this meeting is on Councils website.

Mr. Spain's report was made available to the community as agreed, and an opportunity to provide commentary and feedback on the report was made available between 7 August and 26 August.

Officers sent the report to technical experts for their review and feedback, having received a response from the NCCMA, Water Technology, Entura and Jacobs.

However deeper consultation is required with Entura to address the findings in relation to the design and with DEECA to have complete feedback on items which address the Jacobs report.

Officers are now developing a comprehensive communications and engagement plan to ensure that the community are kept up to date in relation to implementing recommendations from the report.

FINANCIAL & RESOURCE IMPLICATIONS

Council has recently received funding through the Victorian Government which is being managed by the North Central Catchment Management Authority to undertake an updated flood management plan.

This will support the delivery of recommendations that include updated flood modelling and further technical investigations.

Of the Levee Maintenance/Management Actions, officers are working to develop immediate term maintenance (which we be funded through Councils current budget) to address the current risk and will finalise the Levee Management Plan within the next 6 months to address ongoing maintenance.

Officers are investigating the implementation of Infrastructure actions through remaining Levee funding.

These items will be subject to approval by the funding body.

Where remaining actions require additional funding, officers will investigate funding options either through external grant opportunities or through the 2025/2026 annual budget process.

RISK MANAGEMENT

This report addresses Council's strategic risk Climate change - adaptation - Failure to appropriately respond to or prepare for the impacts of climate change by addressing the ongoing concern of the Carisbrook community on the effectiveness and operation of the Carisbrook Levee.

Additionally, this report addresses Council's strategic risk Community engagement – inadequate stakeholder management or engagement impacting brand reputation and community satisfaction in Council decision making by supporting the community in undertaking an independent review of the Carisbrook Levee.

This report considers reputational and legal risk to Council by proposing consultation with Entura, Water Technology, the NCCMA and DEECA and requesting that Mr. Spain update

his report based on the results of that consultation to ensure that the report has substantiated recommendations and actions.

In addition, this report proposes that Mr. Spain amend the report to ensure the original questions posed by the review are clearly answered and made available on a single page of the report to ensure the community are well-informed.

CONCLUSION

Council been responsive to and supported the community in undertaking an Independent Review of the Carisbrook Levee led by consultant, Mr. Fred Spain of NSW Public works as selected by the community.

Council has maintained its original commitment in making the report publicly available for the broader community to review and provide feedback, including supporting a public meeting in Carisbrook for the community to hear from Mr. Spain.

This meeting was live-streamed and is available on Councils website.

Council has been responsive to the community in their consideration of the report prepared by Mr Spain and the development a DRAFT implementation plan to address the reports' findings and recommendations.

Based on the original review requiring Mr Spain to interview technical experts engaged by Council and the NCCMA in relation to the levee, it is concerning that Entura were not interviewed as part of the process and that some assumptions and concerns put forward by Mr. Spain remain unsubstantiated.

This report is recommending that Council receive the report prepared by Mr Spain and notes the DRAFT implementation plan prepared by officers.

It is further recommended that Council acknowledge the contribution made by community members of the Reference Group and Council further instructs Mr Spain to undertake consultation with Entura, Water Technology, the NCCMA and DEECA in relation to his findings and make any necessary updates to the report in response to that consultation.

ATTACHMENTS

8.2.1 Carisbrook Independent Levee Review Report

8.2.2 Carisbrook Independent Levee Review Engagement Report

8.2.3 DRAFT Carisbrook Independent Levee Review Implementation Plan

NSW Public Works

Carisbrook Levee Review Report

Review of Floodplain Management since 2013

Report Number: P-FY20242892-PWO-DAM-RP-001

August 2024

Prepared for:

NSW Public Works

Report Number: P- FY20242892-PWO-DAM-RP-001

Carisbrook Levee Review Report

Document control

Version	Author(s)	Reviewer	Approved for issue	
			Name	Date
0 (draft)	Fred Spain	Fred Spain	Fred Spain	22/07/24
1 (Final)	Fred Spain	Fred Spain	Fred Spain	09/08/24

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Cover photo: View of Tullaroop (Deep) Creek Carisbrook.

Source: Waterway Management Plan for Carisbrook – Final (November 2021).

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Executive Summary

After the flooding of Carisbrook in 2010 and 2011 various flood mitigation options were discussed, modelled and designed eventually leading to the construction of the Carisbrook Levee Bank (and other works). While there have been a number of public meetings held, and additional flood (and other) studies undertaken it appears that community concern has persisted which can generally be summarised as:

- Works being undertaken that appear to be different to what was agreed to at the Public Meetings;

- How can what was constructed actually work "*on the ground*"?; and

- Was the flood modelling even done "*correctly*"?

The initial purpose of this report was to review the history of the project and try to determine what was agreed, what (if anything) was changed and, if it changed, why did the change occur. However, it evolved more into

- Reviewing the adequacy of the modelling (both from the 2013 Flood Study and 2019 revised Flood Study)

- Reviewing aspects of the design of the works

- Reviewing the construction standard of the works

This led to a number of issues of concern with both the Flood Modelling and Design being found which need addressing to ensure the flood mitigation measures have a chance of achieving the desired outcome of providing flood protection to Carisbrook from a 1 in 100 AEP flood event.

The issues of concern are:

1. No Internal Flood Study has been undertaken. While there may be protection from an external flood, all rain falling inside the levee banks (i.e., "in town") will still adversely affect the community (as it does now).

2. From the documentation provided, all consultants have assumed that the LIDAR and flood model were "perfect" when in fact there are (always) inherent uncertainties.

3. This belief in the "perfection" of the model has led to a culture of all consultants blindly following what the model said. That is, if "*the model said it will work in the computer, then it <u>must</u> work on the ground*".

4. No real thought has been given to the practicality of turning theory into practice and just how sensitive / susceptible the modelling is to (very) small inaccuracies in the survey, the inherent uncertainty in the derivation of the rainfall/runoff model and any small change that can (and have) occurred in the landscape. That is, they have taken an "absolute zero risk approach" to their engagements and followed the modelling.

5. From the information provided, only minimal (if any) thought was given to the selection of the nominal 300mm Levee Freeboard. Given the inherent inaccuracies in the modelling, it is

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considered that 300mm is (at least) "*operating on a very tight tolerance /slim margin for error*". It is recommended a Freeboard Analysis be undertaken (the same as done for NSW levees) to determine an appropriate freeboard.

6. The entire system (levee, drains, culverts, vegetation management etc.) <u>must</u> be "Operationally Ready" at all times to stand <u>any</u> chance of working as designed.

7. Investigate water flow around the Cemetery area and construct a small levee around the cemetery to prevent flooding.

8. Two (2) stormwater pipes under the levee south of the Pyrenees Highway serve no purpose and are only a source of a failure risk. It is recommended they be removed, or valve fitted and kept permanently closed and padlocked.

9. The culverts and area south of the Pyrenees Highway have been designed as if they were a Stormwater Detention Basin, with the culverts throttling the flow of water. It appears that no one was aware that this was how it had been modelled. A check of all 1 in 100 storm durations needs to be undertaken to ensure the modelled water surface is actually the highest water surface.

10. Since modelling is being undertaken, and there appears to be no reason why the culverts under the Pyrenees should restrict the flow of water, at the end of the above modelling, more culverts should be added to the model to determine what changes would occur.

11. There appears to be an earth bank (and pipe) blocking flow under the railway culvert (approximately halfway between Pleasant Street and Chaplins Road). This must be removed. Additional modelling should be undertaken with additional cuttings / culverts under the railway line to allow for any future "blockages".

12. ALL sections of the levee system where there is less than the required freeboard are to be raised (especially at the intersection of Pleasant Street and High Street).

13. An accurate survey of all State Survey Marks used for the levee bank set-out should be undertaken to ensure the accuracy of the levee crest levels are higher than the LIDAR levels on the floodplain.

14. The Culvert under Edington Road needs to be cleaned of reeds (even though it is not a Council culvert) to ensure the flow of floodwaters. Dams on the downstream side are also blocking the flowpath and also need to be removed.

15. Additional and ongoing vegetation clearing needs to be undertaken in the Creek to ensure that it meets the modelling intent of preventing flooding of Carisbrook, with room to spare.

16. Replacement / enhancement of the Flap Valves at Landrigan Road near Camp Street as they are too heavy and will mainly block stormwater flows.

17. Flap Valves / Gate Valves should be fitted to all stormwater pipes / culverts under Bucknall Street and Pyrenees Highway to ensure no floodwaters enter town.

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Contents

Appendix A   **A Quick Ready-Reckoner of Flood Modelling**

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Figures

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1.   Background

In June 2024 NSW Public Works were engaged to provide Central Goldfields Shire Council with a review of the Carisbrook Levee project. At the commencement of the engagement the following was the interpretation of the services required for that review.

"It is understood that the Carisbrook Levee project has been a project undertaken by North Central Catchment Management Authority and, most recently, by Central Goldfields Shire Council. The project commenced after flooding occurred in 2010/2011 with the development of the Carisbrook Flood and Drainage Management Plan with its' key findings presented to the community in February 2013.

Various flood mitigation options were discussed eventually leading to the construction of the Carisbrook Levee Bank prior to 2019. In addition, a number of public meetings were held, and additional flood studies and other studies being undertaken.

During this time, it appears there has been community concerns which can best be summarised as "works being undertaken that appear to be different to what they agreed to at the Public Meetings".

The purpose of this engagement is to review the history of the project and try to determine what was agreed, what (if anything) was changed and, if it changed, why did the change occur.

While *initially* *it was stated the purposes of this engagement, it is assumed that the community concerns are summarised in the below document provided by Council:*

Carisbrook Levee Review Report - Review of Floodplain Management since 2013

Report No. P- FY20242892-PWO-DAM-RP-001

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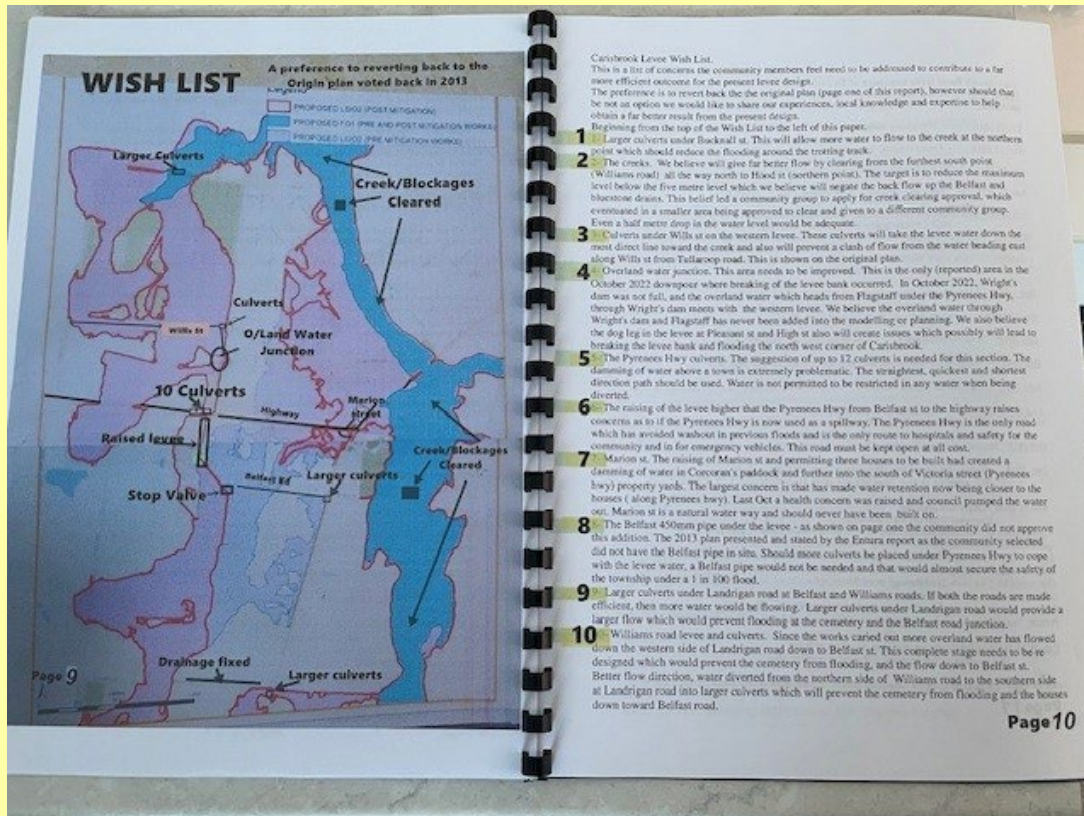
Figure 1-1 List of Community Concerns

In summary:

1. *Was the flood modelling done correctly?*

2. *Compare the design flood levels to the levee design heights. Note, based on item 4 below, it is assumed the design flood level chosen was a 1 in 100 event.*

3. *Compare the Levee Mitigation Option, as voted for by the community, with what was constructed.*

4. *Refer Item 2. Review "operating instructions" in Council's Levee O&M Manual.*

5. *Would the proposed levee withstand another 2011 Flood. It is unknown if this flood event was even modelled. If it was, it is likely only limited comment could be made on the 1 in 135-year event (given that this seems to be a higher than 1 in 100 flood event) as it might only have been used to calibrate the model. If it was not modelled at all, it is not intended to be remodelled by myself and would need to be part of a separate / future modelling engagement (if Council so wish).*

6. *Appears this is related to the ten (1) items in the "Wish List" provided to Council previously. In order to review those concerns, the following is proposed:*

1. *Attend (via MS Teams) meeting with Council / community Group on 12th June 2024 to discuss and agree on final scope of works.*

2. *Obtain and review of all background documentation and providing a summary. This would be split into three (3) parts being:*
    a) *Modelling Phase*
    b) *Design / Construction Phase (i.e., review Issue for Tender drawings to ensure conformity to modelling and design intent)*
    c) *Community Consultation – document known issues of concern (likely I would be having an initial phone discussion with them)*

2. *Site visit to:*
    a) *Inspect 3.5km long levee banks as shown on Drg. EHT-CA-DR-001A Rev. 3*
    b) *Meet with Council and obtain any other background information.*
    c) *Meet with concerned Landholders and obtain their issues of concern.*

3. *Prepare Report consisting of*
    a) *Summary of background information*
    b) *Timeline of events - from project inception to completion of levee construction*
    c) *Gap analysis – identify any gaps / issues in what would be expected for this project.*
    d) *Landholder concerns*

    i.   *Provide a summary of issues / concerns.*
    ii. *Identify if they have (or have not) been addressed by previous studies / documentation / site inspection.*

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e) *Issue draft report to Council for comment and providing any additional information to address issues of concern.*

4. *Present Draft Report to Council / Concerned Landholders in person to ascertain any remaining issues of concerns.*

5. *Prepare and Issue Final Report*

a) *While it is hoped that all issues of concern would be addressed, some may not be able to be addressed unless additional "work" is undertaken. As such, recommendations for any additional work / studies would be provided.*

In order to undertake the engagement, the following information (if available) was required:

- *report / modelling / brochures done prior to the completion of the 2013 flood study.*

- *modelling (GIS) files of modelled design flood extent with heights (say in Raster format). Note, these should be available from Water Technology.*

- *geotechnical reports on levee construction (i.e., compaction tests)*

- *work-as-executed drawings*

- *Levee Owner's Manual (i.e., Operations and Maintenance Manual)*

- *List of Landholder issues of concern"*

Following the initial Teams meeting with Council, the amount of documentation for review has <u>increased</u> as well as the number of community questions and concerns expressed during the Site Visit (undertaken between 24th-28th June 2024).

2.   List of Background Information

At the commencement of the engagement, a MS Teams was created by Council whereby both Council personnel, Community and NSW Public Works could upload background information to be shared with all parties.

The following is a list of those documents:

- Memo to North Central CMA – Response to AECOM Independent Review Document (Water Technology, May 2013)
- Carisbrook Flood and Drainage Management Plan (Water Technology, June 2013)
- Investigation and Design of Carisbrook Flood and Drainage Mitigation Treatments: Preliminary Design Report ENTURA-95365 (Entura, 2015)
- Investigation and Design of Carisbrook Flood and Drainage Mitigation Treatments: Detailed Design Report ENTURA-A31FA (Entura, June 2016)
- Technical advice regarding impact of vegetation removal on the hydraulic roughness of waterways at Carisbrook (Water Technology, 2016)
- Carisbrook Flood Study Review (Jacobs, February 2018))
- Updated Hydrology and Hydraulic Report – ARR2016. Carisbrook Flood Mitigation Modelling (Water Technology, 2019)

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- Carisbrook Levee Overland Flow Questions (Central Goldfields Shire Council, May 2021)
- Drawing – 36Landrigan Road, Carisbrook (Stantec, 2023)
- Carisbrook Flood warning System Review (Water Technology, 2023)
- (Draft) Carisbrook Levee Management Plan (Engeny, May 2024)
- Various videos posted showing 2022 flood event (Various June / July 2024).
- Various photos and messages posted in the MS Teams environment established by Central Goldfields Shire Council June 2024

3.   Modelling Phase

A number of questions and concerns from the community members are centred around the *"accuracy (or otherwise) of the flood modelling"*. These concerns can be summarised into the following areas:

- *the culvert designs are too small to handle the flow* – based on their own assessment or observations during storm events, the community considers the culverts under the Pyrenees Highway, Landrigan Road (at Belfast and Williams Roads), Bucknall Street and Williams Road;

- *can we have the contour plan Council gave the modellers in 2011* – to determine of the modellers included all the catchments in their model;

- *the water from Flagstaff does not seem to be included in the model* – the flood maps do not extend to flagstaff;

3.1   Type of Modelling – Overland or Internal

The modelling undertaken, in both the 2013 Flood Study and 2019 Flood Study, only model water flows external to town. That is, they are not a "Rainfall-on-Grid" model which models rain falling directly "in town" (i.e., INSIDE the levee system). Rather, the model is only concerned with flows from outside (i.e., flood side) of the levee system and from the creeks.

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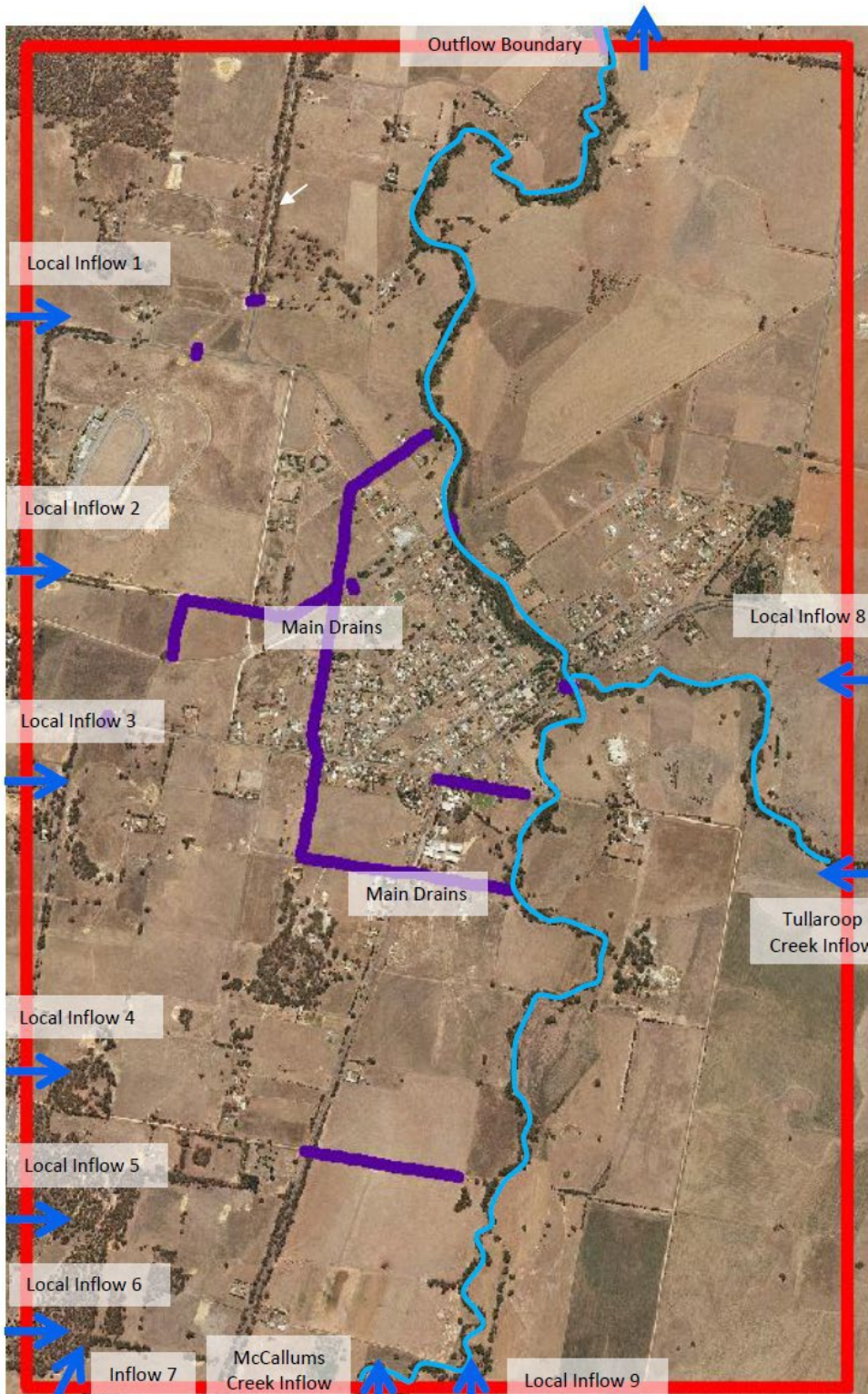
Figure 5-3   Conceptual hydraulic model extents and boundary locations

Figure 3-1 Location of Inflow Points, external to the levee system, from the RORBS Model into the MIKE FLOOD Model – 2013 Flood Study

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The modelling undertaken is an "Overland Flow" model and <u>not</u> an "Internal Flood" model.

A number of concerns by the community (such as requested larger culverts on Bucknall Street, raising of Marion Street and housing development damming water etc.) cannot be assessed in this report as no modelling (i.e., <u>Internal</u> Flood Study) has been undertaken. That is, there is no information (i.e., "science") to validate or dispute these concerns.

From the author's more than 35 years' experience, there have been too many instances of landholders complaining about "different" flooding behaviour BEHIND a levee bank AFTER a levee bank has been constructed to ignore. Even though, in some instances, there appears to be no "engineering reason" why there should be any problem. It must be remembered that all levee banks are a "Flood Modification" measure, and this applies not only to water in front of the levee but behind it as well.

It is considered that an Internal Flood Study would (at least) start to address some of these concerns as well as of being of benefit to Council to better direct future growth and development areas within Carisbrook itself.

From the author's experience, it is to be noted that NSW has only undertaken "Internal Flood Studies" as part of Floodplain Management Projects for the last 8 or so years. It is only relatively new.

An Internal Flood Study consists of modelling all the design storm events (from 1 in 5 through to 1 in 200 AEP events) within the levee bank system using a Rainfall-on-grid approach. The storm events would be run when:

- There is NO flooding; and
- There IS flooding.

With flood maps being produced for all events as well as "Difference" maps showing the differences in flooding that occurs between when the creek is in flood and not in flood.

This will also require the flood model to be updated showing all changes that have occurred since 2013 (e.g., new developments, any new drains etc.).

It is recommended that an "Internal Flood" study be undertaken.

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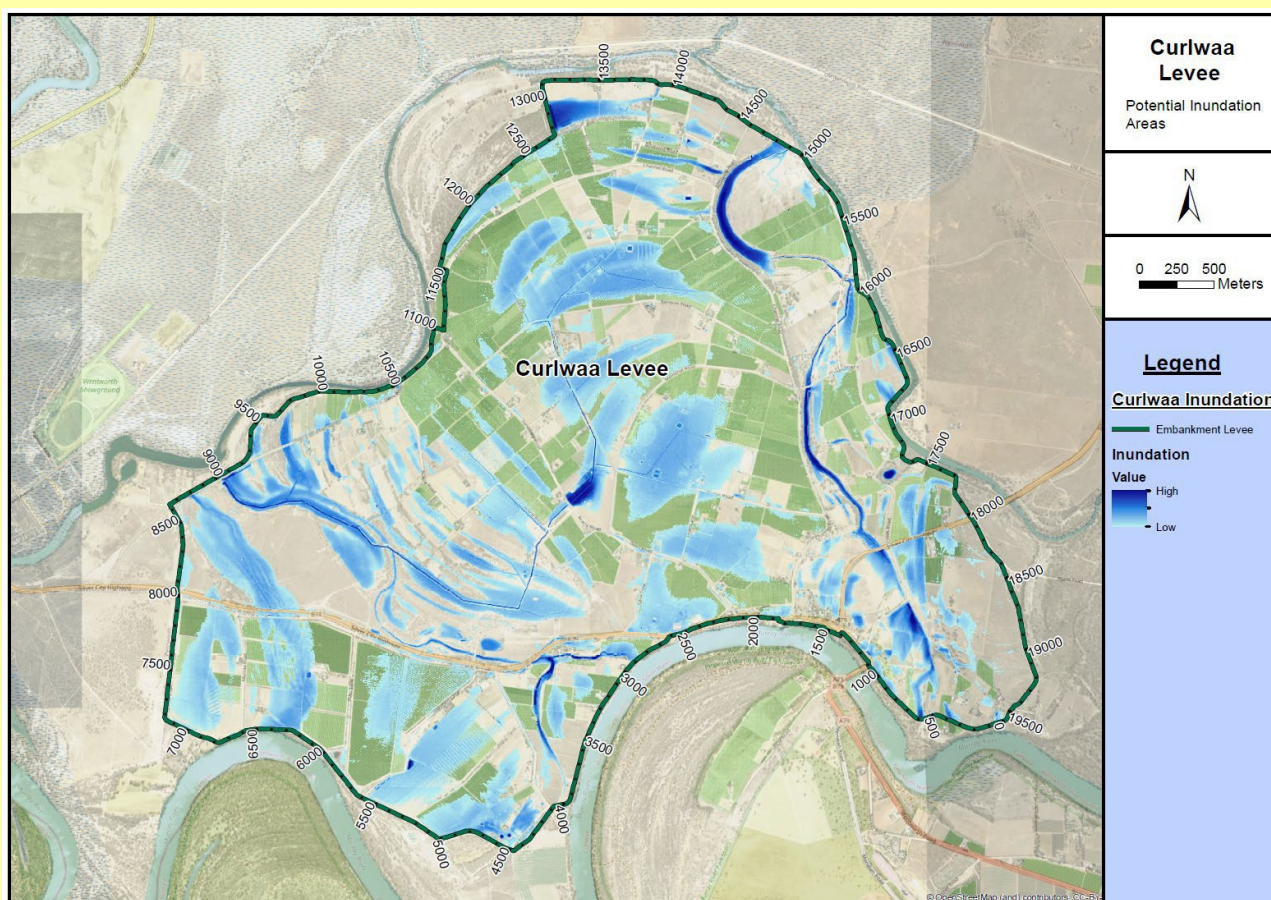
Figure 3-2 Example of Internal Flood Map when stormwater pipes under a levee bank are closed trapping any rainfall occurring within a levee system

3.2 Accuracy of Modelling

It is thought that most of the community concerns doubting the accuracy of the flood model is centred around a misunderstanding of how the computer models work.

The community members are used to how models were created in the past using contour maps with hand-drawn catchment delineation and using a method to work out flow paths and flowrates to particular locations. This method is similar to the Rational Method of rainfall- runoff modelling used by flood modellers in the past. While this method can still be used, there are more sophisticated modelling techniques and computer software used now-a-days.

The 2013 and 2019 Flood Study used computer software called RORB and MIKE FLOOD to model the overland rainfall and runoff heading towards Carisbrook. As well as using LIDAR with an accuracy of 1m (horizontally) and a vertical accuracy of 0.1m with a 67% confidence.

RORB is a "catchment wide" model with the entire catchment being defined in Figure 4-2 of the 2013 Flood Study (as below). This catchment extends as far south as to almost reach the Ballarat Aerodrome, as far north as Eddington, westwards to (well) past Talbot and eastwards to Seaton and includes the entire Tullaroop Creek system as well as McCallums Creek. This includes all water flowing from Flagstaff.

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North Central CMA
Carisbrook Flood and Drainage Management Plan

WATER TECHNOLOGY
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Figure 4-2   RORB model boundary

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Figure 3-3 Catchment used in RORB Model

This large catchment was then divided up into approximately 420 smaller sub-catchments to better model the rainfall occurring within each of those catchments in terms of how much water turns into run-off and how long that takes based on different storm sizes and durations.

It is stated in the 2013 report that it was "usual" for a catchment this size to only delineate about 20 sub-catchments, but, with the aid of computer software, they chose to divide it into approximately 420 smaller sub-catchments making for a more accurate model.

An example of part of these sub-catchments is shown in Figure 4-1 of the 2013 Flood Study as shown below:

North Central CMA
Carisbrook Flood and Drainage Management Plan

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Figure 4-1   RORB sub area delineation around Carisbrook township
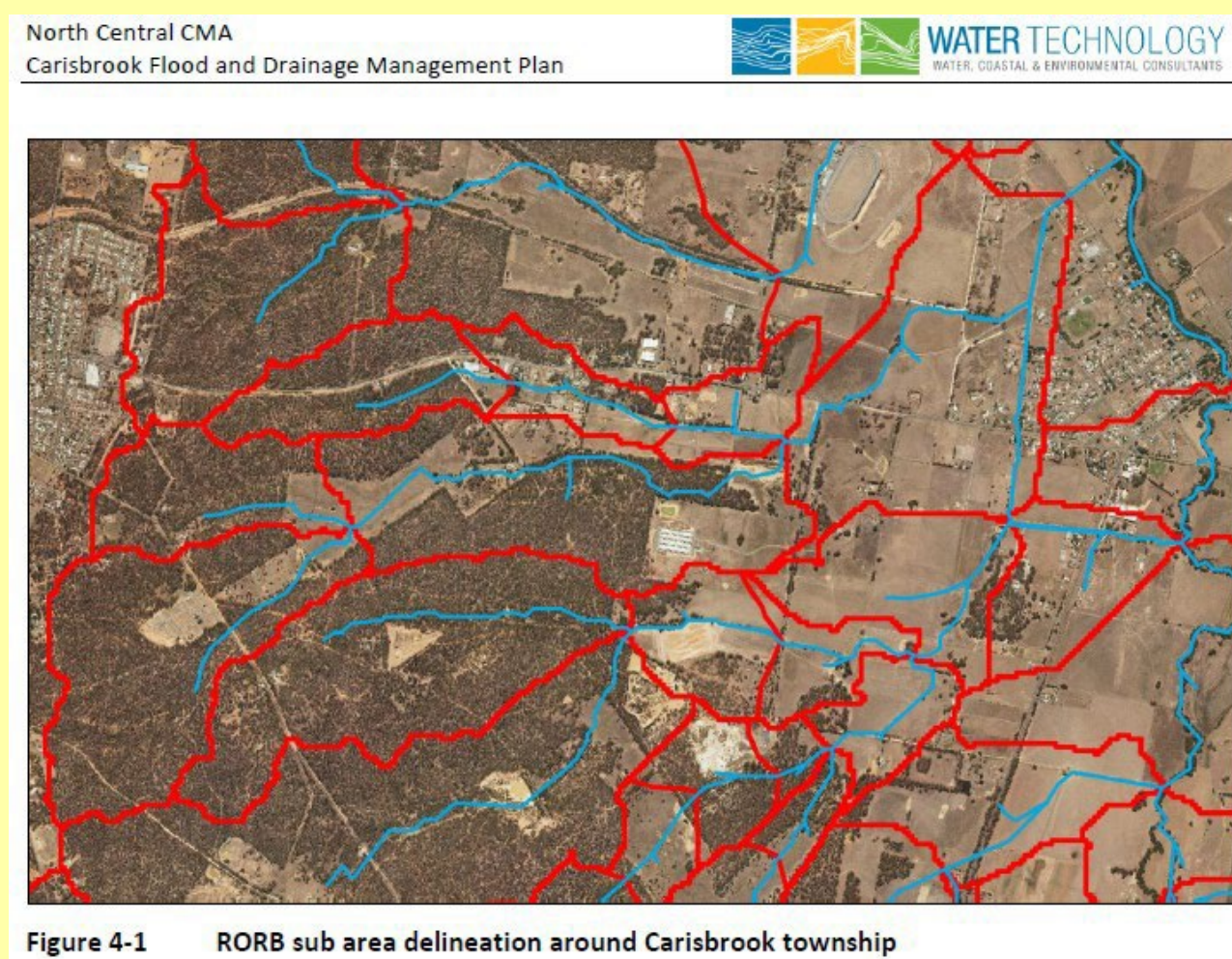
Figure 3-4 Sub-catchment delineation and flow paths from Carisbrook to Maryborough (including Flagstaff)

RORB is a sophisticated piece of computer software used extensively by many flood consultants both in Australia and across the world for many years. While the advantage of using RORBS is its' speed of computation, it does not produce an output that is easily read and understood by the layperson. However, it is common practice to use the output of such models as the input into other flood modelling software that does. To do this the modellers have used MIKE FLOOD. Again, this is a well-

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known and widely used piece of software that has a long and distinguished history (being developed and enhanced in the Netherlands).

MIKE FLOOD used what is called "2D modelling" to accurately model flows across a floodplain in detail and produce easily read and easily understood flood extent and flood depth maps (amongst other maps). The disadvantage of all 2D modelling software is they require enormous computing power and long run times to produce a result. This is because the software is modelling *"every little twist and turn"* in the landscape.

A Digital Terrain Model was created using the available LIDAR. While this model cannot be read unless the correct software is used, it is accepted that such a model was used (as this is the way a 2D model such as MIKE FLOOD works). An example of a Digital Terrain Model (not Carisbrook) is shown below.
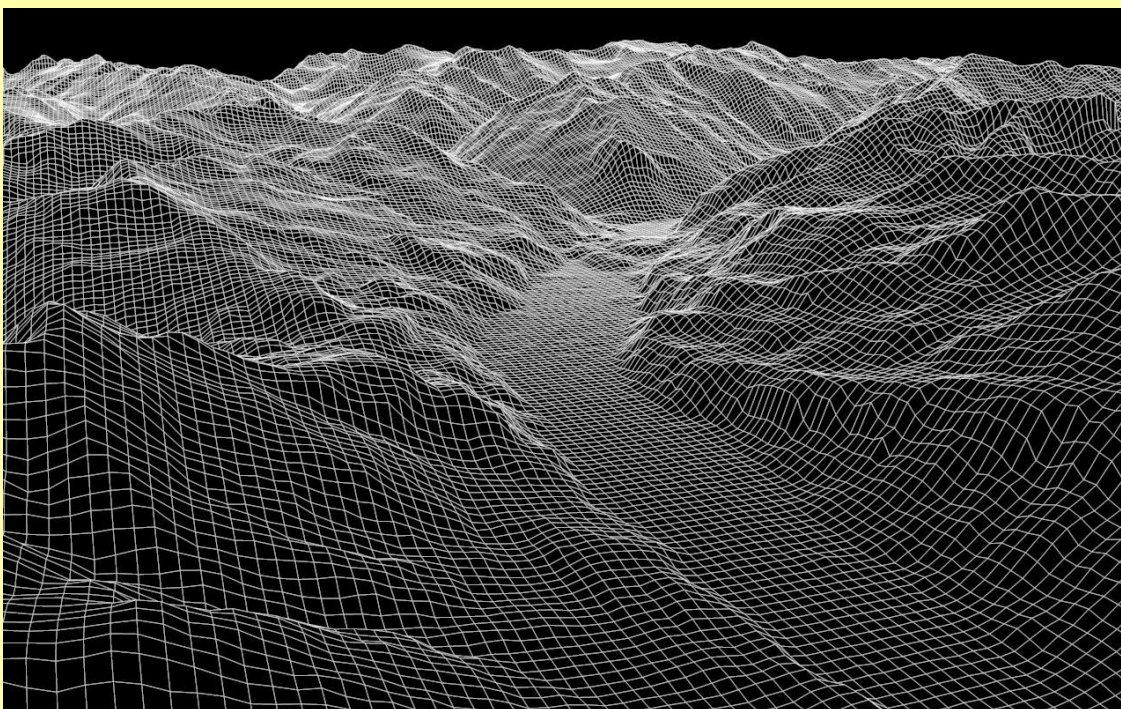
Figure 3-5 Example only (i.e., NOT CARISBROOK) Digital Terrain Model

The Digital Terrain Model is <u>far more accurate and sophisticated than any contour map</u> that Council could (ever) provide to the modellers.

It is to be noted that the 2013 Flood Study also cross-referenced the (older) <u>Rational Method</u> to also determine flows and found that this method, while producing flows of a similar order of magnitude, <u>underestimated flows</u> (by approximately 25%) compared to using RORB.

The 2013 and 2019 Flood Studies show eleven (11) Inflow Points linking the flows generated from the RORB's model to the MIKE FLOOD model (as shown in Figure 3-6 Location of Inflow Points from the RORBS Model into the MIKE FLOOD Model shown in red – 2013 Flood Study below). This figure also

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shows the single "outlet" point to the north for all floodwaters.

The inflow locations in the MIKE FLOOD model are the same "sub-catchment" outlet points in the RORB model.
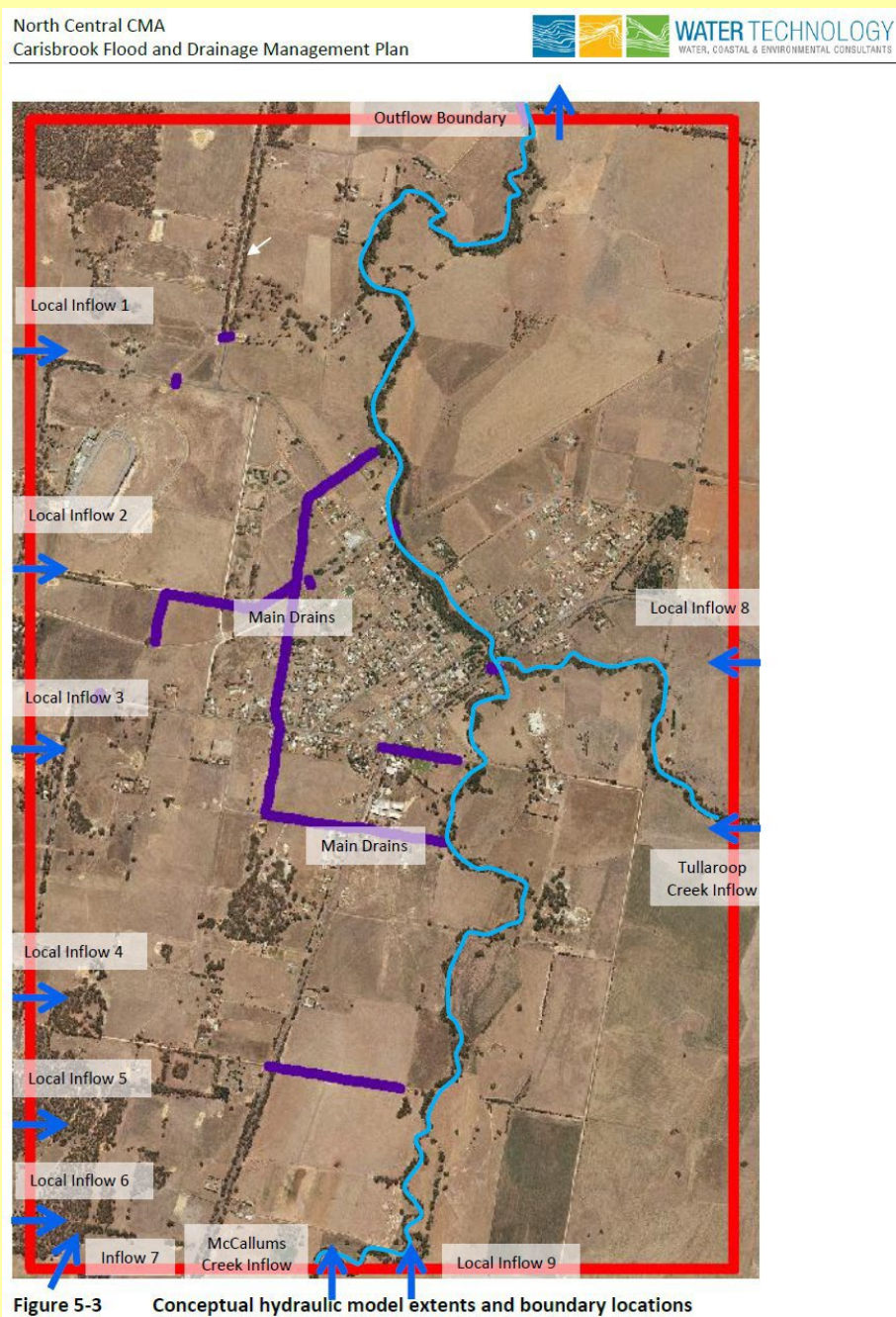
Figure 5-3   Conceptual hydraulic model extents and boundary locations

Figure 3-6 Location of Inflow Points from the RORBS Model into the MIKE FLOOD Model shown in red – 2013 Flood Study

3.2.1   Calibration of Models

The 2013 Flood Study used both the 2010 and 2011 flood events to calibrate the model. It is noted that, for such a large catchment, there was somewhat limited information to work with (especially when flood gauges failed both times).

From a review of the 2013 and 2019 Flood Studies, there is nothing to indicate that they have done

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anything "wrong". It is noted that there have been reviews undertaken by other consultants (most notably Jacobs in 2018) who did question some aspects of the modelling with Water Technology subsequently stating they have addressed them in the 2019 Flood Study.

Flood "losses" have also been allowed for such as an Initial Loss allowance of 25mm of rain for wetting the catchment / filling up dams and reservoirs etc. This is standard practice.

It is stated that there was not a "*perfect*" fit of the model to all measured data points for both flood events, but it is "*close*" to within an acceptable level. No model is perfect nor, when dealing with natural phenomena such as floods, can it ever expected to be.

This level of uncertainty is best shown when comparing the modelled flood levels with actual surveyed flood levels. It is stated that the overall comparison of surveyed levels to modelled levels was that in 2010 the modelled levels "*...were slightly higher than the surveyed flood levels*" while the 2011 surveyed levels were "*the overall trend showed that the modelled flood levels were slightly lower than the surveyed flood levels*".

The stated level of accuracy for the 2010 event is between ± 100mm to ± 300mm. And for the 2011 event it was between ± 100mm to ± 250mm.

Figure 5-5   Hydraulic model calibration plot – September 2010 (around Pyrenees Hwy bridge)
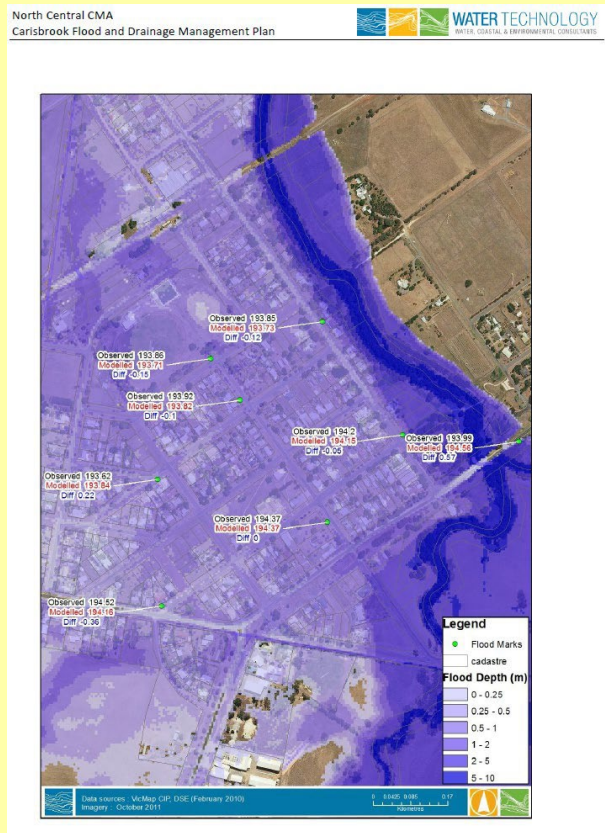
Figure 5-7   Hydraulic model calibration plot – January 2011 event (central township)

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Figure 3-7 Surveyed flood levels versus modelled flood levels – 2013 Flood Study

It is to be acknowledged that the modellers seem to have done the best they could with the limited information they had available to create a workable flood model.

The modelling has included a (very) large catchment area.

Water from Flagstaff (and further west to the outskirts of Maryborough) has been included in the flood modelling.

There was no need to use (far less accurate) contour maps. The LIDAR, used for the modelling, (literally) knows the ground level of every spare metre within the entire catchment.

The RORB and MIKE FLOOD models are well known and well used modelling software. While there is equivalent software available, there are none better.

The modellers have done the best they could with the limited (verifiable) information available to calibrate the models from the 2010 and 2011 flood events.

No computer model is "perfect", they are just "close enough to be useful".

3.2.2   Change in 1 in 100 Design Event Definition

The major change that occurred between the 2013 and 2019 Flood Studies is that Australian Rainfall & Runoff (ARR 2016) was updated in 2016. It is stated these updates included changes for design rainfalls, estimation of rainfall depths, pre-burst temporal patters, short and long duration temporal patters amongst other things.

As stated in the 2019 Flood Study, ARR (2016) "… *had a significant impact on the estimation of rare and extreme rainfalls and the corresponding flood flows*". This resulted in a reduction of the design inflows for all design 100 AEP event and "…*a smaller flood extent with lower depths (5 to 10 cm lower)*". That is, the definition of the 100 AEP flood level was reduced at Carisbrook.

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TABLE 2-7   PERCENTAGE CHANGES IN DESIGN RAINFALL DEPTHS FOR CARISBROOK.

AEP (1 in Y)	2hr	3hr	6hr	12hr	24hr	48hr	72hr
5	-19%	-17%	-13%	-10%	-5%	-6%	-5%
10	-17%	-16%	-11%	-8%	-3%	-2%	0%
20	-20%	-19%	-14%	-11%	-5%	-2%	1%
50	-22%	-22%	-16%	-14%	-6%	-3%	1%
100	-25%	-25%	-18%	-15%	-8%	-4%	2%

Figure 3-8 Reduction in design rainfall depths – 2019 Flood Study

It is understood from Council that these reduced inflows and reduced levels were used to design the Levee Banks, Culverts and Drainage Channel. However, following a review of the Issued-for-Tender and the As-Build drawings in the Flood Levee Management Plan this is NOT the case. The designs did not change.

It is also stated that the 2013 Flood Study that "...the town would still most likely be flooded from a January 2011 event as it is larger than the 100 year ARI event and would still overtop the Pyrenees Highway".

The definition of the 100 AEP Design Level REDUCED (by 5cm - 10cm) in the 2019 Flood Study.

The Flood Intelligence (and other) Information in Appendix C1 of the June 2019 Flood Emergency Plan will need to be updated to reflect these changes.

A January 2011 Flood Event would most likely still flood Carisbrook.

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4.   Design Phase

In 2015 there was a Preliminary Design Report prepared by Consultants Entura Hydro Tasmania. In 2016 they produced a Detailed Design Report.

Given that the 2019 Flood Study was prepared later, then modified designs must have been prepared to take into consideration the reduced flood levels and flows.

4.1   Design Freeboard (Factor-of-Safety)

In all engineering designs there is a factor of safety used to allow for variability that is inherent in all things. For example, loads used to design bridges and buildings have a factor of safety of 1.2 – 1.5 (amongst other factors of safety used in their design). A climbing rope or crane cable will often have a factor of safety of 3 – 4, not 1.05.

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Figure 4-1 Incorrect Factor of Safety

The 2015 Victorian Levee Management Guideline states that a freeboard allowance of 600mm is "general engineering practice", but that it may be increased or decreased.

5.2.2 Freeboard

Freeboard is an additional height allowance used in the design of levees to cover variables inherent in that design. The variables covered by the freeboard allowance include the difficulty in precise flow estimation and water profile modelling due to an insufficient historical record and also wave action. Freeboard may also assist in short-term protection against bank consolidation (settlement and erosion), but design crest levels should be maintained through regular maintenance.

General engineering practice is to provide a minimum freeboard allowance in urban areas of 600 mm.

Freeboard may be increased or decreased depending on local knowledge and conditions. For example, it may be increased where flood levels cannot be predicted with confidence, but decreased in wide flat floodplains, where the height difference between a minor and major flood event is quite small.

Varying the freeboard allowance over the length of a levee (e.g. lowering freeboard where a section of road is part of the levee system) can create different overtopping levels and problems when design floods are exceeded. It is suggested that uniform crest levels and freeboard allowances be adopted for each system, except where a spillway is incorporated into the system.

Figure 4-2 Extract from Levee Management Guidelines – Dept. of Environment, Land, Water & Planning 2015

The use of 600mm as a standard differs from the (old) NSW standard of 900mm. These two "standards" have an historical basis of being "2 feet and 3 feet". The genesis of these de-facto standards has been lost in time and likely based on "what someone else did last time" rather than anything else. That is, there wasn't any "science" behind them.

The 2015 Preliminary Design Report states that a "The primary function of a freeboard in the case of a retention levee is to prevent overtopping of the embankment by abnormal and severe wave action and provides a safety factor against dam settlement and larger flood levels than estimated. A nominal freeboard of 300mm has been selected for preliminary design". Apart from this statement, there is no other assessment given to what the freeboard should be.

While not used in any other jurisdiction, NSW has endeavoured to put some science / engineering into the derivation of a Freeboard taking into account what the intent is. That is, to also account for unknowns, uncertainties and issues that can (and do) arise during the life (75+ years) of a levee bank.

While the Victorian Guideline does not state to use this approach, it also doesn't state NOT to use it

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either. As such, it is recommended that a Freeboard Analysis be undertaken to determine if a 300mm freeboard is appropriate.

It is considered that the same analysis be done on the eastern side of town as <u>Bucknall Street</u> <u>and</u> <u>Pyrenees Highway on the western side of town also act as a Levee</u>.

The revised joint-probably analyses for Main and North Wagga Wagga Levees are given in Table 5 and 6 respectively

Table 5 - Main Levee – Freeboard Allowance (Earthfill Embankment)

Freeboard Item	Allowance (m)	Probability [1]	Joint Probability Component [2]
Wave action			
• Run-up (incl. wave height)	0.36	0.5	0.18
• Set-up	0.07	0.5	0.035
Local water surge	0.1	1	0.1
Uncertainties in Flood Levels	0.30	1	0.30
Levee Settlement	0.025	0.5	0.012
Defects in Levee	0.10	0.5	0.05
Climate Change	0.15	1	0.15
Total			**0.83**
Recommended Freeboard Allowance			**0.90**

Table 6 North Wagga Wagga Levee – Freeboard Allowance (Earthfill Embankment)

Freeboard Item	Allowance (m)	Probability [1]	Joint Probability Component [2]
Wave action			
• Run-up (incl. wave height)	0.29	0.5	0.145
• Set-up	0.04	0.5	0.02
Local water surge	0.1	1	0.1
Uncertainties in Flood Levels	0.25	1	0.25
Levee Settlement	0.025	0.5	0.012
Defects in Levee	0.10	0.5	0.05
Climate Change	0.15	1	0.15
Total			**0.73**
Recommended Freeboard Allowance			**0.75**

CONCLUSION

The wave height as result of revised fetch distances have reduced in the orders of 0.22 to 0.02m and the wave run-up height of 0.18 to 0.01m. However, these revised wave height variances only have insignificant impact to the joint-probably analyses. It is still recommended to adopt the flood levee freeboards for the Wagga Wagga Levee upgrade. Based on the freeboard assessment, it is therefore proposed that the levees be designed with freeboards as follows :-

- Main Levee (100 year ARI)   0.9 metres
- North Levee (20 year ARI)   0.75 metres

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Figure 4-3 Example Freeboard Analysis

While the example Freeboard analysis has a component for "Wave Action", it is considered that waves would not be able to form in the floodwaters at Carisbrook due to the (very) short fetch distance and the very shallow depth of water. However, this Wave Action component could be replaced with an assessment of the "Rippling" that can occur (based on the 2022 Flood Video taken by a member of the public and posted on Facebook). This analysis can be undertaken by the Reference Group using the above example as a guide.

Having only 300mm of freeboard means that there is very little room for error. EVERYTHING must work "perfectly" and be able to operate "as expected" during a flood event. However, from experience, it rarely does.

Undertake a Freeboard Analysis on the Western and Southern Levees to see if a 300mm freeboard is appropriate.

A similar analysis should also be undertaken along Bucknall Street and Pyrenees Highway along the eastern and south-eastern part of town as they act as a levee bank also (i.e., if it walks like a duck and quacks like a duck...IT'S A DUCK).

It is considered having a 300mm "factor-of-safety" is operating on a very tight tolerance / slim margin for error.

As such, the entire system must be "Operationally Ready" at all times to stand any chance of working as designed. That is, all drains and culverts to be clear of grass, mud and all other blockages as well as the levee crest being perfectly maintained without any depressions or other defects.

4.2   Design Flood Level versus Levee Crest Levels

It is noted that no design drawing / longsection has been produced that shows both the design flood levels and design levee crest levels A basic longsection was produced by Entura in the 2015 Preliminary Design report (albeit a basic longsection was produced by Entura in the 2015 Preliminary Design report). It is usual for these two (vital) pieces of information to be shown on the one drawing. All other levee design plans NSW Public Works have been involved with show both pieces of information.

Instead, in 2016 Entura produced a number of Tables (as shown below). A review of the tables produces some

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areas of concern where there is <u>less</u> than the 300mm freeboard.

The Table has been checked against the As-Constructed drawings which show that at critical locations, there is even less than the freeboard shown below (e.g., at Pyrenees Highway the As-Constructed levels are from 195.668 – 195.515 with the Design Flood Levels being 195.70 – 195.51.

Table 1 – Locations <u>designed</u> with less than 300mm freeboard.

Chainage (m)	Freeboard (calculated) (mm)	Location
Western Levee		
800	290	
1557.57	50	Pyrenees Highway (southern side)
1562.57	290	Pyrenees Highway (northern side)
1981.50	10	Railway line (southern side)
1988.50	160	Railway line (northern side)
2703.34	160	Levee joining Pleasant Street from Racecourse area
2900	210	End of levee (not constructed) in Racecourse area
Williams Road Levee		
232.55	40	Western side of Landrigan Road
239	40	Eastern side of Landrigan Road
738	-70	Eastern end of levee

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Table 5.5: Western Levee crest grading and corresponding flood levels based on 1 in 100 AEP design flood

Levee/Road Raising	Segments	Chainage, m	Crest Level, mAHD	Flood Level, mAHD	Crest Grading
Levee	1	0	198.00	197.47	0.00000 (Horizontal)
		50	198.00	197.45	
	2	450	197.30	196.72	0.00175
	3	800	196.00	195.71	0.00371
	4	1550	196.00	195.65	0.00000 (Horizontal)
	5	1555.57	195.70 (Southern side of Pyrenees Highway)	195.65	0.05386
Pyrenees Highway (assumed 7m wide)					
Raising Pleasant Street	6	1562.57	195.51 (Northern side of Pyrenees Highway)	195.22	0.00000 (Horizontal)
	7	1665	195.51	195.01	0.00600
	8	1900	194.10	193.80	0.00000 (Horizontal)
	9	1950	194.10	193.80	0.00952
		1981.50	193.80	193.79	

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Figure 4-4 Flood Level vs Levee Crest level (Segments 1–9) – 2019 Detailed Design Report

Levee/Road Raising	Segments	Chainage, m	Crest Level, mAHD	Flood Level, mAHD	Crest Grading
Railway (assumed 7m wide)					
Raising Pleasant Street	10	1988.50	193.80	193.64	-0.01304
	11	2000	193.95	193.63	0.00100
	12	2150	193.80	193.50	0.01200
	13	2200	193.20	192.86	0.00129
Levee	14	2703.34	192.46 (levee joining Pleasant Street)	192.32	0.00186
		2900	192.00	191.79	

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Figure 4-5 Flood Level vs Levee Crest level (Segments 10–14) – 2019 Detailed Design Report

Investigation and Design of Carisbrook Flood and Drainage Mitigation Treatments - Detailed Design Report
ENTURA-A31FA

Revision No: 0.0
6 June 2016

Table 5.6: Williams Road Levee crest grading and corresponding flood levels based on 1 in 100 AEP design flood

Levee/Road Raising	Segments		Chainage, m	Crest Level, mAHD			Flood Level, mAHD	Crest Grading
Raising Williams Road	1		0	197.92			197.61	0.00000 (Horizontal)
			166.92	197.92			197.57	
	2		232.55	197.30 (Western side of Landrigan Road)			197.26	0.01
Landrigan Road (assumed 7m wide)								
Levee	3		239.00	197.30 (Eastern side of Landrigan Road)			197.26	0.003
			340	196.94			196.63	
	4					0.002		
	5	420		196.75	196.45	0.00000 (Horizontal)		
	6		700	196.75			196.42	Grade to existing
		738		196.35	196.42			

Figure 4-6 Flood Level vs Levee Crest level (Williams Rd) – 2019 Detailed Design Report

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North Central CMA
Carisbrook Flood and Drainage Management Plan

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- 210mm
- 160mm
- Western levee
- 10mm
- 50mm
- Vegetation management works between Camp St and Railway Line
- Construction of culverts under railway and highway
- Excavation of drain adjacent to levee
- One way flaps on Landrigan Rd culvert
- 40mm
- Low flow pipe constructed through levee

Figure 6-12   Package 4 Mitigation Options

Figure 4-7 Some locations of reduced design freeboard

It is noted that in the Entura Preliminary Design Report (2015), there is a long section of the (then) proposed Williams Road Levee Bank) as below. However, it is noted that levels are only taken at every 50m, not every metre. It is easy to miss critical locations when only looking at 50m intervals in (very) flat floodplains.

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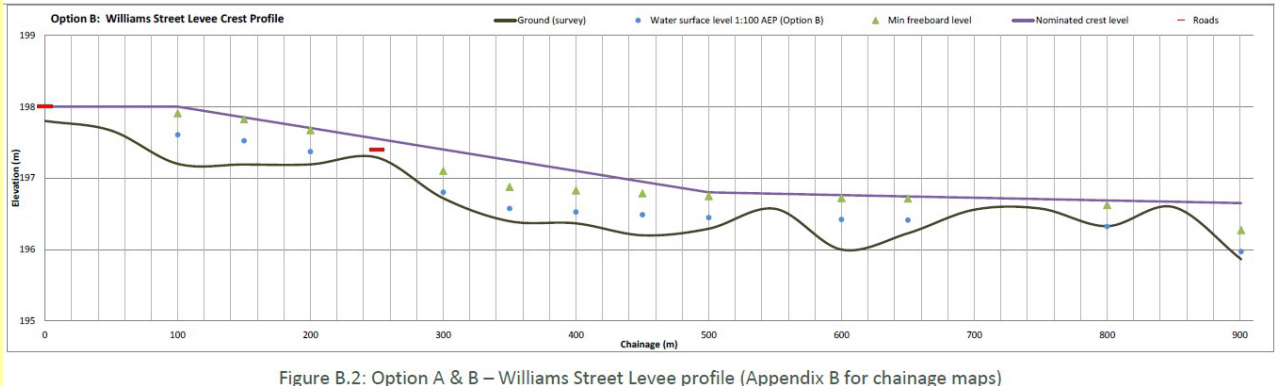
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Figure B.2: Option A & B – Williams Street Levee profile (Appendix B for chainage maps)

Figure 4-8 Williams Road design longsection

A long-section of the Williams Road Levee was plotted by NSW Public Works showing ALL Levee Design Levels, ALL Levee As-Built Levels and the Design Flood Water Levels at 1m intervals which identify:

1. Three (3) locations where the levee is significantly below Design Level

2. One section where Design and As-Built Crest levels are below Design Flood Level.

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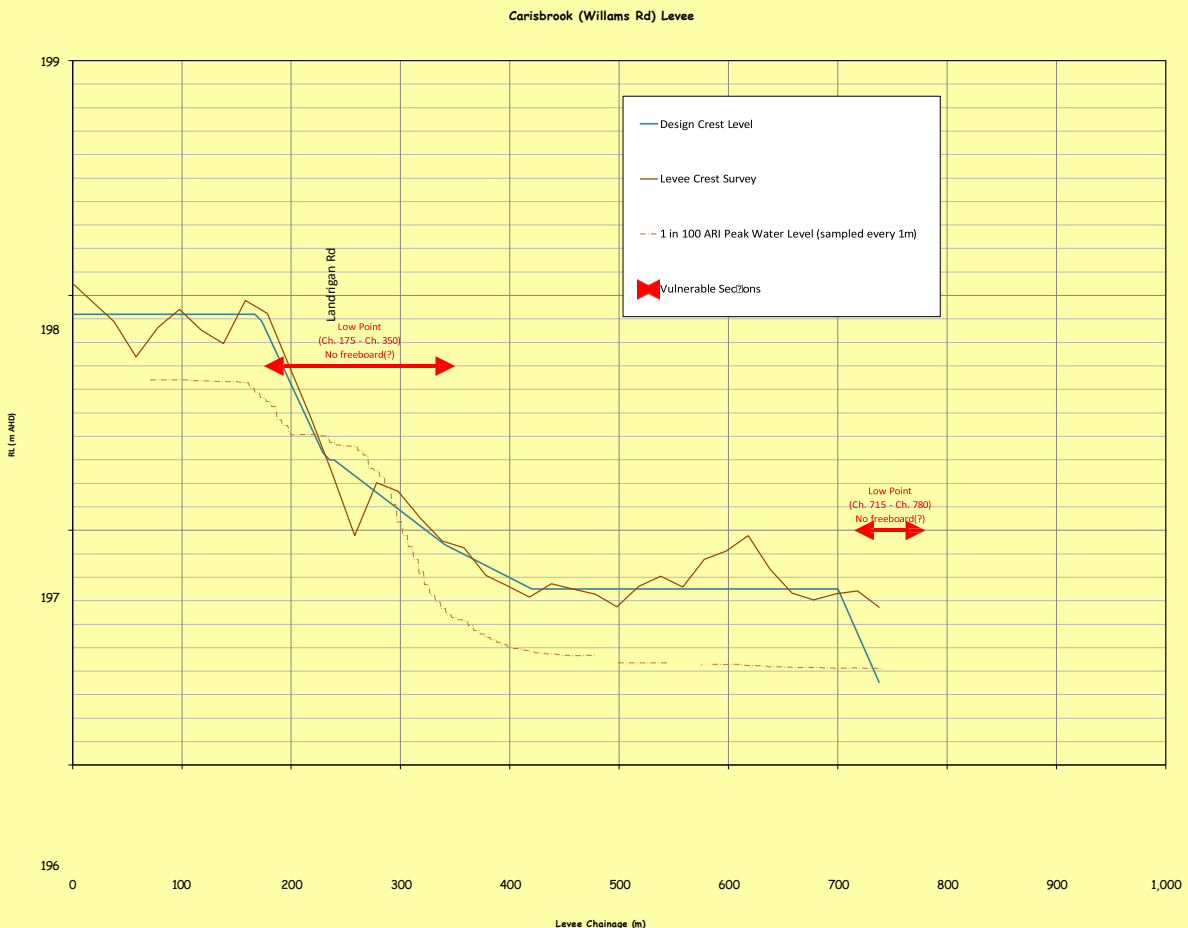
Figure 4-9 Design Levee Crest Level, As-Built Crest Level & Design Water Level – Williams Road

It is further noted that the 2019 Flood Study states that it has included the Williams Road Levee in the modelling and concluded:

"*The existing Williams Road levee prevents flood water from overtopping the road and flowing further to the north. The levee and drain redirect flow back to the creek. Water levels are slightly increased on the southern side of Williams Road in rural land west of Landrigan Road. The constructed levee height has adequate 300 mm freeboard except at a low point on the western section near Carisbrook Cemetery where the freeboard is just 210 mm (Figure 4-4). Given that the consequences are low if this levee overtops, this lower level of freeboard may be considered acceptable*".

Given the latest (detailed) assessment of the Design, As-Built and Flood Levels as well as concerns expressed by members of the Community and Cemetery Trust, this conclusion is not agreed to. It is VERY flat country and small changes can make big differences in water levels that do not always show up in a Flood Model. Afterall, no model is perfect.

Put EVERY Levee Crest Design Level along with EVERY Levee Crest As-built level along with the Design Flood Levels (sampled at EVERY metre) onto a long section (in a spreadsheet) to locate ALL points / sections where there is less than the required 300mm freeboard.

Undertake a detailed RTK survey (i.e., not LIDAR) of the entire site (cemetery, road, levee, culverts and bluestone drain down to creek) so that water flows can be more precisely determined.

Raise the crest level of all locations where the freeboard is less than 300mm or have a plan in place to construct temporary levees during the emergency (if there is time).

4.3   Western Levee – Design Crest Level

The crest level of the western levee was designed from reading the water surface level from the flood model "*at each 50m interval*". That is, there was complete reliance on the modelling to have accurately determined the maximum water level. The MIKE FLOOD modelling was based on only running whichever storm produced the largest (instantaneous) flowrate from the RORB's model, not all storm events. As such, only the 6-hour Design Storm duration was chosen (producing, in total, 70.5mm of rain) to run through the MIKE Flood model.

However, it appears what no one has realised is, that the western levee and culverts act as a Retarding Basin which requires particular care when being designed. From discussions with NSW Public Works Dams & Civil team (who regularly design retarding basins), they advise that it cannot

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always be assumed that a maximum water level will occur from one particular storm event that produced the maximum inflow rate. They ALWAYS model <u>all</u> storm event durations (for the 1 in 100 AEP event only in this case) to confirm (or otherwise) that the maximum water level against the levee embankment has been found. As such, all the other 100 AEP Storms need to be run through the MIKE Flood model.

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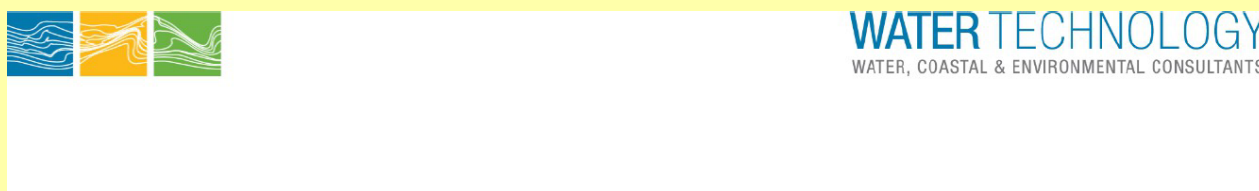
TABLE 2-2   DESIGN RAINFALL DEPTHS (MM) FOR VARYING EVENT DURATIONS AND AEP

AEP (1:Y)	2 hr	3 hr	6 hr	9 hr	12 hr	24 hr	36 hr	48 hr	72 hr
5	25.8	29.2	36.8	42.5	47.3	60.6	69.1	75.1	82.8
10	31.5	35.4	44.0	50.5	55.9	71.7	82.3	89.9	99.8
20	37.5	41.9	51.4	58.7	64.8	82.9	95.5	105.0	117.0
50	46.2	51.3	62.0	70.1	77.0	98.2	114.0	125.0	141.0
100	53.4	59.0	70.5	79.3	86.8	110.0	128.0	141.0	161.0
200	60.9	67.3	80.4	90.4	99.0	125.4	145.9	160.7	183.5

Figure 4-10 Different Design Storm Durations from 2019 Flood Study

Re-run the MIKE FLOOD Model for ALL 100 AEP storm durations to confirm (or otherwise) the maximum water level against the Western Levee Bank has been found and the Design Levee Crest Level is correct.

4.4   Western Levee - Environmental Flow Pipe and Low Point Drainage Pipe

4.4.1   Environmental Flow Pipe

The 2016 Entura report states "*A new pipe culvert will be required at around Chainage 450 to ensure environmental flow passes under the levee into the wetland on the eastern side of the levee*".

However, after consultation with the North Central Catchment Management Authority (NCCMA) there is no requirement they are aware of that states that such a pipe should be there and no need for any provision to water anything. The NCCMA thought the origin of this "requirement" may stem from a passing comment during a site inspection that "*the trees may need some water*" and nothing more.

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A review of the project's Environmental Assessment also does not mention anything about any Wetland requiring watering. In addition, the pipe does very little "watering" anyway (as below).

Figure 4-11 (Small) flooded area from 2019 flood model

4.4.2   Low Point Drainage Pipe

The 2016 Entura report states *"Of the three culverts, one which is to be located at Ch. 1000 m will be a single 30 m long, 500 mm diameter pipe culvert beneath the levee".*
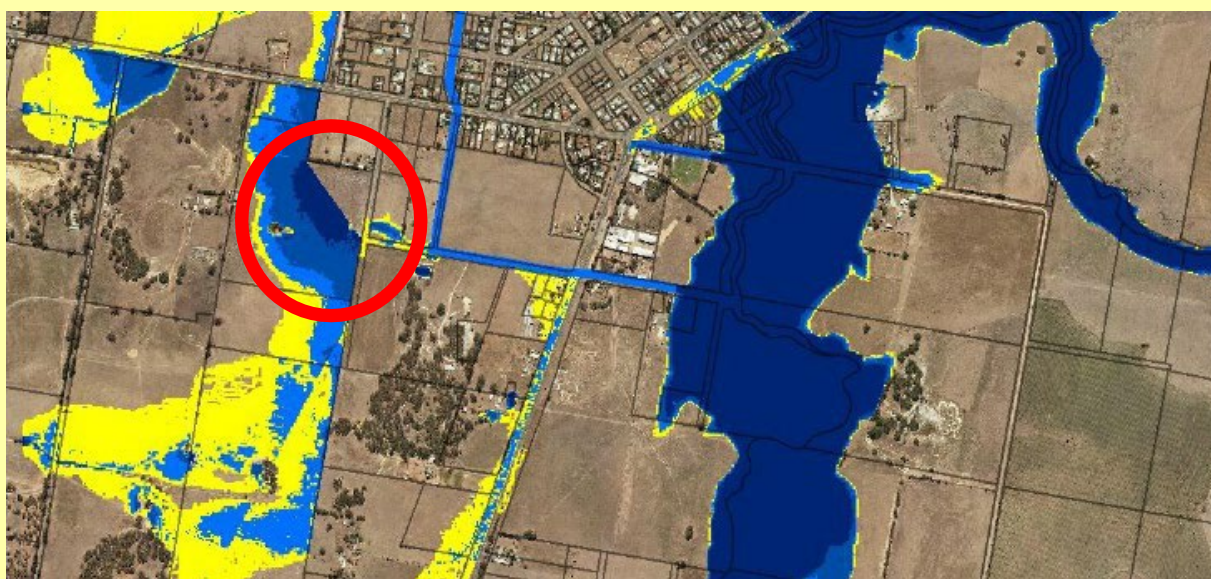
This location was identified as a low point in the general topography in the 2013 Flood Study where water would sit behind the levee and not be able to drain away (as shown below).

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Figure 4-12 Location of "Low Point" in flood model

However, the 2016 Entura report designed a "Low Flow" channel parallel to the Western Levee for its' entire length. This clearly shows that for the entire length of that channel, it falls towards the north ending up in the Racecourse area. That is, this "Low Flow" Channel will drain all remaining flood waters from behind the levee at this "low point" anyway, thus removing the need for any drainage pipe through the levee at this location.

Table 5.8: Summary of the channel characteristics in parallel to Western Levee

Segment	Levee Chainage, m	Channel Chainage, m	Invert Level, mAHD	Top of the topo on the LHS, mAHD	Maximum depth, m	Longitudinal slope
1	0	0	197.95	197.95	0.80	0.1
	8.850	8.85	197.11	197.75	0.64	
2						0.004
	400	400	195.55	196.18	0.63	
3						0.0025
	950	950	194.18	194.80	0.62	
4						0.0005
	1300	1292.57	194.01	194.56	0.55	
5						0.00003
	1550	1550	194.00	194.94	0.94	
Pyrenees Highway culvert with 0.001 slope (including approach and transitions at each end)						
6	1562.6	1581	193.97	194.9	0.93	0.001
	1650	1665.21	193.89	194.65	0.76	
7						0.005
	1950	1959.42	192.41	193.4	0.98	
8						0.001
	1981.5	1972.54	192.40	193.6	1.20	
Railway culvert with 0.001 slope (including approach and transitions at each end)						
8	1988.5	1982.54	192.39	193.4	1.01	0.001
	2100	2102.35	192.27	193.07	0.80	
9						0.0015
	2148.22	2150.57	192.20	192.9	0.70	
Wills Street channel and culvert with 0.001 slope						
10	0.0		192.2	192.7	0.52	0.001
			191.60	192.2		

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Figure 4-13 Channel design levels parallel to Western Levee

ALL pipes through a levee should be regarded as a source of risk. The failure probability of any levee is ALWAYS highest at the location of these pipes regardless of how well they are designed or installed. As a levee has a 75+ year life, it is inevitable that these structures will deteriorate over time and be a potential point of risk / leakage.

> *The pipes through the Western Levee at chainages 450 and 1,000 <u>serve no purpose</u> and are only a source of risk. They should either be removed, plugged, or fitted with a Gate Valve that is to be kept locked at all times.*

4.5 Number of Culverts under Pyrenees Highway and Railway

In the 2013 Flood Study, there is reference to a mitigation option involving adding culverts to the Pyrenees Highway Road Bridge (i.e., in town) with six (6) 1.2m x 1.2m culvert (see below).

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Mitigation Option 3

Package 3 consisted of the following options:

- Package 1 options aimed at protecting from local catchment flows. As described above.
- Package 2 options aimed at protecting from the larger watercourses. As described above.
- Complete removal of the highway road bridge from the model. In reality this would involve the replacement of the road bridge with a clear span structure.
- Preliminary modelling was also completed which involved testing the impact of an increased capacity of the highway road bridge through the use of culverts in the eastern approach. The bridge was modelled with an additional 6 x (2.1 x 1.2 m) box culverts. The additional culverts provide an additional 15 m^2 of flow area in large flow events.

Figure 4-14 Mitigation Option 3 - six (6) culverts at Road Bridge – 2013 Flood Study

However, this is not at the Pyrenees Highway on the western side of town where the levee bank is, it is the Pyrenees Highway in town itself over the creek.

There is reference to a Mitigation Option 4 which does talk about the proposed culverts under both the Pyrenees Highway and the Railway line on the western side of town. It is stated that three (3) 1.2m x 0.75m culverts were being proposed under the Pyrenees Highway and three (3) 1.2m x 0.75m culverts under the railway line were being proposed (see below).

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Mitigation Option 4

A western levee to divert local catchment flows was requested by the steering committee as part of a fourth package for detailed modelling. Following further investigation of how the Package 4 options could be implemented the following specific works were included in the mitigation modelling. The Package 4 model included the following works:

- A 3 km long levee extending from the southern end of the Curraghmoor Road Reserve extending northwards past the Pyrenees Highway, running parallel to Pleasant Street, past the Railway Line and then into the crown land on which the Maryborough Harness Racing Club lies.
- Construction of culverts under the Pyrenees Highway. Three 1.2 x 0.75 m culverts were used in modelling which allowed 600 mm of cover to the road deck level. Variations on this arrangement may occur with further design work as Vicroads has since advised that only 500 mm of cover would be required.
- Construction of culverts under the railway line. Four 1.2 x 0.45 m culverts were used in modelling which allowed 600 mm of cover to the railway deck level.

Figure 4-15 Mitigation Option 4 – Pyrenees Highway and Railway culverts – 2013 Flood Study

The 2016 Entura Final Design report states *"The culvert at Ch.1550 m will consist of three (3) rows of 1.2 m by 0.75 m by 12 m long box sections"*. Chainage 1550 is at the Pyrenees Highway to the west.

But two (2) 1.2m x 1.2m x 25.6m long culverts were subsequently designed and constructed. The waterway area of 3 off 1.2m x 0.75m culverts is 2.7m^2 and the waterway area of 2 off 1.2m x 1.2m culverts is 2.88 m^2. Therefore, the flow capacity of the two-culvert option is (slightly) better and considered to be equivalent.

4.5.1 Size of Culverts under Pyrenees Highway

A main issue of concern is the sizing of the culverts in comparison to the 1 in 100 inflows, the stated peak flowrates and the duration of that storm event. In particular, the concern is that the culverts are "too small" to convey the flows which would cause the flood water to back up behind the culverts and there not being enough storage volume behind them thus causing the levees to be overtopped.

It is noted that the 2013 Flood Study did not supply the Inflow Hydrographs and only provided the Peak flowrates at each of the Inflow Points and the design storm duration. There was also no mention of how the system was being designed. There is also no mention in the Entura design reports.

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There are basically two (2) ways the system could be designed. The first way is to have a "Flow-through / Transparent" system. That is, the entire system (culverts included) can handle the peak inflow rates.

The second way is to have an "Attenuated Flow" system. That is, create a Retarding Basin whereby smaller culverts are used, and water is allowed to pool behind those culverts for the duration of the design storm with the culverts slowly releasing water. The height of the adjacent levee bank is then determined by how high the water pools behind those culverts.

While not stated in the 2013 Flood Study, nor the Design Reports, it appears the second design method was chosen. It is to also be noted that there is only one (1) small reference to that being the case in the 2019 Flood Study. That is, it is a detail that is easily missed, unless someone is looking for it.

There is also no mention of why this design method was chosen. Usually Retarding Basins are designed to slow the flow to either prevent it from reaching some downstream location "earlier" and / or to reduce the extent of flooding at a downstream location. From discussions with Water Technology, the reason it had been designed that way has been forgotten. That is, there does not appear to be any reason to either slow down the flow nor try and reduce the downstream flood extent. As such, it is conjectured that the reason for choosing the smallest number of culverts could simply have been to reduce costs.

It should be noted, there is a house on the northern side of the culverts, however it is some 2m higher than the design flood levels and (very) unlikely to be impacted.

Areas in PINK are less than 25cm deep.

Areas in Dark Blue are greater than 1m deep.

House

Carisbrook Levee Review Report - Review of Floodplain Management since 2013

Report No. P- FY20242892-PWO-DAM-RP-001

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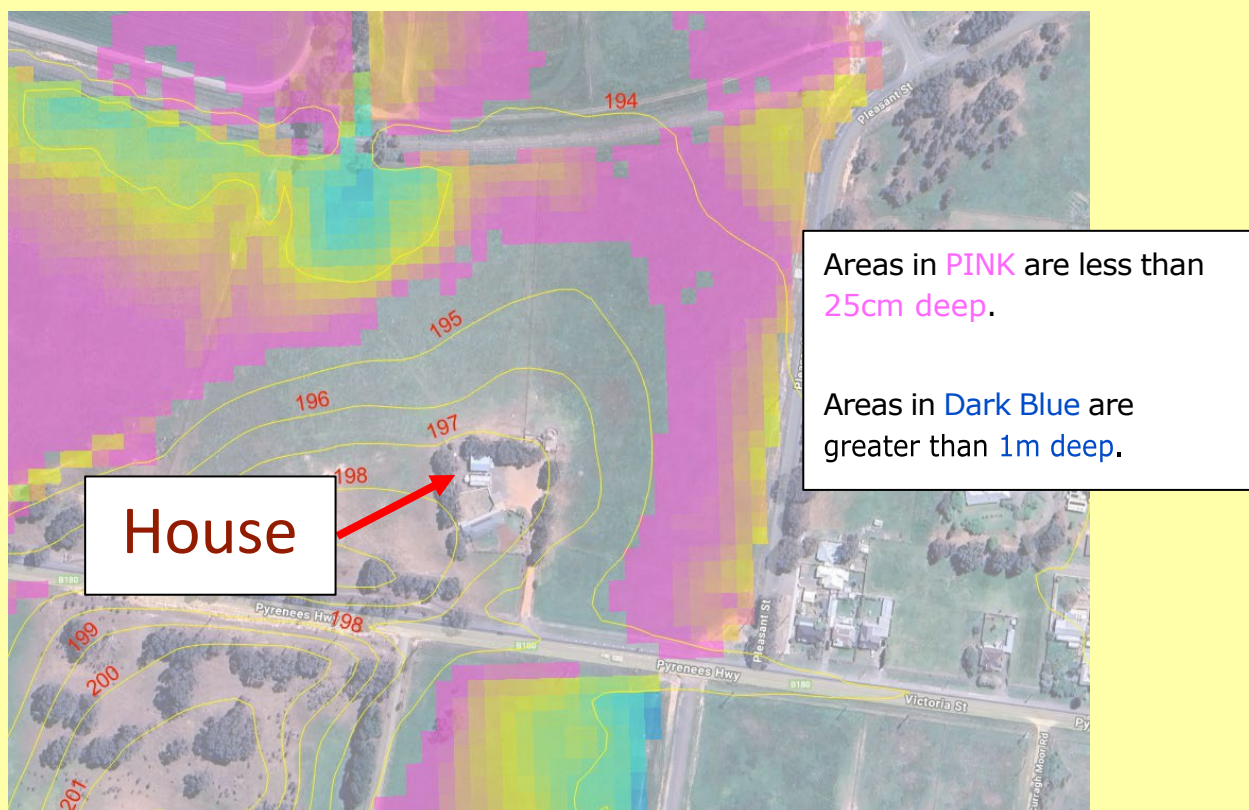
Figure 4-16 House on norther side of Pyrenees Highway culverts

However, increasing the number of culverts may also have reduced the crest level of the levee bank, thus making the cost of the levee construction cheaper thus offsetting (to some extent) the increased cost of any extra culverts.

As it has been recommended previously to re-run all the 1 in 100 AEP design storm durations through the MIKE FLOOD Model, it is recommended for the design storm durations that an additional model run be undertaken with (say) ten culverts underneath the Pyrenees Highway and a larger opening through the railway line (near Pleasant and High Street) to determine what difference this may make to the flood levels and flood extents.

The 2019 Flood Study included the Inflow Hydrographs used for both the 2013 Flood Study modelling and the revised 2019 Flood Study modelling. This allows, for the first time, a way to independently approximate if the "Retarding Basin" culverts at the Pyrenees Highway could work. That is, another way apart from trusting the computer. This was done by running the graph through a computer program to generate points on each of the Inflow Curves (being Inflow Points 4, 5 & 6).

This analysis INDICATED that it could be possible for the culverts to pass 174 ML of floodwater through a culvert which is only capable of passing 23.4 ML/hr. However, this requires that there is at least 88.4 ML of storage behind the culverts that can be used for such storage. The 2013 Flood Study states there is 99 ML of storage (which was not independently verified).
AND this only works for the Design Storm Inflow Hydrographs. That is, the Peak Inflow(s) ONLY occur for a relatively short period of time and not for the entire 6-hour storm.

It is recommended that more detailed calculations be undertaken by the Flood Modelers and the outcomes presented in Table form as well as a graphic(s) showing the extent of the Flood Storage area upstream of the Culverts to verify this is the case.

FIGURE 2-14 ARR 2016 1% AEP FLOW HYDROGRAPHS AT SELECTED LOCATIONS

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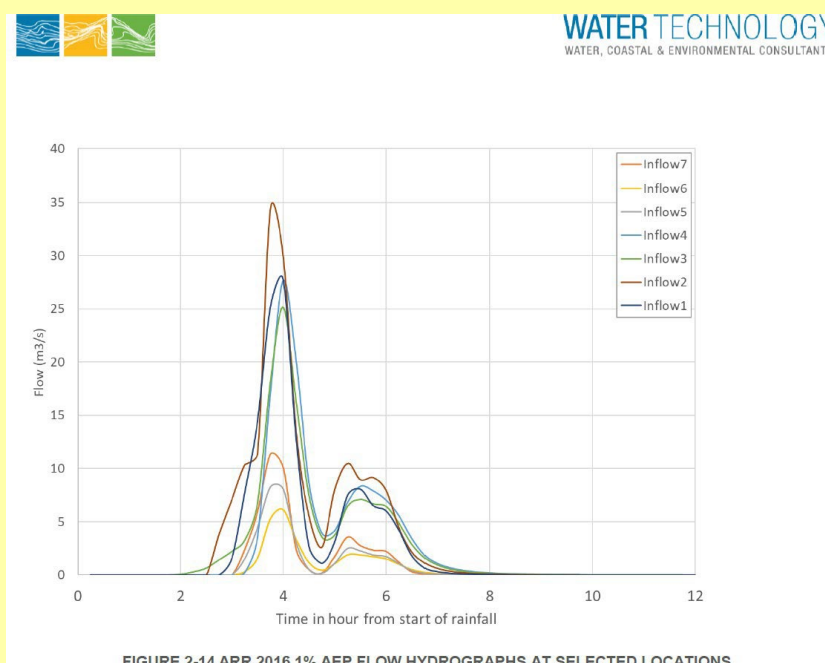
Figure 4-17 Inflow hydrographs – 2019 Flood Study

Duration (hours)	Combined Inflow Volume from Inflow Points 4, 5 & 6 (m3)	Combined Inflow Volume (ML)	Outflow Volume through Pyrenees Culverts at a flowrate of 23.4 ML/h (ML)	Amount stored behind Culverts (ML)	Maximum Combined Inflow Rate (m3/s)
0	0	0	0	0	0
0.5	7,515	8	11.7	0.0	11.3
1	69,426	69	23.4	46.0	42.4
1.5	108,376	108	35.1	73.3	36.0
2	119,450	119	46.8	72.6	8.9
2.5	137,665	138	58.5	79.2	12.8
3	156,671	157	70.2	86.5	11.5
3.5	170,268	170	81.9	88.4	8.4
4	174,148	174	93.6	80.5	2.5
4.5	117,211	117	105.3	11.9	0.6
5	117,780	118	117	0.8	0.3
			Stated maximum storage volume behind culverts =	**99**	**ML**

Figure 4-18 <u>Approximate</u> Pyrenees Highway "Retarding Basin" analysis

It should also be noted that the entire area south of the Pyrenees Highway MUST be used to store that water. As such, any interference with that storage (say construction of a contour bank) can <u>seriously</u> change the hydraulics of the flood flows thus jeopardising the safety of the western levee.

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Figure 4-19 Western Levee "Retarding Basin" – from Flood Model Animation Video
It should also be noted that a lot of the flood water is LESS THAN 25cm deep (as per the pink areas below). These small depths are very susceptible to variation both in the inaccuracy of the LIDAR survey, the modelling and any later activities that may (inadvertently) be done.

- For example, the stated accuracy of the LIDAR is ± 10cm (although likely closer to ± 15cm). This is between 1/3 – 2/3 the depth of the water itself.

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- What if a farmer decides to plough up a paddock (to say plant feed oats) and changes the level of the paddock?

- What if someone puts in, what they consider to be, a small height contour bank or even a block bank to stop what they consider to be "nuisance" water?

<u>This would change how water behaves on the floodplain</u>.
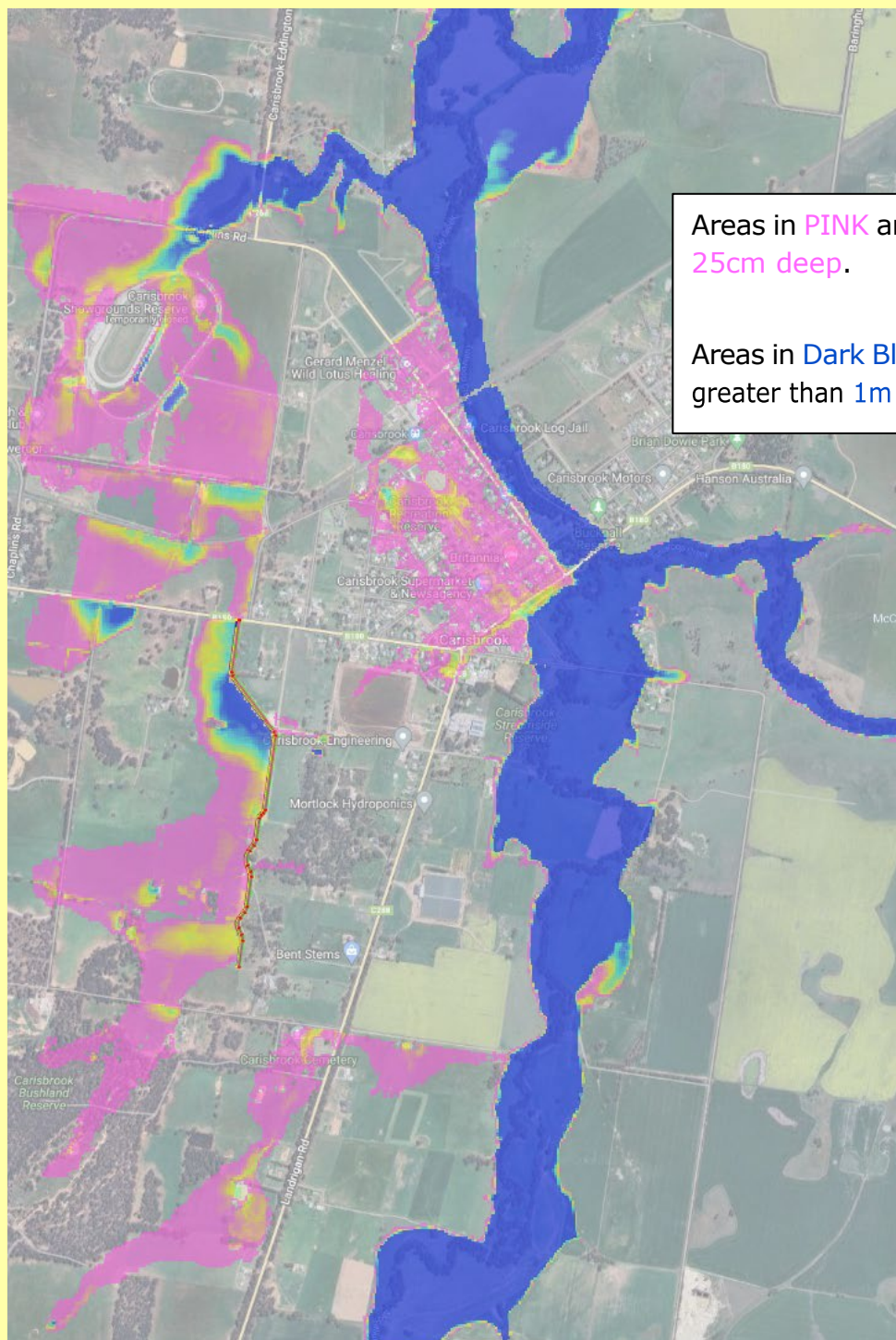
Areas in PINK are less than 25cm deep.

Areas in Dark Blue are greater than 1m deep.

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Figure 4-20 Design Flood Depths

For the Critical Design Storm MIKE FLOOD Model run, run an additional scenario with up to (say) ten culverts under the Pyrenees Highway (noting that there is a house to the northwest of the culvert outlet). Include any additional culverts needed underneath the railway line also.

Ensure inspections of the "Retarding Basin" south of the Pyrenees Highway Culverts are undertaken regularly to ensure no impediments have been constructed that would interfere with its' function as a "Flood Storage Area".

The modelling is VERY sensitive to even small changes in the floodplain.

4.5.2   Size of Culverts under / through Railway Line

Another issue of concern is the sizing of the culverts / openings through the railway line in comparison to the 1 in 100 inflows, the stated peak flowrates and the duration of that storm event. In particular, the concern is that the culverts / openings are "too small" to convey the stated peak flows which would cause the flood water to back up behind the culverts and there not being enough volume behind them thus causing the levees to be overtopped.

Unfortunately, there is even less information available to even try and undertake an independent assessment.

For the Critical Design Storm MIKE FLOOD Model run, run an additional scenario with (say) ten culverts under / through the Railway line.

4.6   Design and protection of Culverts, Channels and Levee Bank

Concern has been expressed by the community about the number of curves in the channel, power poles and alignment of the levee bank. In addition, that these pieces of infrastructure have been "moved" over the years.

Following an inspection of the entire levee system, by the author (an experienced Levee Inspection Engineer) the following comments are provided:

1. The Power Poles, while not desirable, can be tolerated as they are always deeply embedded into the ground and the power authority regularly inspects them for defects. As such, they pose a minimal risk.

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2.   All locations in the "Low Flow" channel that have a change of direction should have rock beaching to provide protection to the embankments and any adjacent levee bank. And this beaching needs to be maintained and "Operationally Ready" at all times.

3.   Because the levee north of the Pyrenees Highway is some 7.5m wide at its' crest (much greater than the usual 3m), a certain amount of tolerance can be allowed for defects on its' edges. That is, a lot of the levee would have to be "eaten away" before it could fail.

4.   The crest of the levee is MOST vulnerable to failure should there be any settlement, erosion or if any other defect were to occur. Especially with only a 300mm freeboard and, in some cases, a LOT LESS freeboard than that. It is for this reason that (minimum) yearly (if not seasonal) inspections be undertaken, and repair work be undertaken IMMEDIATELY when defects (of any severity) is found. That is, there must be a HIGH level of inspection and diligence (and budget) to ensure the Levee Bank is "Operationally Ready" at all times.

5.   Of MAJOR concern is the cutting through the railway line near the intersection of Pleasant and High Street. It is at this location where it is stated there is only 10mm of freeboard. This is backed up by observation from the community that water has been seen "close to the road". Observations in this location shows that there are signs of erosion already occurring in the channel. It is also considered that due to the narrow configuration of this cutting, and the volume of water it is expected to pass, SIGNIFICANT turbulence will occur causing major erosion of both the railway cutting and adjacent levee. It would also be a location where any debris / (i.e., grass, brush, branches etc.) would get caught thus blocking the passage of floodwater causing unforeseen consequences (including overtopping of the levee). The design of this location needs to be reviewed with regards to the required freeboard and significant level of erosion that can occur and potential for blockages. In addition, there must be a HIGH level of inspection and diligence (and budget) to ensure the Levee Bank and "cutting" is "Operationally Ready" at all times.

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Figure 4-21 Channel through cutting in railway line near Pleasant and High Street

6. The existing culverts under the railway line further west are a VITAL component of the Flood Protection System. That is, they allow a major portion of the floodwater to pass northwards without going through the cutting near Pleasant Street / High Street. It is vitally important that there is nothing to impede those flows. It is for this reason that (minimum) yearly (if not seasonal) inspections be undertaken, and repair work be undertaken IMMEDIATELY when defects (of any severity) are found. That is, there must be a HIGH level of inspection and diligence (and budget) to ensure the Levee Bank is "Operationally Ready" at all times.

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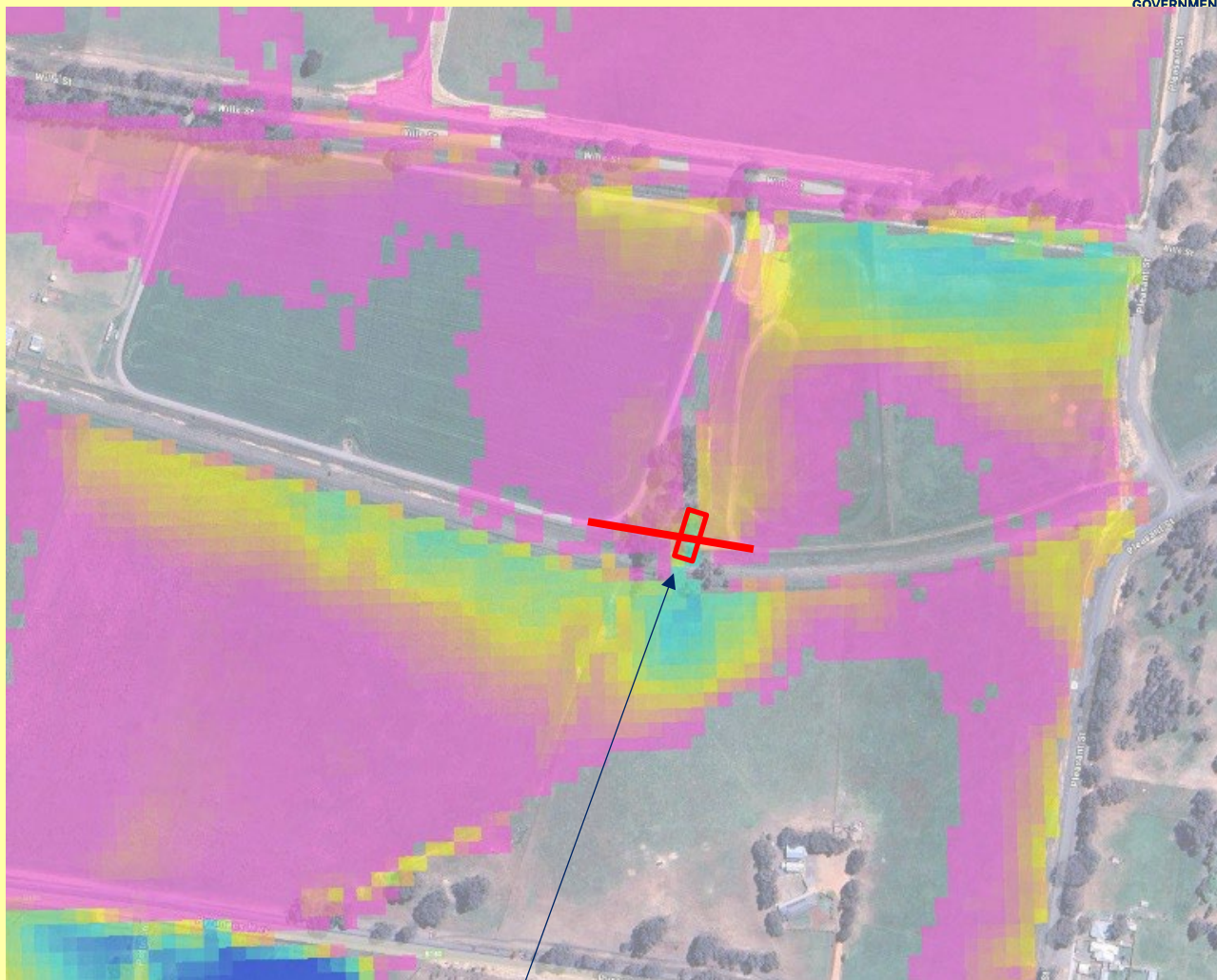
Figure 4-22 Flooding through / under railway line west of Pleasant and High Street

There is already an embankment (with a 700mm diameter pipe through it) <u>blocking</u> the northern side of the 16m wide railway culverts. The <u>modelled</u> depth of water where the block bank and pipe are located is only 750mm. That is, the flow of water through the railway culverts appears to be entirely cut off.

This (4 cell 2m x 0.5m) railway culvert carries all the flow from the Flagstaff area. If it cannot pass under the railway line as designed, it will likely flow further eastwards towards the intersection of Pleasant Street and High Street…where there is only 10mm of freeboard in the levee.

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Figure 4-23 Block bank and pipe north of railway line west of Pleasant and High Street

Regarding the design of the culverts, the 2015 Entura Preliminary Design Report states: *"However, in order to cater for concrete ageing, possible higher levels of obstructions during high flood events, and flap valves, this value was increased by Entura from 0.013 to more conservative value of 0.018 on all culverts that had value of 0.013".*

It is noted, the 2016 Entura Final Design Report states: *"Clearing debris and sediment from culverts to ensure that the design hydraulic capacities are maintained".* And *"A manning's coefficient of 0.022 has been considered for the calculations".*

Reference is made to the prestigious publication by Chow (1959). This document is the major source of reference and guidance when undertaking any channel hydraulic designs. Within that document is guidance on what manning's roughness can be used depending on various situations taking account of whether a channel is straight or curved, going to be well maintained or not etc.

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Manning's n for Channels (Chow, 1959).

Type of Channel and Description	Minimum	Normal	Maximum
4. Excavated or Dredged Channels			
a. Earth, straight, and uniform			
1. clean, recently completed	0.016	0.018	0.020
2. clean, after weathering	0.018	0.022	0.025
3. gravel, uniform section, clean	0.022	0.025	0.030
4. with short grass, few weeds	0.022	0.027	0.033
b. Earth winding and sluggish			
1. no vegetation	0.023	0.025	0.030
2. grass, some weeds	0.025	0.030	0.033
3. dense weeds or aquatic plants in deep channels	0.030	0.035	0.040
4. earth bottom and rubble sides	0.028	0.030	0.035
5. stony bottom and weedy banks	0.025	0.035	0.040
6. cobble bottom and clean sides	0.030	0.040	0.050
c. Dragline-excavated or dredged			
1. no vegetation	0.025	0.028	0.033
2. light brush on banks	0.035	0.050	0.060
d. Rock cuts			
1. smooth and uniform	0.025	0.035	0.040
2. jagged and irregular	0.035	0.040	0.050
e. Channels not maintained, weeds and brush uncut			
1. dense weeds, high as flow depth	0.050	0.080	0.120
2. clean bottom, brush on sides	0.040	0.050	0.080
3. same as above, highest stage of flow	0.045	0.070	0.110
4. dense brush, high stage	0.080	0.100	0.140

Figure 4-24 Channel through cutting in railway line near Pleasant and High Street

Photo C2
Slight meandering, regular cross section, well maintained grass channel.

Bankfull: n = 0.028

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Figure 4-25 Photo of channel with manning's roughness GREATER than 0.022

> 7. The design parameters chosen means that ALL Channels and Culverts have to be kept clean at all times. That is, there must be a HIGH level of inspection and diligence (and budget) to ensure the Culverts especially and the Channels are "Operationally Ready" at all times.

> 8. Any / all block banks and any other obstruction are to be removed from the railway culvert area. Yearly monitoring of ALL floodways are to be undertaken and ALL changes (no matter how small) have to be removed to ensure they function as intended.

4.7   Wills Street Levee - "Now where did I put that Levee"?

There has been some consternation and questions about where the (constructed) levee bank is actually located north of the railway line. Does it continue up Pleasant Street, is it beside the channel, does it go down Wills Street etc.?

It is not an uncommon problem. In fact, some years ago at the National Flood Conference a paper was presented titled "Now where did I put that levee?" as they can *go missing* very quickly. It does not help when a design plan labels a channel as a Levee Bank.

The 2016 Entura report states:

"Wills Street was planned to be raised gradually, for 50m, before reaching Pleasant Street to match its new top level" and makes mention of the channel running down Wills Street for 270m to a low point. That corresponds to a description of a ramp only.

The 2019 Flood Study makes no mention of there being a Levee Bank running down Wills Street, nor was it modelled as such. However, the (draft) Flood Levee Management Plan (Engeny May 2024) has labelled 270m of Wills Street as a levee and even produced a long section stating such. Apart from a small ramp off pleasant Street, there is no levee bank on Wills Street.

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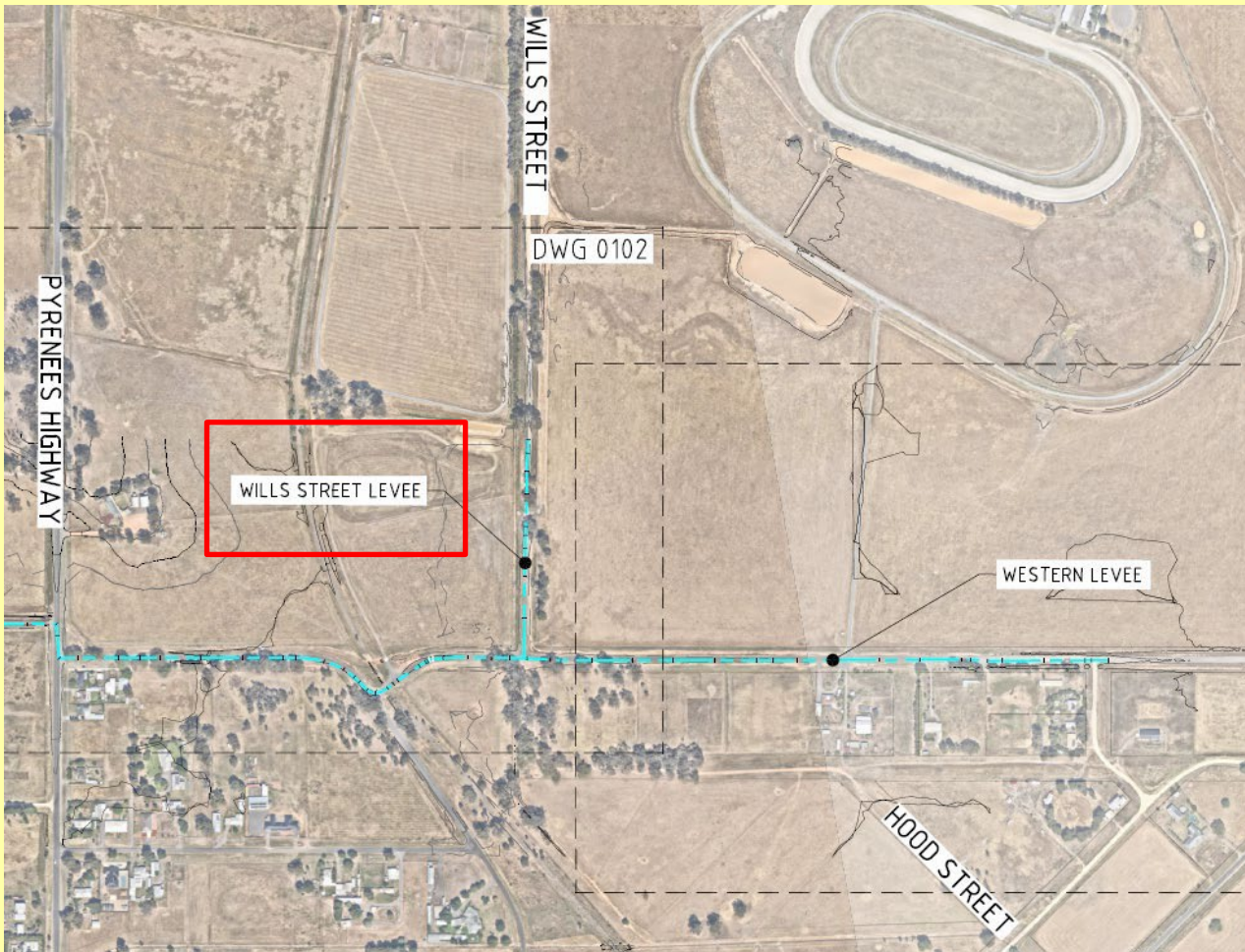
Figure 4-26 Location of Northern end of Western Levee (Engeny 2024)

WILLS STREET LEVEE
SCALE 1:1000 HORIZ
SCALE 1:100 VERT

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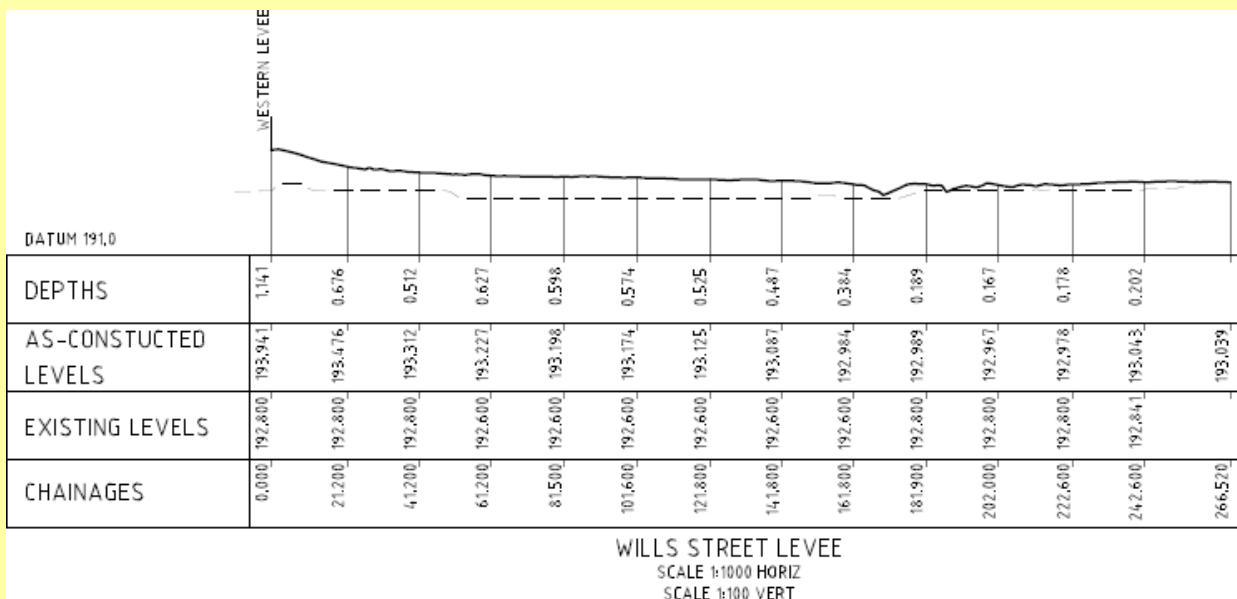
Figure 4-27 Longsection of the supposed Wills Street Levee (Engeny 2024)

There is NO levee bank on Wills Street. All references to there being one should be deleted from the (draft) Flood Levee Management Plan.

If not already done so, have the entire levee bank centreline digitised and put into Council's Asset Management and GIS systems so it does not get lost again.

4.8   End of Levee at Racecourse

On all the design plans as well as the (draft) Flood Levee Management Plan and the Flood Model all show a levee bank continuing from Pleasant Street across the Racecourse property and terminating. Council advised that they did not construct this section as the ground levels were found to be high enough during construction.

Based on the 10m LIDAR downloaded by Public Works, the ground levels do not appear to be at the design height. The design height of this section varies between 192.47m at Pleasant Street, 192.29 at 77m along and 192.10 at the end being 197m from Pleasant Street.

The LIDAR suggests the ground level along the alignment is 192.0m. It is noted, the modelling shows floodwaters slightly away from that section of the levee itself. But freeboard is to have a factor of safety allowing for variability in the survey, modelling, the design and construction.

The contours generated by Public Works from the 10m LIDAR indicates there is not much height difference in ground levels between the western and eastern side of Pleasant Street (where there are houses). There is a depression however, adjacent the racecourse, that seems to direct water westwards over the track and into a lower area on the northern side of the track and then down to Chaplins Road.

If the actual ground levels, as surveyed by Entura / Council (presumably using State Survey benchmarks not LIDAR), show that the ground levels are higher than the LIDAR, this indicates that the LIDAR may not be correct in their entirety. That is, the design flood levels from the model would be higher than those used to construct the levee bank itself using State Survey benchmarks. Entura did not compare their topographic survey (done in 2014) to the 2011 LIDAR.

There have been other Floodplain Management projects where (early) LIDAR has been found to be incorrect necessitating that LIDAR be re-flown and the flood modelling re-done.

It is acknowledged in the 2013 Flood Study that the LIDAR may not be "perfect" as per:

"LiDAR data for the region was made available from the North Central and consisted of 2 datasets – a floodplain dataset dated 11th February 2011 and a rivers dataset dated 7th December 2011. A comparison of both datasets was undertaken in ARCGIS. Both datasets have the same grid resolutions (1

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metre) and are recorded to have the same vertical accuracy of 0.1m with a 67% confidence interval. *Upon inspection a mean elevation difference was observed where the two datasets overlap, with the Floodplain LiDAR being generally lower than the Rivers LiDAR with a mean difference across Carisbrook of approximately 15 cm*. Further inspection and comparison against field survey revealed the Rivers LiDAR to be significantly more accurate and better processed than the Floodplain LiDAR".

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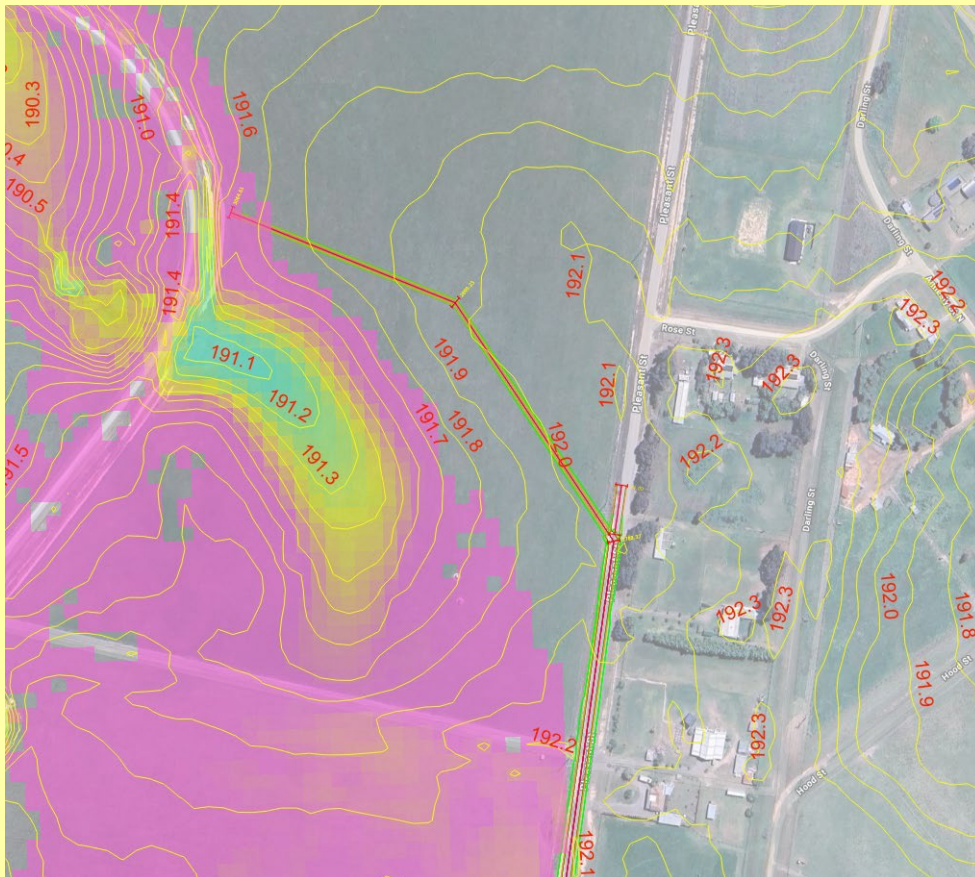
Figure 4-28 End of Levee Pleasant Street / Racecourse

Extend the levee bank across the racecourse as designed (unless ground levels surveyed using RTK method) shows otherwise.

All State Survey Marks (SSM's) used to set out the levee bank are to have a separate <u>Precise Traverse Survey</u> to assess the accuracy (or otherwise) between ALL marks.

Undertake RTK survey cross-sections, from these SSM's, across the floodplains at the Racecourse, west of Pleasant Street (at least two cross-sections) and at least three (3) cross-sections west of the Western Levee south of the Pyrenees Highway <u>and compare to the LIDAR</u>.

4.9   Eddington Road Culvert

The modelling shows that the water depth at the Eddington Road culverts is supposed to be some 2m+ deep. However, an inspection of the culverts showed that it was overgrown with reeds some 3m tall which are impassable. Further east are dams that has been constructed also obstructing the flow of water through the culverts.

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Figure 4-29 Eddington Road Culverts overgrown with Reeds

> *Remove (and keep clean) all the reeds around the culverts. The dams on the downstream side (in private property) are to also be removed to ensure the culvert can function as designed.*

4.10   Vegetation Management of The Creek

The 2013 Flood Study states that a part of the final preferred option was "*Vegetation works on Tullaroop and McCallums Creek extending from Camp Street to a point 500 m downstream of the railway bridge*".

This was modelled and shown to be <u>effective at preventing flooding of Carisbrook</u>. Apart from a One-Way Valve on a Culvert, Vegetation Management is the <u>ONLY</u> mitigation option on the eastern side of town. It is noted that a "*long-term recommendation that the highway bridge be replaced with a clear-span structure when the bridge is due for replacement (or when funding becomes available)*" was proposed but not specifically modelled.

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Western levee

Vegetation management
works between Camp St
and Railway Line

Construction of
culverts under
railway and highway

**Floodwaters touching Bucknall
Street / Pyrenees Highway**

Excavation of
drain adjacent
to levee

One way flaps on
Landrigan Rd culvert

Low flow pipe
constructed through
levee

Figure 6-12   Package 4 Mitigation Options
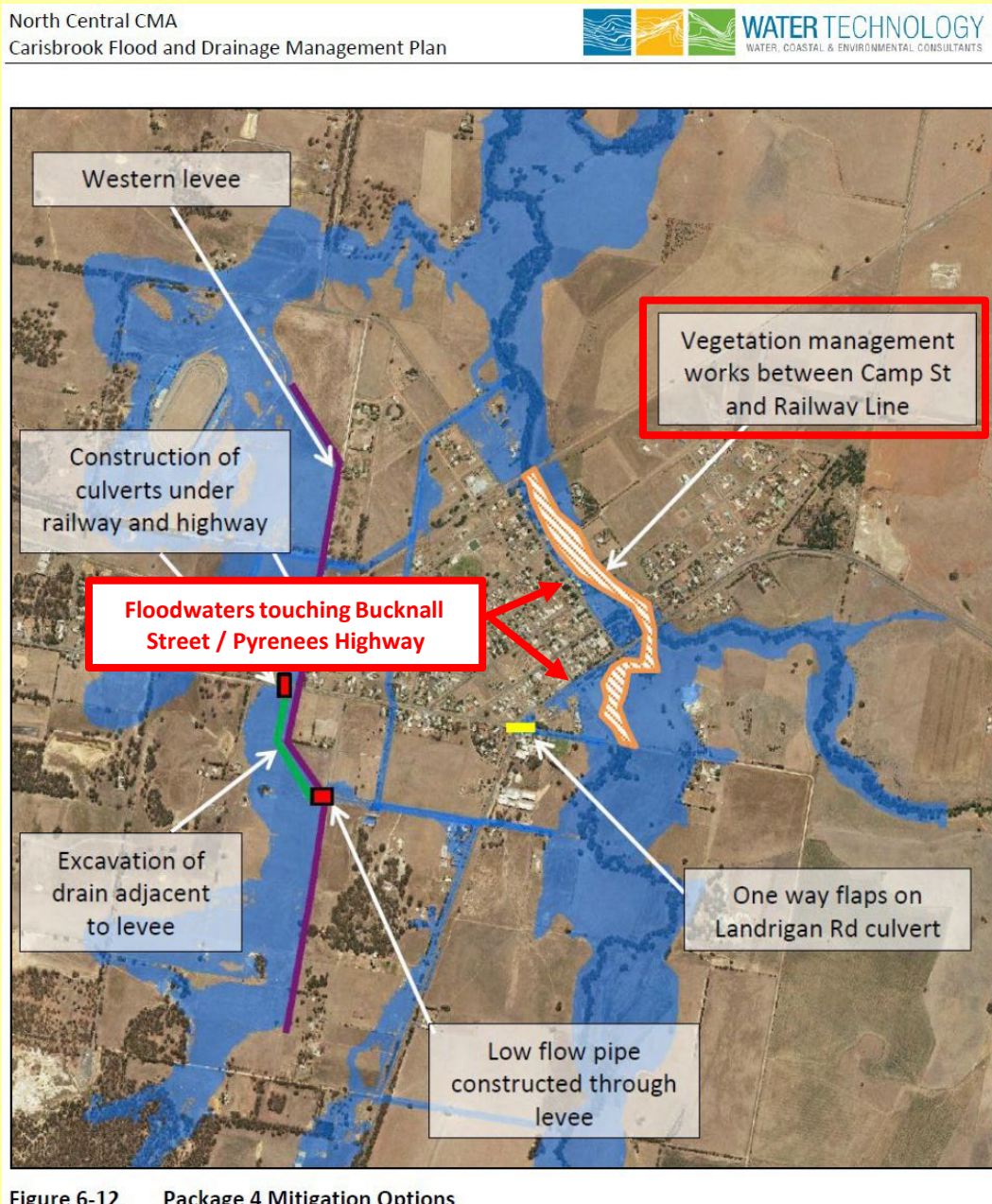
Figure 4-30 Mitigation Options and resultant flooding – 2013 Flood Study

It is noted that it appears this mitigation option is only JUST EFFECTIVE! That is, the design flood level is VERY CLOSE to the top of Bucknall Street and Pyrenees Highway itself.

In 2016 the Flood Modellers wrote to the CMA providing technical advice regarding the impact of vegetation removal on the hydraulic roughness of waterways at Carisbrook. In particular it states that Section 8.1 of the 2013 Flood Study stated:

"Vegetation works was a mitigation option frequently brought up by community and steering committee members. Modelling has demonstrated that the thinning of vegetation along the major waterways in Carisbrook can have a significant impact on lowering flood levels in both small and large events. This option is effective in Carisbrook due to the dense understorey that exists along McCallums and Tullaroop Creek, and the fact that flows are largely confined to the creek even in large flood

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events. _Vegetation works would require significant thinning of the understory and for this option to be effective the works would need to be maintained into the future_.

The vegetation works were modelled by applying a reduction in roughness of 0.02 in the dense vegetation which exists adjacent to the channel. While appropriate resources where used to select roughness values there is however, a level of uncertainty in translating "on ground" vegetation thinning to a reduction in roughness values".

It then went on to primarily use the guidance material from Brisbane City Council's Natural Channel Design Guidelines (2003) to review the effectiveness of the works that had been undertaken (primarily clearing existing blockages), trees and branches removed and the removal of dead trees.

While it concluded that "…_it is suggested that a roughness reduction of 0.02 could quite well have been achieved by the vegetation management works_". It also states that "_The real aim of this assessment is to provide reduced uncertainty regarding the effectiveness of the completed vegetation works in achieving a reduction in the Manning's hydraulic roughness of 0.02 along the identified reach of waterway_".

However, vegetation grows VERY quickly. This is noted in the statement "_It must be noted that North Central CMA did carry out some post flood debris clearing and minor exotic vegetation removal works around the Pyrenees Highway bridge soon after the January 2011 flood event. Much of this exotic vegetation had regrown by 2014_".

It is also noted that an objective of the vegetation clearing was to have regard to "…_the extent of the works and the need to strike a balance between the hydraulic function of the creek and the environmental and social values of the creek environment_".

It is also stated and acknowledged that for any such assessment "_This is a relatively difficult task_".

The stated aim is to reduce the manning's hydraulic roughness in the creek from "_0.08 to 0.06_". While this may sound like a very small change in a number, it has significant effects on flood heights. That is, it is the difference between Carisbrook flooding or not. IT IS THAT IMPORTANT!

It is also noted that the same roughness has been used in the model for the entire length of the mitigation measure. That is, there is no variation to account for any local effects or affluxes.

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Further guidance material is also available from the Australian Government in the document "An Australian Handbook of Stream Roughness Coefficients" – Land and Water Australia May 2009. Most of the roughness values stated in this document have been derived from <u>direct</u> <u>measurement.</u>

Location   – Acheron River at Taggerty

Channel Roughness – 0.034 to 0.047 (Direct measurement) LESS than the required 0.06.

3.4 Acheron River at Taggerty – Photographs

Figure 2. View downstream from top of reach (1st August 2002, discharge 5.16 m3/s) Acheron River at Taggerty

Figure 3. View downstream from middle of reach (1st August 2002, discharge 5.16 m3/s) Acheron River at Taggerty

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Figure 4-31 Acheron River at Taggerty

Location   – Merrimans Creek at Stradbroke West

Channel Roughness – 0.076 to 0.080 (Direct measurement) GREATER than the required 0.06.

3.10 Merimans Creek at Stradbroke West - Photographs

Figure 1. View downstream from top of reach (1st April 2003, discharge (recorded downstream at Seaspray) 0.047m3/s) - Merrimans Creek at Stradbroke West.

Figure 2. View upstream from bottom of reach (1st April 2003, discharge (recorded downstream at Seaspray) 0.047 m3/s) - Merrimans Creek at Stradbroke West.

Figure 3. View downstream from middle of reach (1st April 2003, discharge (recorded downstream at Seaspray) 0.047 m3/s) - Merrimans Creek at Stradbroke West.

Figure 4-32 Merrimans Creek at Stradbroke West

As can be seen by the above examples, there can be <u>very little difference between what</u> <u>constitutes a Roughness of 0.06 and what doesn't</u>. It is quite difficult to turn theory into

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practice. In fact, the difference can be measured in *"a just few years of regrowth and an opinion"*.

Another way of looking at this issue is from a Stream Geomorphology perspective. *"Stream Geomorphology is the study of the physical features that result from water flowing through a bounded channel and its valley. A stream morphological analysis builds on observational findings from a Stream Visual Assessment and a Stream Morphological Analysis by adding careful quantitative measurement and analysis to calculate stream discharge and stream velocity"*. That is, it look at what is <u>actually happening</u> in the stream itself over the years. This is done by looking for signs that water is (say) slowing down or speeding up (often seen in the deposition or removal of sand), the sinuosity or straightness of riverbeds and other such features of the creek itself as well as any changes occurring over time.

Observations of the creek shows that there is a lot of sand deposition occurring (especially upstream of the bridges) as well as regrowth of reeds, grasses and saplings in those and other locations. These are signs that water flows there are "slower" than other locations just upstream. And, as water is slowed, the faster water behind "catches up" resulting in increased flood heights (locally).

Figure 4-33 Example of Reed growth in Creek downstream of road bridge.

Given that the selection of an appropriate Roughness is <u>highly variable</u>, there needs to be an appropriately high Factor of Safety (i.e., "Vegetation Freeboard") for the Vegetation Clearing Mitigation Option to succeed in all conditions. This is exactly the same concept as a Levee Bank freeboard. That is, the Vegetation Clearing should be done to such a level and extent that

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there is "*room the spare*" to account for any variation to occur. And this needs to keep being done on an annual (or semi-annual) basis. Basically, "*when in doubt, go harder*".

Undertake Vegetation Clearing in the creek to a GREATER level than thought necessary to allow enough of a Factor-of-Safety for this (highly) variable Mitigation Option.

For this option to be effective the works would need to be maintained into the future. Prepare and implement a plan whereby Vegetation Clearing is undertaken on an Annual (or semi-annual) basis.

4.11   2019 Flood Modelling – No Vegetation Removal

It is to be noted that the 2019 Flood Study did NOT model the Vegetation Management works as part of the Ultimate Flood Mitigation" option. This is why the modelling results show that Carisbrook is flooded albeit to depths (mostly) between 10cm and 25cm.

It was stated "*The design hydraulic modelling adopted previous study design roughness in the creek (no post debris and veg removal work)*".

This is another indication of how sensitive the modelling is to small changes in the creek (and on the floodplain) as well as small errors in the survey and modelling itself.

That is, no model is ever "perfect".

It is unknown why this was not modelled in the 2019 Flood Study given that it was an (essential) part of the final Mitigation Options selected in the 2013 report.

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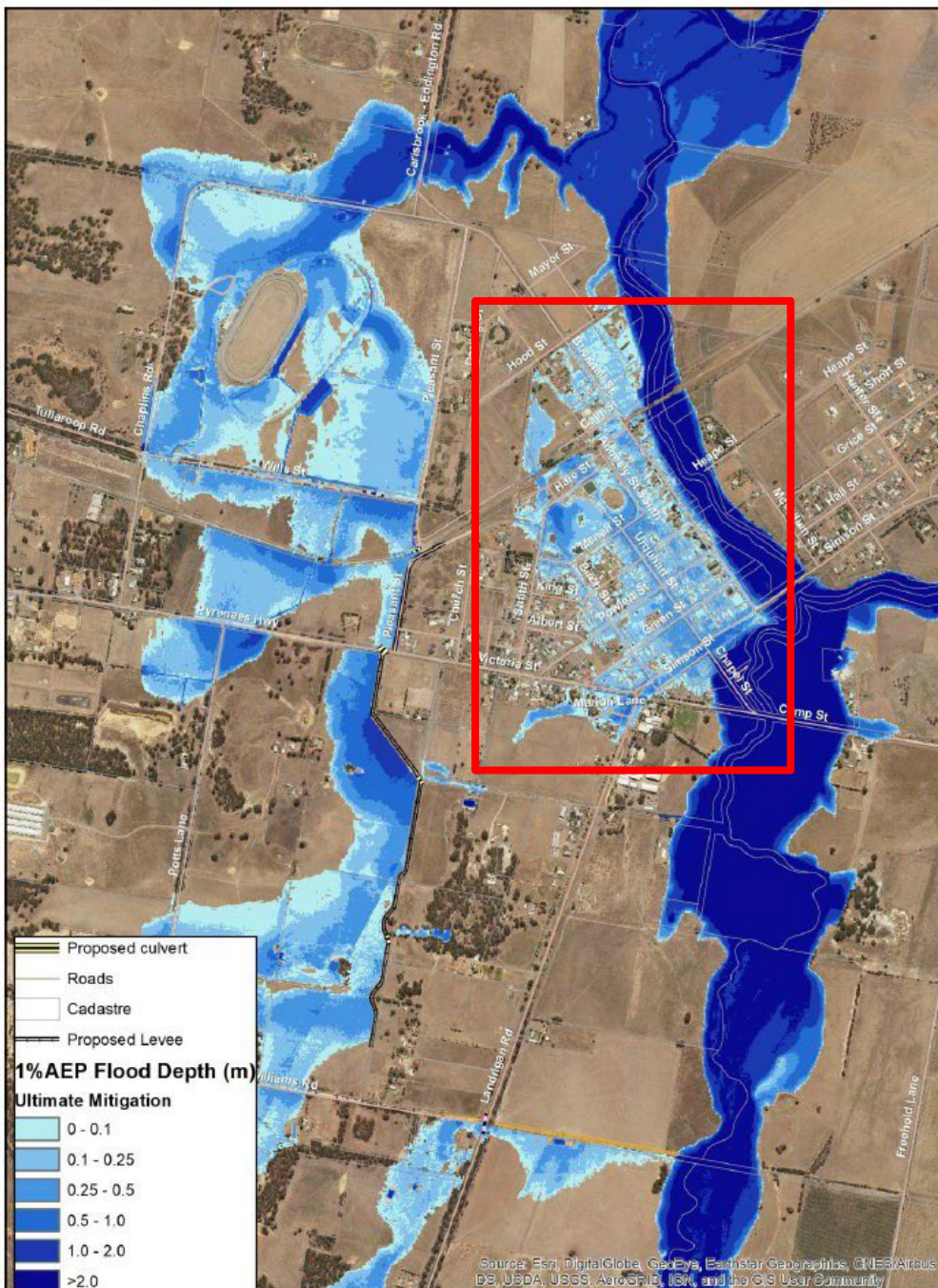
Central Goldfield Shire Council | 30 August 2019
Carisbrook Flood Mitigation Modelling

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Figure 4-34 No Vegetation Management of Creek – Carisbrook Floods

Model the effect of Vegetation Clearing in the creek in the 2019 Flood Model and produce a Flood Map showing it's effects.

4.12   One-way Flap Valve

The 2013 Flood Study states one of the Final Preferred Mitigation Option was "*A non-return valve on culverts under Landrigan Road near Camp Street*".

The Preliminary Design Report states:

"*Under normal operating conditions a floodgate will limit flow, requiring a minimum water level upstream to overcome the weight of the gate before it can open. <u>For this reason smaller rain events may result in pooling of water on the upstream side</u>.*

It is recommended to use commercially available box culvert floodgates with the following specifications:

- *Moulded fibreglass reinforced polyester floodgate material*".

When inspected, during the week of the 24th of June, the Flap Valves that had been installed are:

- VERY heavy to lift - took two people to lift one leaf,
- Was jammed open with a small log,
- Did not shut properly until debris was cleaned out from behind it.

As stated in the Preliminary Design Report, it is considered that the flaps will SIGNIFICANTLY limit the flow of normal stormwater, backing up rainwater and likely flood properties when they otherwise would not have been flooded during local rain events as well as posing a risk that they will not close properly during a flood event. And even if they are inspected prior to an oncoming flood, there is a risk that they could be forced open if there is a stormwater event that pushes debris against the Flap jamming it open.

To assist with eliminating the backup of water during normal (i.e., non-flood) storm events an opening / closing device can be fitted to the flap as shown below. During flood times, this lifting arm would need to be operated necessitating it's inclusion in the Levee Management Plan. Alternatively, they could be replaced with Sluice Gate Valves.

There will also be a need for a Permanent Pump Station (or very large temporary pump that is quickly deployable), to be used to pump internal stormwater over the closed flap during flood events.

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Figure 4-35 Lifting Arm on Flap Valves

Figure 4-36 Example of Sluice Gate Valve

Fit lifting lockable Lifting Device to Flap Valves or replace with Sluice Gate Valves and include its' operation into the Levee Management Plan*.*

Construct Permanent Pump Station (or easily deployable temporary Pump),

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4.12.1   Existing culverts under Bucknall Street and Pyrenees Highway De-facto Levee

The is an underground stormwater drainage network of pipes in Carisbrook (as shown below) but these relatively smaller pipes were not used in the Flood Model because they do not convey any significant flow relative to the large flood events being modelled. This is normal practice. The 2013 Flood Study states *"It should be noted however that this study is not to consider the entire stormwater system, and will be concentrating on larger flood events"*.

However, attempts have been made by the community in the past to clean out and plug the pipes and culverts under Bucknall Street and Pyrenees Highway prior to (and during) an approaching flood event. It is human nature that they attempted to do so. And they will continue to do so prior to future flood events as it is seen as *"protecting their homes and community"*.

Rather than there being "home-made" attempts to plug pipes, there are better ways of making these culverts watertight. This may be done using a combination of rubber plugs, small light- weight flap valves and Sluice Gate Valves which are installed / closed at pre-set rainfall amounts and/or flood levels.

Regardless of whether flaps etc. are installed or not, it is likely small pumps will be needed to pump out internal stormwater from various low areas around town.

It is expected that there may be more pipes and culverts under Bucknall Street and Pyrenees Highway than are shown in Council's Asset Register.
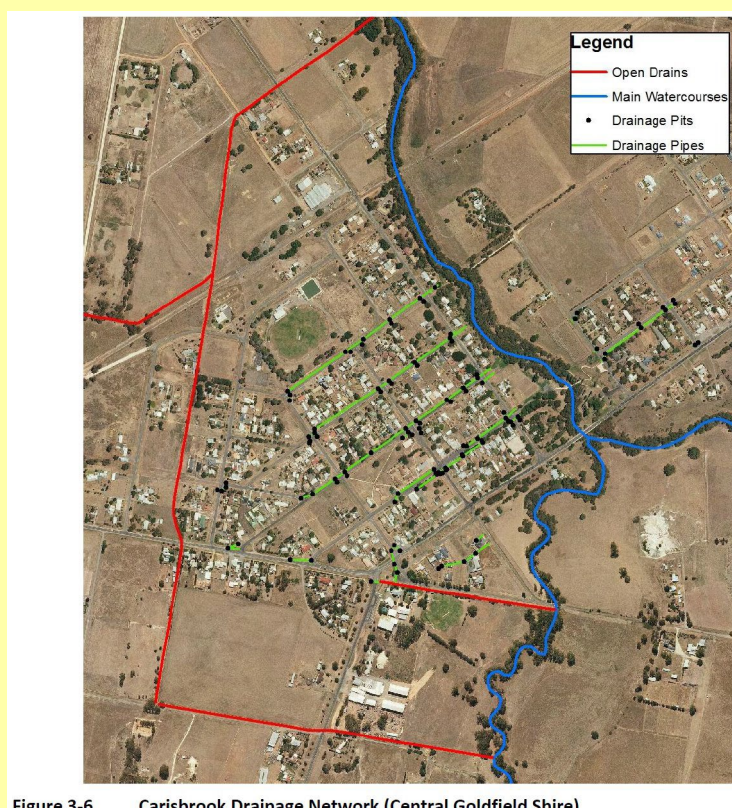
Figure 3-6   Carisbrook Drainage Network (Central Goldfield Shire)

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Figure 4-37 Stormwater Pipe Network

With the community's assistance (i.e., Reference Group), supply / install a combination of rubber plugs, small light-weight flap valves and Sluice Gate Valves on stormwater outlets and culverts under Bucknall Street and Pyrenees Highway.

The installation / closure at pre-set rainfall amounts and/or flood levels are to be included in the Levee Management Plan.

Regardless of whether flaps etc. are installed or not, it is likely small pumps will be needed to pump out internal stormwater from various low areas around town. Make a supply of small pumps available for use during flood events.

4.13 Cemetery

From Pers comm Cemetery Trust Secretary / Public Works dated 10/07/2024 10:15am:

Flooding in the cemetery has ALWAYS been a problem because of water coming in from behind (i.e., from the south). She has been secretary for 26 years and her father was also for a long time before that. They also owned some land on the southern side of the cemetery so know the history of flooding at the cemetery.

In 2022 a lot of water was in the cemetery. But 2022 and 2011 were unusual years. The Trust are now trying to put in a small levee "behind" the cemetery to prevent water from entering the cemetery from that way.

Damage is being done to the gravestones whereas, in the past, there has not been. Water historically has pooled in areas within the cemetery and in from, but it always got away.

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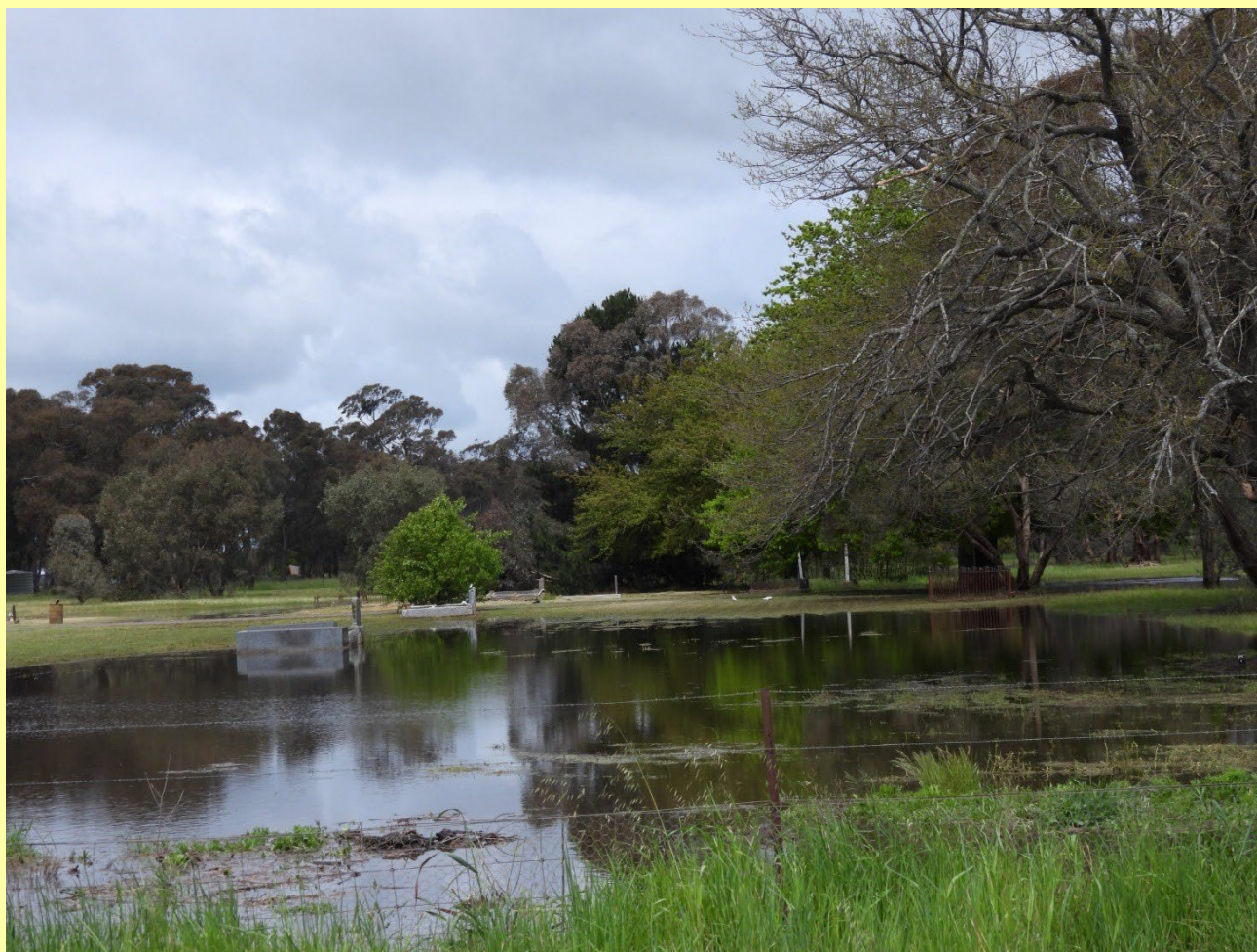
Figure 4-38 Water sitting in and around Cemetery

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Figure 4-39 Cemetery Trust Secretary's recollection of "usual" water flow

It is noted, no modelling results have been presented in either the 2013 or 2019 Flood Study Reports showing the modelled flood behaviour around the Cemetery for "small" (e.g., 10%, 20% etc.) events.

As the modelled depth of water is less that 25cm, the below shows how small differences in the terrain in many locations in and around the cemetery would have on flow directions. For example, a blockage in a drain, the model not picking up ALL subtle drainage lines and details around the cemetery etc. All would make a BIG difference to how the water behaves and where it flows.

Given that a Levee Bank (on Williams Road) is a FLOOD MODIFICATION measure it is not surprising that water *"now goes where it didn't before"* as has been reported doing so. Afterall, the whole purpose of a Levee Bank is to redirect water flow.
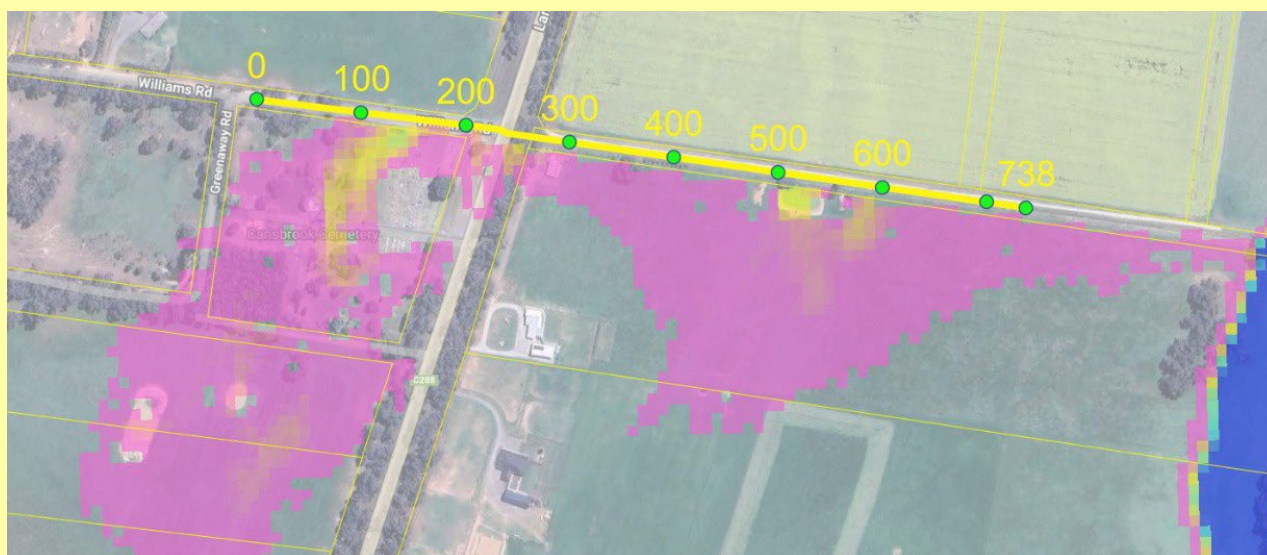
Figure 4-40 Modelled depth of flood water around Cemetery (mostly less than 25cm)

From a visual inspection of the culvert under Landrigan Road and the start of the Bluestone Drain heading east, it appears that invert level of the culvert is much lower than the invert level of the drain. If this is found to be the case, this would mean that the culvert is *"effectively 80% blocked"* and would cause water to back up into and sit in the Cemetery for a longer period of time and to a greater extent.

Given that the water depth in a 1 in 100 event is "less than 25cm", a small levee around the cemetery could be constructed and water directed around it by excavating the table drains to direct flow to the culvert under Landrigan Road. A further feature survey should be undertaken, using RTK survey not LIDAR, to map out the ACTUAL (subtle) flowpaths around this area. The 1m LIDAR is not even accurate enough to pick up the actual flowpaths. It would take a trained and experienced surveyor to do so.

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> *Construct small height (say 300mm high) bank around Cemetery.*
>
> *Survey (using RTK survey methods, not LIDAR) the area around the cemetery and determine all flowpaths to put in a Model to better reflect actual conditions.*
>
> *Annual inspections and cleaning of all drains and culverts are required to ensure flows go where modelled.*

5.   Construction Phase

The main test for determining the structural integrity of a newly constructed levee bank is to test the amount of soil compaction and moisture content achieved.

A series of compaction test results were reviewed for the western levee which showed that the amount of compaction was above 98% Standard and, where this was not achieved in a few locations, the levee was reworked and retested.

> *From the soil test results obtained, construction of the Levee Banks met or exceeded specification requirements.*

5.1   De-facto "Eastern Levee

In the 2013 Flood Study there is reference to the Pyrenees Highway (between the bridge and Chapel Street) being the first to overtop during the 2011 flood event:

- *"Levels in both McCallums and Tullaroop Creeks continued to rise through the night and the modelling indicates that once the combined flows in McCallums and Tullaroop Creek reached approximately 900 m3/s upstream of the Pyrenees Highway Bridge the flood waters overtopped the Pyrenees Highway between Chapel Street and the Pyrenees Highway bridge. Anecdotal reports and the modelling indicate that this occurred from around 9:30am on the 14th of January 2011".*

And looking at the modelling results for Mitigation Option 4, Bucknall Street also acts as a levee bank.

There have been many instances when a Council has been asked to "locate their levee on a map" and they have not been able to for the fact that part of it is a road. This is because people do not often think of a road as a levee bank but expect a "stand-alone embankment" that is used for no other purpose other than providing flood protection. However, a levee can

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serve two purposes and often times a "road embankment" becomes a "levee bank" by nothing more than "it is there stopping water". That is, it functions as a levee bank.

Figure 6-12   Package 4 Mitigation Options
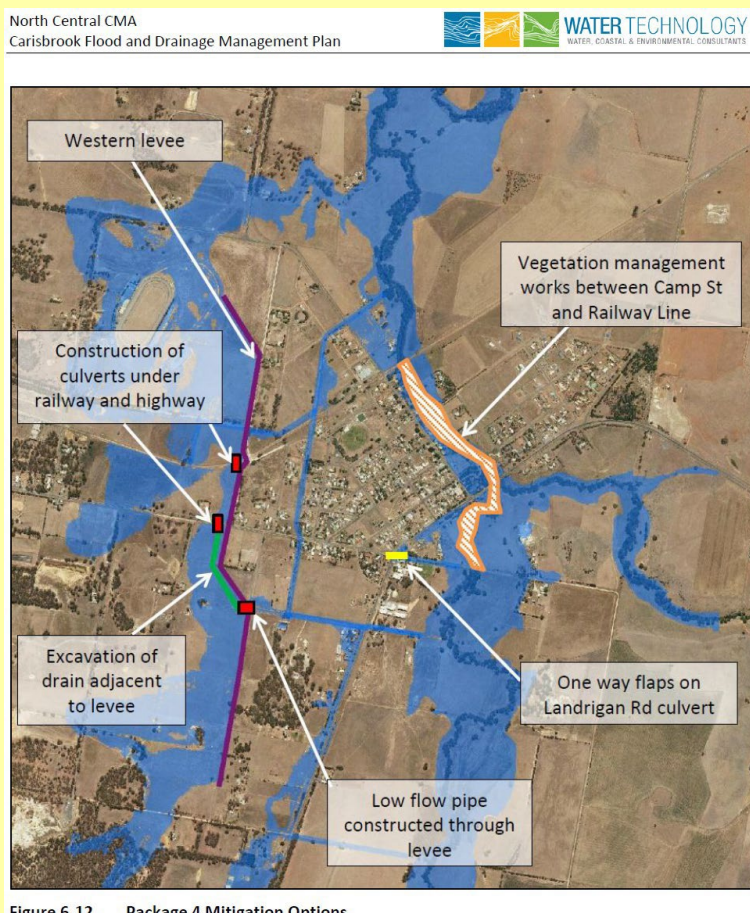
Figure 5-1 Modelling results – 2013 Flood Study

In addition, the 2013 Flood Study states:

- "*There is a small flood levee to the south of the town* adjoining a drainage line and the *Pyrenees Highway is also elevated slightly*. It is unclear from the field investigations…whether the levee is a formal piece of Council infrastructure."

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Figure 5-2 De-facto "Eastern" Levee Bank

Start thinking of the Pryenees Highway (between the Bridge and Chapel Street) and Bucknall Street as a (de-facto) levee bank. Basically, "If it walks like a duck and quacks like a duck…it's a duck!".

All culverts under this "levee" should either have Flap Valves or (preferably) Gate Valves fitted or Plugs to be placed in them during a flood event. The location and operation (where, when and who operates) are to be specifically included in the Levee Management Plan.

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5.2 Flood Cache – A "Response Modification" Measure

It is a common problem, encountered many times, that small communities seem to receive little to no assistance during major flood events (at least it can be felt that way in comparison to larger communities). It is considered this is because when there is major flooding in these smaller communities, there is also major flooding occurring in (many other) larger communities and surrounding areas requiring the use of (scarce) emergency resources.

It is also a characteristic of major emergencies that there are *"never enough resources and never enough time"* to send assistance everywhere at once.

The NSW SES have found one way of overcoming this by providing Flood Caches into these smaller communities so they can *"help themselves"*. These caches (stored in Shipping Containers) have such things as sandbags, shovels, scoops etc. that can be used by the community themselves. In addition, they could also contain "Floodsax" that are an alternative to sandbags as they expand to full-size when placed in water. That is, they are useful when there is a need to deploy "bags" quickly as they do not have to be filled with sand prior (as they already contain a water-absorbing polymer material). Small pumps, useful for pumping local rainwater from premises, can also be included in the cache.

The keys to the containers are given to selected Community Members who can be relied upon to be there prior to and during a flood event.

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Figure 5-3 Flood Storage Container North Wagga Wagga

Flood Cache - An <u>option</u> that Council (and Vic SES) may wish to consider for use at Carisbrook.

6. Community Consultation

The 2013 Flood Study talks about Community Consultation being undertaken. At the end of the report, it is stated that the key findings from the report were presented to the community on 15th February 2013 along with the mitigation packages and preferred option being proposed with 113 submissions being received.

It is also stated, of the 113 respondents 100 supported the "preferred package". However, a information regarding those 113 responses has not been able to be provided.

It is noted there have been minor changes to the exact alignment of the levee and location of the culvert at Wills Street. A comparison between the Preliminary Design drawings and the Final Design drawings shows those differences.

It is considered the power poles in the channel, while not desirable, will not have a detrimental impact on the operation of the channel.

The 45-degree alignment of the culverts under the Pyrenees Highway towards Pleasant Street and not 90 degrees straight across the road is not desirable as it directs floodwaters directly against the levee itself. However, the outflow has been protected with rock and Pleasant Street is some 7m wide so would not be "washed away". However, the main concern is any local water surge that could overtop the levee itself (with a house directly on the other wide).
But this issue would be addressed with a revision of the levee freeboard (recommended earlier).

Moving the levee onto Pleasant Street means the levee bank ended up being wider than the 3.5m. It also shows the Williams Road Levee.

It should be noted that the 2015 Entura Preliminary Design alignment of the culverts was at 90 degrees to the Pyrenees Highway and showed the length being only 12m. By going at 45 degrees meant that the length of the culvert doubled to 25.6m. As such, there was a missed opportunity to have doubled the number of culverts under the Highway (to four), thus doubling the flow rate of floodwater, for a similar cost. This would have meant that the change would have needed to be remodelled, but this could have been quickly and easily done at minimal cost.

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North Central CMA
Carisbrook Flood and Drainage Management Plan

WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS

9. COMMUNITY CONSULTATION

A key objective of the Plan was to ensure strong community engagement and to demonstrate strong community support for the final Plan. A key aspect of all community engagement was to provide information to ensure community understanding and then to seek feedback verbally at meetings and through more formal feedback methods. Three public meetings held at various stages of the Plan development were all strongly attended. Feedback from these meetings guided the development of the Plan.

Key findings of the Draft Carisbrook Flood Mitigation and Drainage Management Plan were presented to the community in a public meeting held on 15th February 2013. A summary brochure outlining the mitigation packages and preferred option along with a feedback form was provided to all meeting attendees and a three week consultation period then ensued.

Following the period of public consultation a total of 113 submissions were received from the community, with 100 submissions supporting the preferred option and 13 not supporting the preferred option or unsure.

The results of the feedback are summarised below:

- 100 of the 113 respondents supported the 'preferred' package of works which was Option A the Western Levee and vegetation works.
- 13 of the 113 respondents did not support the preferred package of works or were unsure
- A very small number of respondents elected to remain anonymous.

As a result of the extensive community consultation, and public feedback, it is clear that the steering committee's proposed scheme for Carisbrook has strong community support.

10. FINAL PREFERRED OPTION

Based on the study results, steering committee discussions and the community consultation feedback the preferred option of the steering committee remained the same. The steering committee's final preferred option was:

- A Western Floodway and Levee to divert overland flows to the west of the township
- Vegetation works on Tullaroop and McCallums Creek extending from Camp Street to a point 500 m downstream of the railway bridge
- A smaller levee near Williams Road to divert additional overland flow into McCallums Creek through the existing bluestone drain
- A non-return valve on culverts under Landrigan Road near Camp Street
- A long-term recommendation that the highway bridge be replaced with a clear-span structure when the bridge is due for replacement (or when funding becomes available).

The final preferred options are shown in Figure 10-1

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Figure 6-1 Extract from 2013 Flood Study
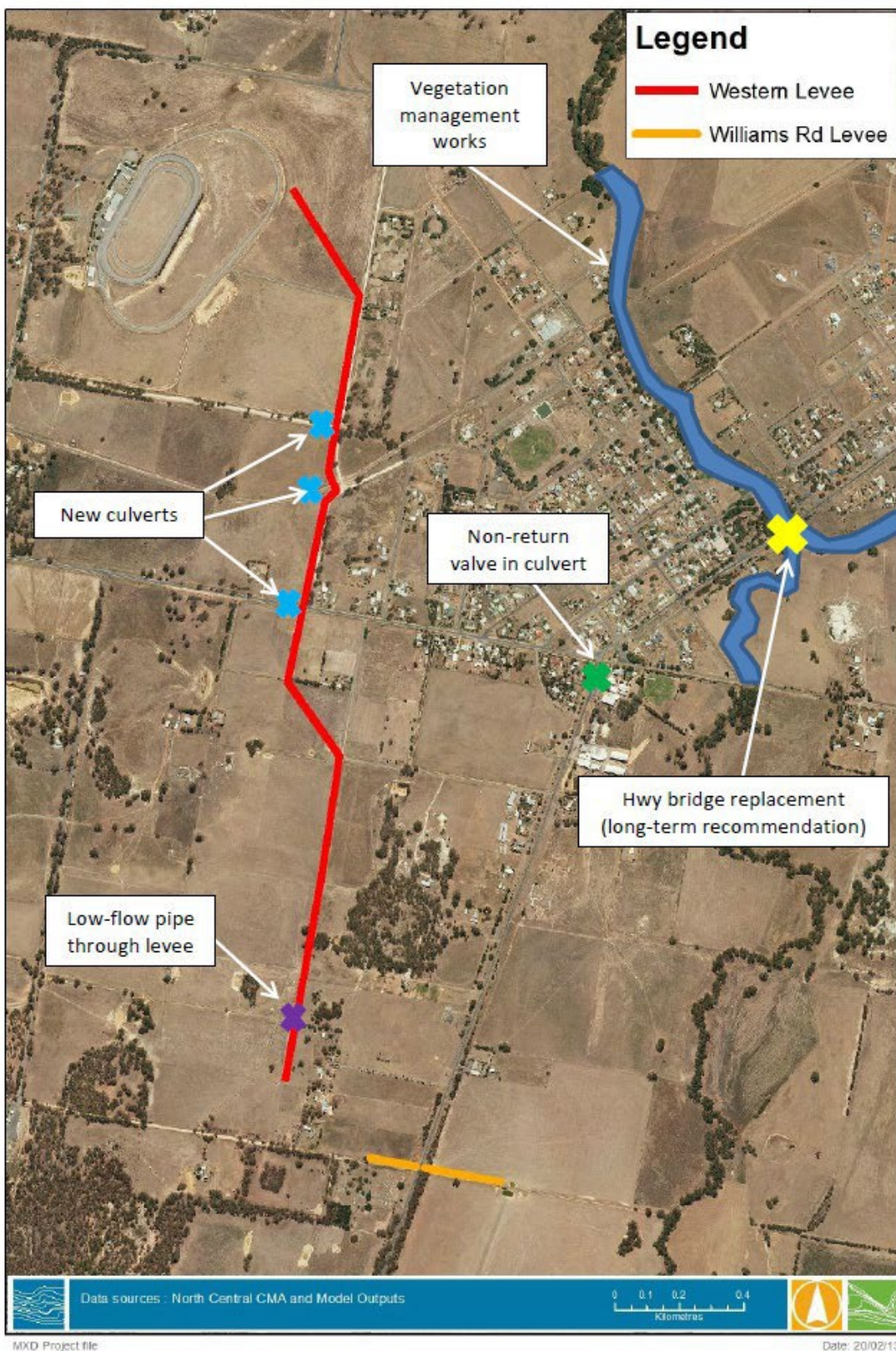
Figure 10-1   Final Preferred Options for Carisbrook

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Figure 6-2 Extract from 2013 Flood Study – Final Preferred Option

7.   Antecedent Condition and Initial "Losses"

The Antecedent Conditions (i.e., how wet or how dry) the ground is prior to flooding Is an important component of all flood models. The "Initial loss" allowed for in the flood model accounts for these conditions with an initial amount of rainfall that is assumed to soak into the ground, fill low points, gullies, reservoirs etc. in the (dry) catchment before any runoff (i.e., flooding) starts to occur.

A review of the 2013 and 2019 Flood Studies shows that an Initial Loss of 25mm was used in both reports (which is stated to be in accordance with guidance from Australian Rainfall & Runoff). This value corresponds to average Antecedent Condition. At the Reference Group meeting (6th August 2024) discussion was held regarding the possible variability of the Initial Loss to be used in the Flood Model. That is, how wet or how dry the catchment could be in previous different events.

The 2013 Flood Study states "*The results of the sensitivity analysis show that the design losses have a significant impact on flows at Carisbrook*".

A direction is also to be found in the 2019 Flood Emergency Plan - Appendix C1 (page 49) for Carisbrook which states that "*If the catchment is very wet, move up one level*". This suggests that what may be a 50-year flood on a "Dry" catchment, could be a 100-year flood on a "Very Wet" catchment.

It was also stated at the Reference Group Meeting that in some previous flood / storm events that they had been preceded by "*heavy rainfall a week or so beforehand*" thus (significantly) wetting the catchment prior to the heavy / flooding rains that subsequently occurred.

As such, due to this high variability, a desire was expressed by the Reference Group that a different Initial Loss should also be modelled to determine just how much of an effect it can have on flood levels. The Reference Group agreed that they would consult with local farmers to determine an appropriate Initial Loss for a Very Wet Catchment for the flood modellers to use.

It is to be noted that the derived Loss Model equations and recommended Initial Loss values provided in Australian Rainfall and Runoff (ARR) for different regions are based on median (i.e., average) loss values in only 38 catchments across Australia. It is to also be noted that the recommended range of Initial Losses, as stated in Australian Rainfall and Runoff (ARR), can vary from 0mm to 80mm depending on the catchment and other circumstances.

When the previously recommended remodelling is undertaken, a 100 AEP model run should be undertaken assuming a "Very Wet" Initial Loss value to determine what effect this has on flood levels at Carisbrook. The Initial Loss value used is to be determined by the Reference Group based on local knowledge of the catchment.

Carisbrook Levee Review Report - Review of Floodplain Management since 2013   Report No. P- FY20242892-PWO-DAM-RP-001

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8. Climate Change

The impacts of Climate Change are already being allowed for by many Local and State Government Authorities. Often this manifests itself in the setting of floor levels of houses or business, that are intended to be constructed on a floodplain, and most often takes the form of an additional height of the floor level over and above all other modelling calculations undertaken.

It is noted the 2013 Flood Study considered the implications of what Climate Change might be expected to be by undertaking a sensitivity analysis of rainfall. This modelling suggested:

- *"a significant increase in peak flow rates across all three scenarios"*; and

- *"With climate change, extreme events such as January 2011 would become considerably more frequent"*.

No changes were made to any of the modelling other than providing these comments (and undertaking a preliminary assessment). Nor were the effects of Climate Change mentioned in the Design Reports when mentioning what freeboard should be allowed.

In 2024 Engineers Australia published a *"Draft update to the Climate Change Considerations chapter in Australian Rainfall and Runoff: A Guide to Flood Estimation - Book 1. Chapter 6. Climate Change Considerations"*.

It is understood that Council is in the process of obtaining new LIDAR. As such, this new LIDAR should be used to re-run the flood model and, at the same time, use should be made of the draft guideline document to better understand the implications of Climate Change to flooding at Carisbrook.

Council to obtain new LIDAR and re-run the Flood Model, including the implications of Climate Change using the new draft ARR Guidelines.

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Draft update to the Climate Change Considerations chapter in Australian Rainfall and Runoff: A Guide to Flood Estimation

Book 1. Chapter 6. Climate Change Considerations

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Figure 8-1 Engineers Australia Draft Climate Change Guidelines

## 9.	A Lesson to Learn from Eugowra NSW

In 2022 the community of Eugowra was flooded causing 2 deaths and damaging / destroying a significant number of homes. Even now, some 2 years later, many residents still do not have adequate housing.

Unfortunately, a number of characteristics of what happened at Eugowra <u>prior</u> to 2022 are <u>eerily similar to the situation at Carisbrook</u>:

1. All the locals "knew" that flooding <u>only</u> came from Puzzle Flat Creek (from the east). Long time locals had seen what happens in previous floods and assumed they knew what happened always,

2. It was considered flooding from Mandagery Creek to the north was "*easily manageable*" and had never been a "*real*" problem in the past,

3. A levee had been constructed 2 years earlier to contain flood flows from Puzzle Flat Creek and that would "*save the town from flooding*",

Unfortunately, they were wrong!

There HAD been devastating flooding from Mandagery Creek before…but that was back in the 1890's.

No one living was 150 years old, and no one had "*seen it all*".

No one had experienced flooding from Mandagery Creek before to know what it was really like.

Residents had been lulled into a false sense of security thinking they had seen (and knew) everything….but they hadn't.

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Mandagery Creek
(No Levees)

(Newly constructed)
Puzzle Flat Creek Levees

A-1

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Figure 9-1 Satellite Image of Eugowra being flooded from the north

Appendix A   A Quick Ready-Reckoner of Flood Modelling

- An Intensity-Frequency-Duration (IFD) Chart <u>specific</u> to Carisbrook was prepared and used in the model,

- Based on the IFD Chart, for the "western" catchment, the model used 70.5mm of rain in a 6-hour duration storm event to undertake the modelling (as this was the worst case),

- A number of different (hourly) Design Storms patterns (from Australian Rainfall & Runoff 2016) were used to obtain the Design Flows,

- (Hourly) Design Storms used in Australian Rainfall & Runoff 2016 are based on real storms,

- The Design Storms selected were for the region where Carisbrook is situated,

- Design Storm (Temporal Pattern) No. 23 was chosen to model the rainfall in the Western Catchment (as out of all the available patterns this produced the worst flooding). While this pattern has not been provided, the rainfall pattern would vary hour-by-hour until 70.5mm of rain had fallen in 6 hours,

- This 70.5mm of Rainfall was turned into Runoff using the catchment wide RORBS model. This provided the input into the MIKE FLOOD Model used to model flows in and around Carisbrook itself,

- The first 25mm of rain was "not counted" as it just "filled up dams and reservoirs". That is, the modelling did not allow this first amount of rain to produce any flooding,

- <u>Having hourly (or better still half-hourly) rainfall is CRITICAL to understanding flooding around Carisbrook, especially from the western side of town.</u>

While not strictly correct, the below <u>illustrates</u> most of the principles of the Flood Model (using hourly rainfall figures from Clunes for the 2011 Flood Event).

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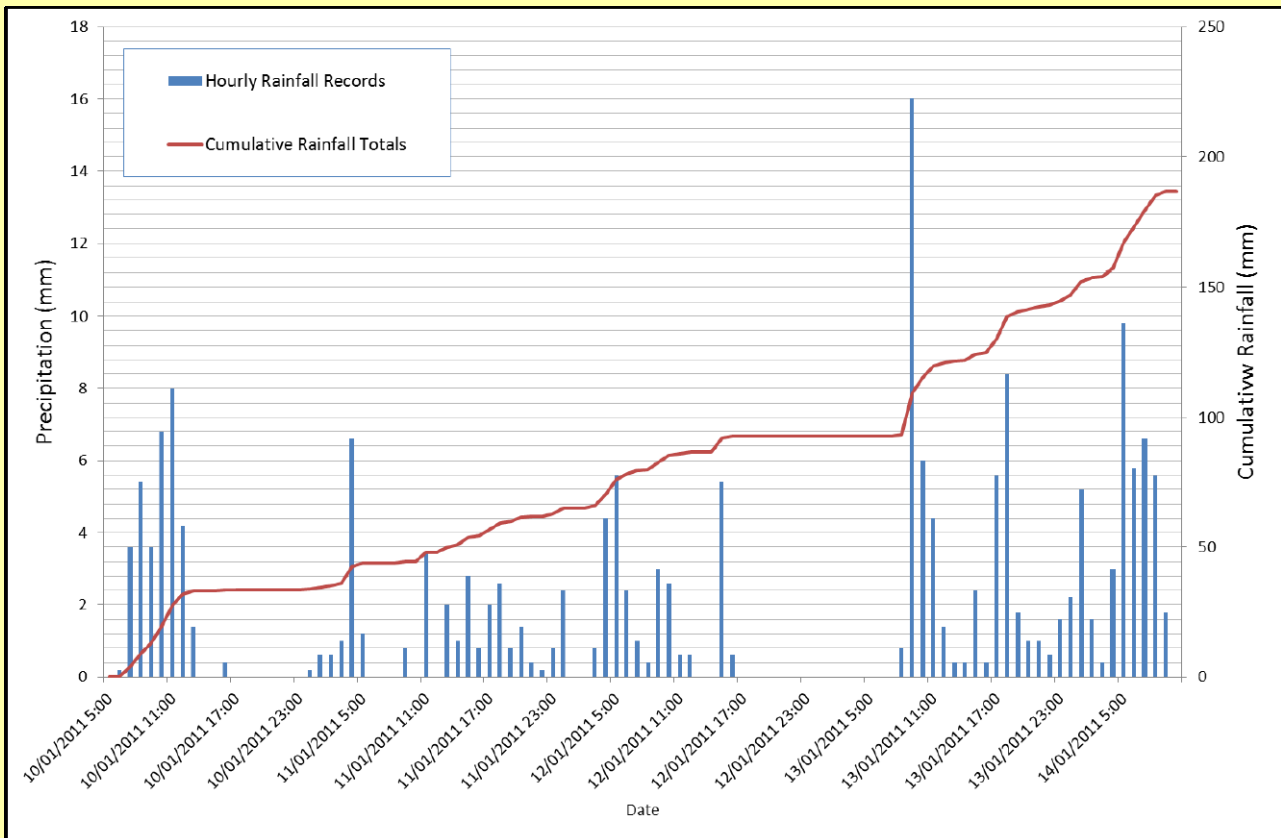
Figure 4-12   Clunes pluviograph – January 2011

Figure 9-2 Hourly rainfall at Clunes for 2011 Flood Event

This shows that the rainfall is quite variable from hour to hour.

- Sometimes it is small,

- Sometimes there is a large spike,

- Sometimes there is a lull,

- It is never constant!

NSW Public Works
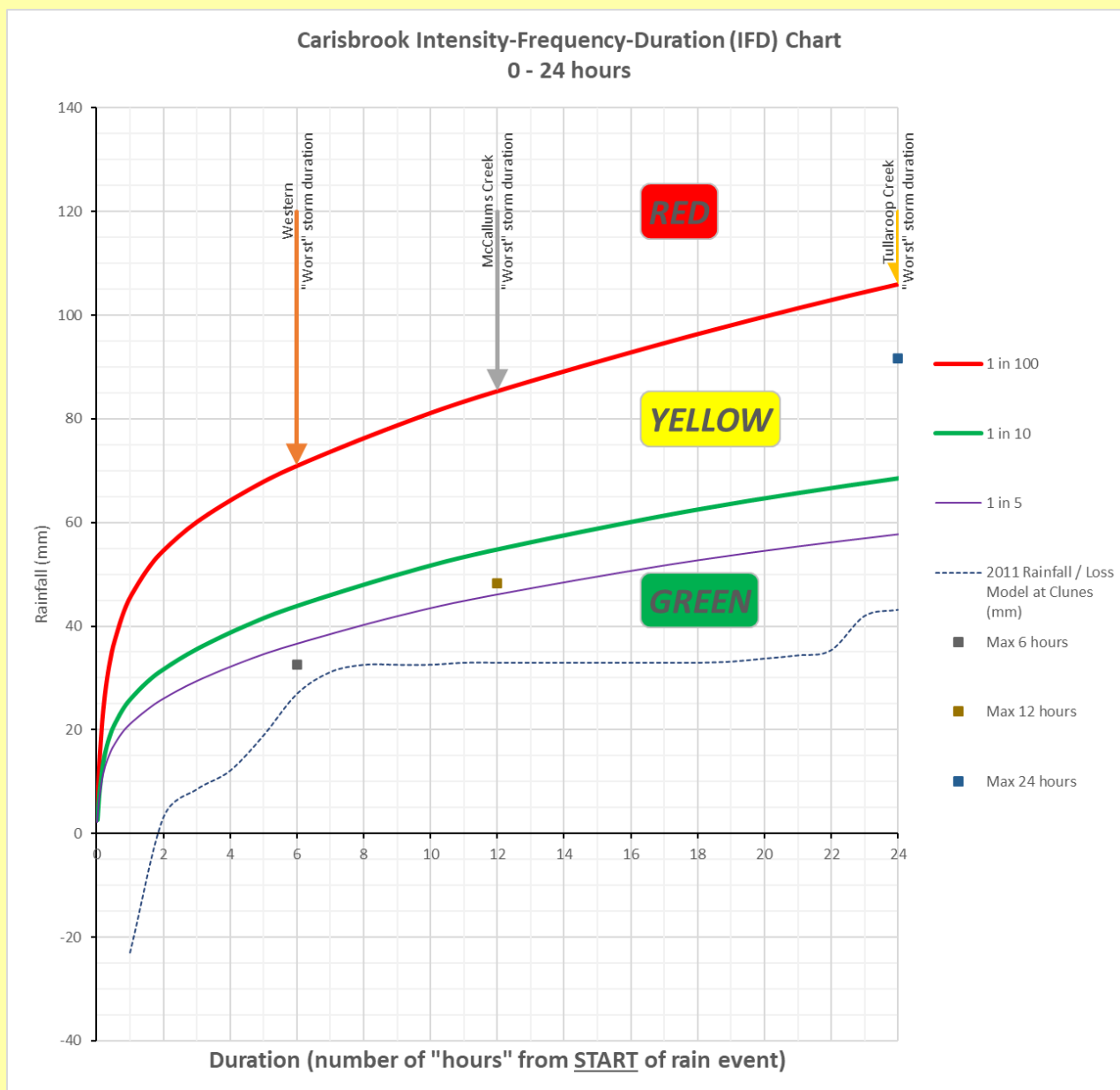
Figure 9-3 Rainfall-Frequency-Duration at Carisbrook for 2011 Flood Event – 0 to 24 hrs from start of first storm event

Note: This is the same as the IFD Chart in the 2019 Flood Study expect it shows millimetres (mm) of rain instead of millimetres / hour (mm/h) of rain on the vertical axis.

The first 25mm of rain in the model doesn't result in flooding. It just wets the ground and fills the dams / reservoirs.

The first storm event didn't result in flooding, but it made everything wet.

NSW Public Works
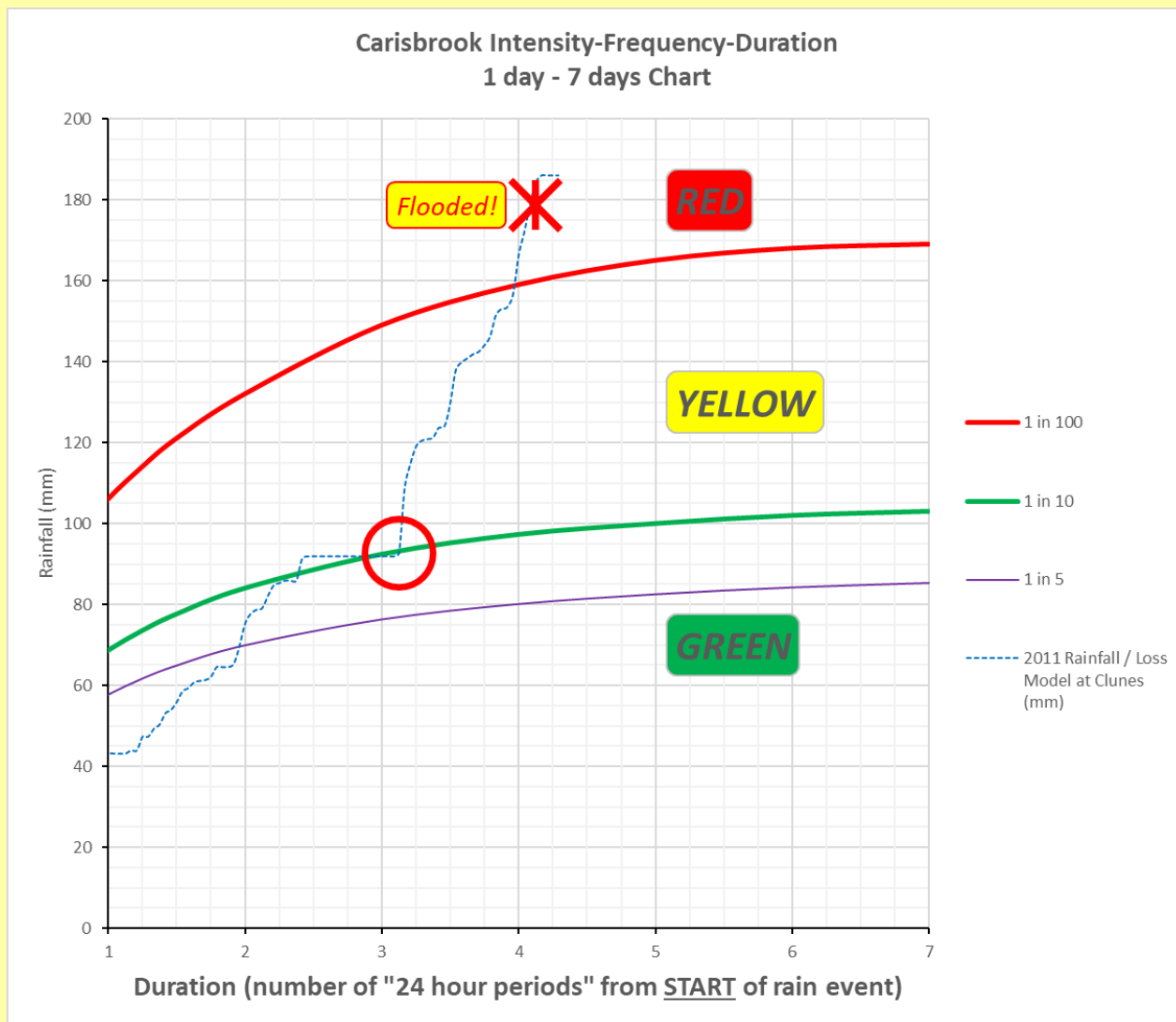
Figure 9-4 Rainfall-Frequency-Duration at Carisbrook for 2011 Flood Event – 1 day to 7 days from start of first storm event

Part way through the second storm event, it is likely flooding in town occurred (as it was probably overwhelming the major (bluestone) drains).

The third storm event "*put the head on it*" and really produced the devastating flooding that occurred.

If the 2011 flood event were to occur now, it is likely Carisbrook would be flooded again.

There is a similar IFD chart in Council's Flood Emergency Plan (that needs updating).

NSW Public Works

Figure 9-5 Page 49 of the Central Goldfields Shire Flood Emergency Plan – A Sub-Plan of the municipal Emergency Management Plan - Version 4 – June 2019

Carisbrook Levee Review Report - Review of Floodplain Management since 2013

Report No. P- FY20242892-PWO-DAM-RP-001

A-6

Survey Responses

18 April 2024 - 27 August 2024

Feedback

Engage Central Goldfields Shire

Council

BANG THE TABLE
engagementHQ®

VISITORS
3

CONTRIBUTORS			RESPONSES		
3			3		
0	0	3	0	0	3
Registered	Unverified	Anonymous	Registered	Unverified	Anonymous

Respondent No: 1

Login: Anonymous

Email: n/a

Responded At: Aug 21, 2024 18:01:17 pm

Last Seen: Aug 21, 2024 18:01:17 pm

IP Address: n/a

Q1. **Please submit any feedback you have on the independent reviewer's report here**

I was impressed by Fred Spain's measurements and advice. I think the original levee design should be built, with freeboard not less than 1 metre.

Respondent No: 2

Login: Anonymous

Email: n/a

Responded At: Aug 22, 2024 17:59:03 pm

Last Seen: Aug 22, 2024 17:59:03 pm

IP Address: n/a

Q1. **Please submit any feedback you have on the independent reviewer's report here**

Feedback on the Spain report 1) The report lacks the professional style of the previous Carisbrook flooding reports. 1.1 Eg the preamble of the Jacobs report lists what it sets out to report upon; "The purpose of this report is to review the Flood Management Plan and the flood mitigation works completed to November 2017." Whereas the Spain report is unclear about meeting its initial purpose; "The initial purpose of this report was to review the history of the project and try to determine what was agreed, what (if anything) was changed and, if it changed, why the change occurred. However, it evolved more into………" There is no explanation of who authorised this change of purpose, how it "evolved more into"   nor why that

happened. 1.2 .the phrase ""If it walks like a duck and quacks like a duck…it's a duck!".is a bit of a surprise in a professional engineers report!(Pg24) 1.3 The dropping into the report of a title page Figure 8-1 Engineers Australia Draft Climate Change Guidelines followed by the Eugowra information "Unfortunately, a number of characteristics of what happened at Eugowra prior to 2022 are eerily similar to the situation at Carisbrook" Without detail of the similarities, this inclusion is unsatisfactory as nothing is given regarding how to avoid a Eugowrah type catastrophe at Carisbrook. 2) The seventeen Spain recommendations 2.1 Assuming the area inside the levee for Internal modelling is around 1km2. Can a rainfall event even be usefully modelled at a 1km2 scale?. Future Land use planning controls inside the levee will be just as important as modelling current flood flows from an intense downpour over a 1km2 area of the town. Is an attempt at internal flood modelling which will need to change as new structures are built within the town worth the cost? 2.2 Many of the recommendations are common sense and covered in previous reports eg non return flaps checking constructed levee bank levels . It would be a serious issue indeed if the Victorian State permanent survey marks had incorrect elevations surveyed to them as Spain suggests might be the case. Did he ask the State Govt about this? 3) Spain states nothing new in saying the model is not perfect. When the2013 study explains how problems with "accuracy of 1 metre Lidar in representing the smaller bluestone channels around the township" was dealt with. They are acknowledging the non perfect nature of modelling (Water Technology pg4) It goes on to explain how the Carisbrook stormwater network was not considered for modelling as complete information about it was unavailable . The same report makes it clear that the modelling is based on limited stream gauge information from MCacallum and Tullaroop creek. So of course the model is not perfect. Spain fails to say why he believes the previous reports have been taken by anyone to be perfect. 4) Overall I would say this report has too much Spain opinion rather than evidence of expert fact finding . Another review is needed to sort out what is useful i if anything at all in the Spain report, A review to clearly define the causes of flood risk and how to mitigate them; how to pay for the cost and maintenance of the flood infrastructure including creek clearing . Perhaps on how to buy back some properties that will too expensive to make risk proof at some acceptable level. Spain mentioned buy backs in the public meeting on 6 August but had not even bothered to find out if the scheme operating in his home state was available in Victoria. Another expert is now needed to sort out the confusion Spain has added to and help residents and stakeholders understand the risks and costs and budgets available to prevent a repeat of the 1 in 135 year flood of 2011. If that is what they seek to have, but not in a way that is an unfair financial burden on the rest of the Shire's ratepayers .

Respondent No: 3

Login: Anonymous

Email: n/a

Responded At: Aug 26, 2024 14:34:58 pm

Last Seen: Aug 26, 2024 14:34:58 pm

IP Address: n/a

Q1. **Please submit any feedback you have on the independent reviewer's report here**

Dear Central Goldfields Shire Council representative, Please find below my submission regarding the document: Carisbrook Levee Review Report: Review of Floodplain Management since 2013 by NSW Public Works, NSW Government. Report Number: P-FY20242892-PWO-DAM-RP-001; August 2024. Prepared for: Central Goldfields Shire Council 4.10 Vegetation Management of The Creek (pages 52 – 57) Paragraph 1: The 2013 Flood Study states that a part of the final preferred option was "Vegetation works on Tullaroop and McCallums Creek extending from Camp Street to a point 500 m downstream of the railway bridge". Paragraph 2: This was modelled and shown to be effective at preventing flooding of Carisbrook. Apart from a One-Way Valve on a Culvert, Vegetation Management is the ONLY mitigation option on the eastern side of town. It is noted that a "long-term recommendation that the highway bridge be replaced with a clear-span structure when the bridge is due for replacement (or when funding becomes available)" was proposed but not specifically modelled. Submission comments: The report is not clear as to if the modelling referred to in the sentence was previously undertaken or if it was undertaken as part of the review that the report portrays. Neither have details been provided when there is reference to vegetation works purposely being shown to be effective at preventing flooding in Carisbrook. Due to the implications to the amenity of Carisbrook township, impacts on the natural systems, broader area ecosystems and Dja Dja Wurrung and connection with DJAARA people (for reference please refer to 'Turning 'wrong way' climate to 'right way': Dja Dja Wurrung Climate Change Strategy 2023-2024, by Djaara BALAKI WUKA , accessible from https://djadjawurrung.com.au/wp-   content/uploads/2023/05/DJA46.-Climate-Change-Strategy-230523.pdf   ), there is not much detail provided to support such a statement. Also, there is subliminal language used here - the "only" suggested (in bold letters) mitigation option on the eastern side of town, perhaps to make the argument stronger. I am not sure if there is some confusion here, but I cannot see how the replacement of the bridge fits within the discussion of vegetation works. Paragraph 3: It is noted that it appears this mitigation option is only JUST EFFECTIVE! That is, the design flood level is VERY CLOSE to the top of Bucknall Street and Pyrenees Highway itself. Paragraph 4: In 2016 the Flood Modellers wrote to the CMA providing technical advice regarding the impact of vegetation removal on the hydraulic roughness of waterways at Carisbrook. In particular it states that Section

8.1 of the 2013 Flood Study stated Paragraph 5: "Vegetation works was a mitigation option frequently brought up by

community and steering committee members. Modelling has demonstrated that the thinning of vegetation along the major waterways in Carisbrook can have a significant impact on lowering flood levels in both small and large events. This option is effective in Carisbrook due to the dense understorey that exists along McCallums and Tullaroop Creek, and the fact that flows are largely confined to the creek even in large flood events. Vegetation works would require significant thinning of the understory and for this option to be effective the works would need to be maintained into the future. Submission comments: I believe more in-ground observation, details and data would have been required here. Large flood events mean flooding water overflows McCallums Creek and Tullaroop Creek towards bordering properties and public roads and the water current would be too fast to be retained by a few areas of vegetation or tree trunks. The surrounding area of these creeks are located in a Planning Scheme land subject to inundation overlay for a reason: the geomorphology of the area is a floodplain, which means each of these creeks flood beyond their natural embankments, even in minor to medium flood events. So the statement arguing for thinning of

vegetation along these waterbodies having a significant impact on lowering flood levels in both small and large events is confusing. Paragraph 6: The vegetation works were modelled by applying a reduction in roughness of 0.02 in the dense vegetation which exists adjacent to the channel. While appropriate resources where used to select roughness values there is however, a level of uncertainty in translating "on ground" vegetation thinning to a reduction in roughness values" Submission comments: There is a citation to modelling applying a reduction in roughness of 0.02 but there is no further details provided or if the modelling applies at present. Paragraph 7: It then went on to primarily use the guidance material from Brisbane City Council's Natural Channel Design Guidelines (2003) to review the effectiveness of the works that had been undertaken (primarily clearing existing blockages), trees and branches removed and the removal of dead trees Submission comments: Perhaps a misunderstanding in the document quoted in the current report: there is reference to a guidelines for channel design from Brisbane. Due to the association of Carisbrook with McCallums Creek and Tullaroop Creek, it is a mistake to consider them only as channels to convey water. They are rather an essential part of Carisbrook and form Carisbrook's identity. Instead of a reference to Brisbane, I would expect a reference to the Reimagining

Bendigo Creek. For convenience, please find attached a short video with an interesting approach to a deteriorated watercourse in Central Victoria: https://www.youtube.com/watch?v=QR1CfnLwi6Y Paragraph 8: While it concluded that "…it is suggested that a roughness reduction of 0.02 could quite well have been achieved by the vegetation management works". It also states that "The real aim of this assessment is to provide reduced uncertainty regarding the effectiveness of the completed vegetation works in achieving a reduction in the Manning's hydraulic roughness of 0.02 along the identified reach of waterway. Submission comments: Based on the Figure 2 (page 54) referring to 'channel roughness 0.034 to 0.047 ' I

can only imagine a complete loss of character of both McCallums Creek and Tullaroop Creek. Paragraph 9: However, vegetation grows VERY quickly. This is noted in the statement "It must be noted that North Central CMA did carry out some post flood debris clearing and minor exotic vegetation removal works around the Pyrenees Highway bridge soon after the January 2011 flood event. Much of this exotic vegetation had regrown by 2014" Submission comments: Removal of vegetation results in erosion, re-mobilisation of sediments and as a consequence, accumulation of silt on watercourse beds. Overtime, waterbody beds raise in level, which in turn results worsening flood events and leads to a vicious cycle: expenditure of public money in de-silting works. The report does not refer to sediment works regarding vegetation management, therefore it misses an opportunity to make reference to erosion, re-mobilisation of sediments, silting, worsening of flood events, and increase in public expenditure in de-silting works. Paragraph 10: It is also noted that an objective of the vegetation clearing was to have regard to "…the extent of the works and the need to strike a balance between the hydraulic function of the creek and the environmental and social values of the creek environment" Submission comments: Provided there are enough details for vegetation works, then of course a balance between the hydraulic function of McCallums Creek and Tullaroop Creek and the environmental and social values of the area's ecosystems, consistent with the Dja Dja Wurrung people's connection to Country would have to be assessed by the community, Central Goldfields Shire Council, North Central Catchment Management Authority and Dja Dja Wurrung. Paragraph 11: It is also stated and acknowledged that for any such assessment "This is a relatively difficult task". Submission comments: A difficult task but necessary. Paragraph 12: The stated aim is to reduce the manning's hydraulic roughness in the creek from "0.08 to 0.06". While this may sound like a very small change in a number, it has significant effects on flood heights. That is, it is the difference between Carisbrook flooding or not. IT IS THAT IMPORTANT! Submission comments: Was the reduction of the manning's hydraulic roughness in the creek from 0.08 to 0.06 modelled? Was the model calibrated with the current vegetation roughness? Based on what details does the report support a roughness to 0.06? What does the report mean by vegetation management? Paragraph 13: It is also noted that the same roughness has been used in the model for the entire length of the mitigation measure. That is, there is no variation to account for any local effects or affluxes. Submission comments: So, assuming the roughness in the creek of 0.06 was modelled, is there data that demonstrates the marginal reduction of flood impacts in Carisbrook? Paragraph 14: Further guidance material is also available from the Australian Government in the document "An Australian Handbook of Stream Roughness Coefficients" – Land and Water Australia May 2009. Most of the roughness values stated in this document have been derived from direct measurement Paragraph 15: As can be seen by the above examples, there can be very little difference between what constitutes a Roughness of 0.06 and what doesn't. It is quite difficult to turn theory into practice. In fact, the difference can be measured in "a just few years of regrowth and an opinion" Submission comments: The report here appears to admit there is an inherent subjectivity to vegetation works in decreasing flood impacts in Carisbrook. Paragraph 16: Another way of looking at this issue is from a Stream Geomorphology perspective. "Stream Geomorphology is the study of the physical features that result from water flowing through a bounded channel and its valley. A stream morphological analysis builds on observational findings from a Stream Visual Assessment and a Stream Morphological Analysis by adding careful quantitative measurement and analysis to calculate stream discharge and stream velocity". That is, it look at what is actually happening in the stream itself

over the years. This is done by looking for signs that water is (say) slowing down or speeding up (often seen in the deposition or removal of sand), the sinuosity or straightness of riverbeds and other such features of the creek itself as well as any changes occurring over time Submission comments: Perhaps not intentional, but supporting fast running waters means more erosion and more hazards to McCallums Creek and Tullaroop Creek, in addition to relying, overtime, on de-silting works to retain water exiting Carisbrook. That would mean creeks used only as channels to convey water and accumulate sediments. This is a concept that many Australian urban areas are painfully discovering was a mistake made in the last 100 to 200 years. Paragraph 17: Observations of the creek shows that there is a lot of sand deposition occurring (especially upstream of the bridges) as well as regrowth of reeds, grasses and saplings in those and other locations. These are signs that water flows there are "slower" than other locations just upstream. And, as water is slowed, the faster water behind "catches up" resulting in increased flood heights (locally) Submission comments: Accumulation of sand is rather something associated with erosion and reeds can be associated with high nutrient accumulation. The problem is rather what is causing

erosion and excess nutrients. Again, there is little information on why this particular area should be considered a problem. Reeds are unlikely to resist flow of water due to their flexibility. Paragraph 18: Given that the selection of an appropriate Roughness is highly variable, there needs to be an appropriately high Factor of Safety (i.e., "Vegetation Freeboard") for the Vegetation Clearing Mitigation Option to succeed in all conditions. This is exactly the same concept as a Levee Bank freeboard. That is, the Vegetation Clearing should be done to such a level and extent that there is "room the spare" to account for any variation to occur. And this needs to keep being done on an annual (or semi-annual) basis. Basically, "when in doubt, go harder" Submission comments: I cannot see modelling details to support clearing the vegetation mitigating flood impacts and even less for the the statement referring to vegetation clearing: "when in doubt, go harder". Paragraph 19: Undertake Vegetation Clearing in the creek to a GREATER level than thought necessary to allow enough of a Factor-of- Safety for this (highly) variable Mitigation Option. Submission comments: I cannot see modelling details to support clearing to greater level than thought necessary mitigate flood impacts. Paragraph 20: For this option to be effective the works would need to be maintained into the future. Prepare and implement a plan whereby Vegetation Clearing is undertaken on an Annual (or semi-annual) basis. Submission comments: Would a plan of this type also account for erosion, de-silting and associated costs as a result of vegetation clearing? 4.11 2019 Flood Modelling – No Vegetation Removal (pages 57 – 58) Paragraph 1: It is to be noted that the 2019 Flood Study did NOT model the Vegetation Management works as part of the Ultimate Flood Mitigation" option. This is why the modelling results show that Carisbrook is flooded albeit to depths (mostly) between 10cm and 25cm. Paragraph 2: It was stated "The design hydraulic modelling adopted previous study design roughness in the creek (no post debris and veg removal work)". Paragraph 3: This is another indication of how sensitive the modelling is to small changes in the creek (and on the floodplain) as well as small errors in the survey and modelling itself. Paragraph 4: That is, no model is ever "perfect". Paragraph 5: It is unknown why this was not modelled in the 2019 Flood Study given that it was an (essential) part of the final Mitigation Options selected in the 2013 report. Paragraph 6: Model the effect of Vegetation Clearing in the creek in the 2019 Flood Model and produce a Flood Map showing it's effects. Submission comments: So it becomes clear the emphasis on the vegetation works was not based on modelling after all. It was an opinion.
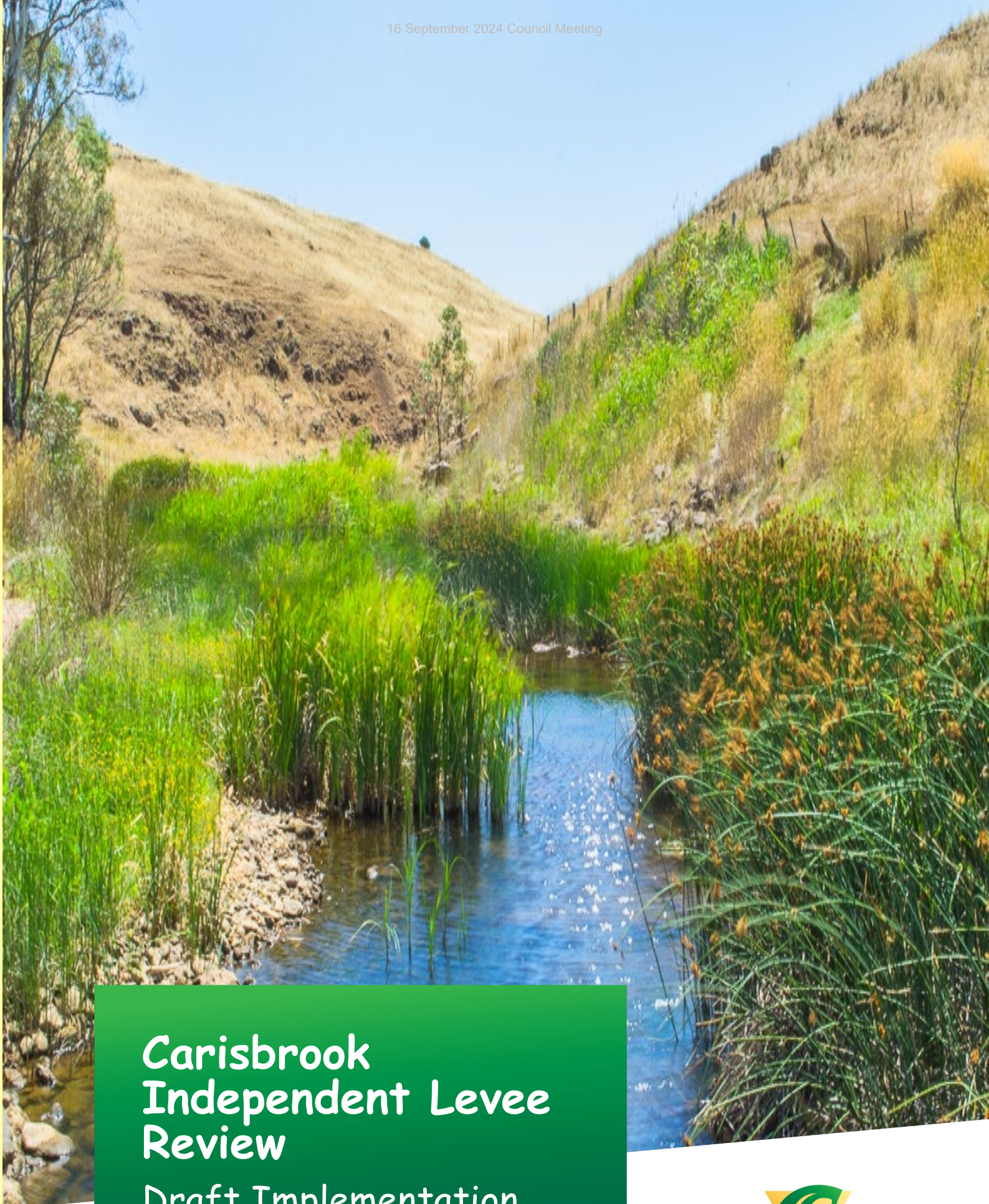
Carisbrook Independent Levee Review

Draft Implementation Plan

CENTRAL GOLDFIELDS
SHIRE COUNCIL

Carisbrook Independent Levee Review
Draft Implementation Plan

Author: General Manager Infrastructure Assets and Planning

Date: August 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.

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1. Implementation Plan

1.1 Modelling / Further technical investigations

Action No.	Report Page No.	Action	Lead	Partnership Agency	Status	Timing	Next Steps
1	13	Undertake internal flood study.	Council	NCCMA	TBC	6 + months	To be undertaken in updated Carisbrook Flood Study/Flood Management Plan funded through DTP/NCCMA.
2	24	Undertake freeboard analysis on the Western and Southern Levees and along Bucknall Street and Pyrenees Highway.	Council	NCCMA	TBC	6 + months	To be undertaken in updated Carisbrook Flood Study/Flood Management Plan funded through DTP/NCCMA (so that it includes updated climate change impacts).

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Action No.	Report Page No.	Action	Lead	Partnership Agency	Status	Timing	Next Steps
3	30, 50	Engage licensed surveyor to put every Levee Crest Design Level along with every Levee Crest as-built level along with the Design Flood Levels (sampled at every metre) onto a long section (in a spreadsheet) to locate all points / sections where there is less than the required 300mm freeboard. Engage licensed surveyor to determine if the levee bank across the racecourse needs to be extended as designed.	Council	NIL	TBC	< 3 months	TBC
4	30	Engage licensed surveyor to undertake a detailed RTK survey of the entire site (cemetery, road, levee, culverts and bluestone drain down to creek) so that water flows can be more precisely determined.	Council	NCCMA	TBC	6 + months	To be undertaken in updated Carisbrook Flood Study/Flood Management Plan funded through DTP/NCCMA.

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Action No.	Report Page No.	Action	Lead	Partnership Agency	Status	Timing	Next Steps
5	31	Re-run the MIKE FLOOD Model for ALL100 AEP storm durations to confirm (or otherwise) the maximum water level against the Western Levee Bank has been found and the Design Levee Crest Level is correct.	Council	NCCMA	TBC	6 + months	To be undertaken in updated Carisbrook Flood Study/Flood Management Plan funded through DTP/NCCMA.
6	41	For the Critical Design Storm MIKE FLOOD Model run, run an additional scenario with up to (say) ten culverts under the Pyrenees Highway (noting that there is a house to the northwest of the culvert outlet). Include any additional culverts needed underneath the railway line also.	Council	NCCMA	TBC	6 + months	To be undertaken in updated Carisbrook Flood Study/Flood Management Plan funded through DTP/NCCMA.
7	50	Engage licensed surveyor to ensure All State Survey Marks (SSM's) used to set out the levee bank have a separate Precise Traverse Survey to assess the accuracy (or otherwise) between ALL marks.	Council	NIL	TBC	< 3 months	TBC

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Action No.	Report Page No.	Action	Lead	Partnership Agency	Status	Timing	Next Steps
9	50	Engage licensed surveyor to Undertake RTK survey cross-sections, from these SSM's, across the floodplains at the Racecourse, west of Pleasant Street (at least two cross-sections) and at least three (3) cross sections west of the Western Levee south of the Pyrenees Highway and compare to the LIDAR.	Council	NIL	TBC	6 + months	To be undertaken in updated Carisbrook Flood Study/Flood Management Plan funded through DTP/NCCMA.
10	51	Undertake revised modelling to determine if dams on the downstream side have any impact to levee function.	Council	NCCMA	TBC	6 + months	To be undertaken in updated Carisbrook Flood Study/Flood Management Plan funded through DTP/NCCMA.
11	59	Model the effect of Vegetation Clearing in the creek in the 2019 Flood Model and 2022 event to produce a Flood Map showing its effects.	Council	NCCMA	TBC	6 + months	To be undertaken in updated Carisbrook Flood Study/Flood Management Plan funded through DTP/NCCMA.

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Action No.	Report Page No.	Action	Lead	Partnership Agency	Status	Timing	Next Steps
12	72	When the previously recommended remodelling is undertaken, a 100 AEP model run should be undertaken assuming a "Very Wet" Initial Loss value to determine what effect this has on flood levels at Carisbrook. The Initial Loss value used is to be determined by the Reference Group based on local knowledge of the catchment.	Council	NCCMA	TBC	6 + months	To be undertaken in updated Carisbrook Flood Study/Flood Management Plan funded through DTP/NCCMA.
13	73	Council to obtain new LIDAR and re-run the Flood Model, including the implications of Climate. Change using the new draft ARR Guidelines.	Council	NCCMA	TBC	6 + months	To be undertaken in updated Carisbrook Flood Study/Flood Management Plan funded through DTP/NCCMA.
14	42	Review the design of the cutting through the railway line near the intersection of Pleasant Street and High Street.	Council	TBC	TBC	6 + months	To be undertaken in updated Carisbrook Flood Study/Flood Management Plan funded through DTP/NCCMA.

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1.2 Infrastructure works

Action No.	Report Page No.	Action	Lead	Partnership Agency	Status	Timing	Next Steps
15	24	Upon completing freeboard analysis, investigate raising the freeboard in all areas that are below 300mm.	Council	NCCMA, DTP (where required)	TBC	6 + months	TBC
16	30	Raise the crest level of all identified locations in the report where the freeboard is less than 300mm based on survey.	Council	DTP and VicTrack (for some areas)	TBC	< 3 months	Note* DTP infrastructure may take a little longer.
17	32	Remove, plug or fit a gate valve that is to be kept always locked on pipes through chainages 450 and 1,000.	Council	NIL	TBC	< 3 months	TBC

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Action No.	Report Page No.	Action	Lead	Partnership Agency	Status	Timing	Next Steps
18	42	Construct rock beaching at all locations in "low flow" channel that have a change of direction	Council	NIL	TBC	< 3 months	
19	60	Negotiate with Department of Transport and Planning (DTP) for the fitting of a lockable lifting device or replacement with sluice gate valves (Landrigan Road).	Council	DTP	TBC	< 6 months	TBC
20	60	Investigate the construction of a permanent pump station or easily deployable temporary pump (Landrigan Road) with DTP.	Council	DTP	TBC	< 6 months	*Note permanent will take longer *temporary can be enacted in Flood emergency plan
21	65	Investigate constructing temporary levee around cemetery and then conduct updated modelling through flood study to determine actual conditions.	Council	NCCMA	TBC	< 3 months	TBC
22	67	Install (under Pyrenees Highway) Flap Valves or (preferably) Gate Valves fitted or Plugs to be placed in them during a flood event.	Council	TBC	TBC	< 3 months	*Flap valves will work based on water level *Gate valves need to shut depending on conditions (flood Management Plan)

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1.3 Levee Maintenance/Management and Flood Mitigation

Action No.	Report Page No.	Action	Lead	Partnership Agency	Status	Timing	Next Steps
23	21	Review and confirm that the updated 2024 Flood Emergency Plan includes flood intelligence and other items in Appendix C1 of report is included.	Council	TBC	TBC	< 3 months	TBC
24	24, 42, 43, 47, 51	Develop immediate-term inspection and maintenance program to ensure the levee is operationally ready.	Council	TBC	TBC	< 3 months	TBC
25	24, 42, 43, 47, 51, 62	Review and finalise Levee Management Plan which details inspection and maintenance program and includes recommendations from report.	Council	TBC	TBC	< 6 months	TBC
26	24, 30, 34, 42, 47,	Update Levee Management Plan when any additional construction is undertaken.	Council	TBC	TBC	Ongoing	TBC

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Action No.	Report Page No.	Action	Lead	Partnership Agency	Status	Timing	Next Steps
27	51	Confirm all culverts and/or assets where another agency is the responsible authority and determine clearing regime to ensure levee is operationally ready.	Council	TBC	TBC	< 3 months	TBC
28	51	Based on results of modelling regarding impact of dams on downstream side, engage with landowners where required.	Council	TBC	TBC	6 + months	TBC
29		Develop immediate-term creek clearing program (for items which do not require other agency permissions)	Council	TBC	TBC	< 3 months	TBC
30		Based on modelling to determine creek clearing impact, engage with NCCMA, DEECA and Dja Dja Wurrung on developing longer term and ongoing creek clearing program.	Council	TBC	TBC	6 + months	TBC
31		Investigate funding opportunities to install Flood Cache in Carisbrook	Council	TBC		< 3 months	TBC
32	49	Delete all reference to there being a Levee at Wills Street in Levee Management Plan	Council	TBC		< 3 months	TBC

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Carisbrook Independent Levee Review

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Action No.	Report Page No.	Action	Lead	Partnership Agency	Status	Timing	Next Steps
33	49	Update Asset Register to include digitised centreline of Levee and include in Council GIS	Council	TBC		< 3 months	TBC
34	50	If RTK survey finds it is appropriate, extend levee bank across racecourse as designed.	Council	TBC		6 + months	TBC

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8.3   CENTRAL GOLDFIELDS LOCAL AREA ACTION PLAN – A SUB-PLAN OF THE BENDIGO REGIONAL TOURISM DESTINATION MANAGEMENT PLAN

Author: **Manager Tourism Events and Culture**

Responsible Officer: **General Manager Community Wellbeing**

Disclosable Interest Declaration - select appropriate disclosure

SUMMARY/PURPOSE

The purpose of this report is to provide Council with the results from the public consultation process undertaken for the Central Goldfields Local Area Action Plan (LAAP) which is a sub-plan of the Bendigo Regional Tourism Destination Management Plan, and to present the LAAP for endorsement.

RECOMMENDATION

That Council:

1) notes the results of the public consultation process for the Central Goldfields Local Area Action Plan

2) Endorses the Central Goldfields Local Area Action Plan – a sub plan of the Bendigo Regional Tourism Destination Management Plan

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LEGISLATION AND POLICY CONTEXT

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

The Community's vision   2. Engaging and flourishing tourism

BACKGROUND INFORMATION

Bendigo Regional Tourism (BRT) is comprised of the City of Greater Bendigo, Central Goldfields Shire, Loddon Shire, and Mount Alexander Shire.

A review and update of the 2015 Bendigo Region Destination Management Plan (DMP) was undertaken from October 2023 to April 2024.

The review took place within the context of ongoing negotiations towards a new Visitor Economy Partnerships (VEP) model introduced by the State Government.

The VEP negotiations are still underway and there is currently uncertainty about which grouping of LGAs Central Goldfields Shire will be a part of within the new model.

It was however a State directive that a review of the DMP and the development of associated Local Area Action Plans, funded through the Department of Jobs, Skills, Industry and Regions (DJSIR) be completed within the current timeframe.

Within this context of transitioning from one regional partnership model to another, it is the combined intention of the four partner LGAs within the current Bendigo Regional Tourism grouping that the DMP helps to inform the strategic direction of the current grouping through providing

> ... an adaptable approach to growing the everchanging tourism landscape for the greater good of our industry, communities, and visitors alike. This plan is intentionally agile and is intended to be reviewed and updated periodically

> Bendigo Regional Tourism Board

The process has provided an opportunity for ideas to be tested and for the DMP to provide a roadmap that:

- Builds upon the insights and activity the region has been working towards through the Bendigo Region Destination Management Plan (2015)

- Supports the recently launched Experience Victoria 2033 vision set by the State, and;

- Establishes evidence-based strategic actions for the sustainable growth and development of the destination - balancing the economic, social, and environmental priorities of the region.

Consultation and research was undertaken across all four member LGAs from October 2023 to January 2024 and subsequently each LGA within the Bendigo Region received a draft Local Area Action Plan (LAAP), outlining the specific opportunities derived from the DMP.

It is important to note that while the LAAP includes key priorities for Central Goldfields which are aligned to the themes and strategic priorities of the DMP, this is not intended to be a complete Tourism Strategy for Central Goldfields.

Project Management

The project commenced in October 2023 with the engagement of consultants, The Tourism Collective.

It was managed by Bendigo Regional Tourism in partnership with the four member LGAs and was governed by a Steering Committee with representatives from:

- Bendigo Regional Tourism

- Each of the four constituent Councils

- Department of Jobs, Skills, Industry and Regions

The Tourism Collective undertook a thorough desktop review, along with engagement with community, industry, and tourism stakeholders across the region.

Their work in consultation with the Project Steering Committee included determining what tourism 'success' looks like for the Region, in order to inform the strategic vision, values and actions that underpin the updated DMP and associated LAAPs.

Research and consultation by The Tourism Collective informed an Issues and Opportunities paper presented to the Project Steering Committee in December 2023 for feedback.

A draft DMP was provided to the Committee in February and a shorter summary of the draft DMP along with draft LAAPs were provided to Councils in March 2023.

Strategic intent and status of the DMP and LAAPs

The Destination Management Plan has been developed to govern the strategic priorities for Bendigo Regional Tourism (BRT) in partnership with regional tourism stakeholders.

Tailored Local Area Action Plans outline the regional tourism priorities, considerations, and priority projects from the DMP that are specific to each Council region.

It is not the intention that the LAAPs replace Council's individual Tourism Strategies but that they are used by Councils to inform the development and/or updates of their Economic Development and Tourism Strategies.

The DMP and LAAPs will remain "living" documents, able to be updated and adapted in response to changing circumstances and opportunities at the local level and also in relation to the evolving VEP groupings.

Vision and Key Strategic Directions

The Destination Management Plan adopts a set of Guiding Principles:

We celebrate our collective creativity

We practice meaningful reconciliation

We honour our heritage

We bring locals and visitors together

We respect and protect our environment

The Region's vision is to *Enrich People and Place through Tourism* across five wellbeing areas: community. environment, economy, industry, and visitor.

Three Strategic Pillars form the basis for the Plan:

1. Transformational and Sustainable Visitor Experiences

2. Meaningful and Impactful Destination Storytelling

3. Cohesive and Dynamic Destination Stewardship

A range of priorities are identified under each of these pillars and case studies of successful examples across the region are cited including key projects in Central Goldfields Shire

- Central Goldfields Art Gallery revitalisation

- Maryborough Railway Station reactivation

Further priority projects and actions are identified in line with the vision and Strategic Pillars.

These are expanded upon within each of the Local Area Action Plans, taking into account the local priorities, needs and opportunities of each of the four LGAs.

Communication and Consultation

Overall information on the project was communicated on the website landing page https://www.bendigoregion.com.au/destination-management-plan.

Information about the project including opportunities to engage in consultation has been communicated to Central Goldfields community and stakeholders through direct mailout, social media and on Council's Engage website.

Communication and consultation during the development of the draft updated DMP included:

October   The DMP and LAAP project together with opportunities to participate were included in the Mayor's Message for the week commencing 30th October.

November   Workshop with Councillors

Workshop with staff

2 x industry and stakeholder workshops (one in person and one face-to-face)

The Tourism Visioning Survey was available for community and industry during November via a link on Council's Engage site and promoted through Council's social media channels as well as through the Bendigo and Surrounds website.

Project updates on the progress of the project were published on the Bendigo Region Destination Management Plan website landing page.

Individual businesses, community and industry stakeholders were also invited to receive updates directly through subscribing to the mailing list.

Stage 2 consultation

Community and industry feedback on the draft Local Area Action Plan for Central Goldfields Shire was invited during a two-week consultation period from Tuesday 30 July to Wednesday 13 August 2024.

Consultation was undertaken through Council's Engage Website, which provided access to the draft Central Goldfields Local Area Action Plan.

A survey was conducted to gather feedback on the draft Plan.

The Engage page received ninety-two visitors, with six of them completing the survey.

While the six respondents indicate mixed sentiments toward the Local Area Action Plan with a diverse range of responses to survey questions, identifiable themes are consistent with pillars and priorities that have been identified in the Plan.

These include :

- Strong support for the development of a more collaborative approach across tourism providers in the Shire, contrasted to what is seen as currently a more competitive approach.
  It was felt that if a more co-ordinated and collaborative approach was adopted by providers and individual towns, much could be achieved

- Recognition of the value and future potential benefits of the World Heritage Bid

- The need for historic sites to be presented in appropriate ways for visitors

- The need for greater utilisation of the Maryborough Town Hall

- Improved public transport

In response to the question of which areas of tourism activity should be strengthened to stimulate more visitation, the following were identified as key priorities: Nature, Heritage, Arts and culture, Food and drink, and First Nations.

The feedback indicates resonance with the directions, priorities and actions outlined in the LAAP as well as a number of other key strategies, plans and projects that have been or are being developed by Council.

These include volunteering, transport, activation of key historic buildings, promotion of positive attitudes and greater collaboration across community, industry and Council providers of tourism product and services.

The feedback indicates that no changes to the strategic pillars and directions are necessary at this stage. The LAAP will however continue to be a "living document" that can be updated as needs and new opportunities arise.

FINANCIAL & RESOURCE IMPLICATIONS

Central Goldfields Shire currently pays a contribution of $10,000 annually as a member of the Bendigo Region Tourism partnership.

The DMP review and development of LAAPs was funded by the State Government through Bendigo Regional Tourism.

Priorities, opportunities and potential external partnerships and resources to support the implementation of the LAAP will be considered within current operating budgets and as part of the annual budget process, along with Council's capacity to support.

RISK MANAGEMENT

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

CONCLUSION

The Central Goldfields Local Area Action Plan, which is a sub-plan of the Bendigo Regional Tourism Destination Management Plan has been developed through a process of research, analysis, and community consultation.

It provides direction and clarity, ensuring that there is cohesion, co-ordination, and an effective approach to strengthening tourism within the Shire and across the Region.

The consultation period offered valuable insights into community and industry perceptions of the draft plan.

Despite attracting ninety visitors to the Engage website, only six individuals completed the survey. This may indicate general satisfaction with the overall directions and has offered a modest but meaningful sample of varied feedback.

The overall responses indicate general support for the strategy, with some key themes identified which are mostly well aligned with the directions of a range of other strategies and projects recently completed or identified as current priorities.

The response to the consultation period indicates that no changes to the Local Area Action Plan are required. It is further noted that the LAAP will remain a "living" document that can be revisited and adjusted as needs and opportunities arise.

The final version of the Central Goldfields Local Area Action Plan is presented to Council for endorsement.

ATTACHMENTS

8.3.1 Central Goldfields Local Area Action Plan

8.3.2 LAAP Engagement Feedback - redacted

8.3.3 LAAP Engagement Report

Bendigo Region

DESTINATION MANAGEMENT PLAN 2024

ENRICHING PEOPLE AND PLACE THROUGH TOURISM

LOCAL AREA ACTION PLAN
Central Goldfields Shire Council

Acknowledgement of Country

Central Goldfields Shire Council

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.

We express our gratitude in the sharing of this land, our sorrow for the personal, spiritual and cultural costs of that sharing and our hope that we may walk forward together in harmony and in the spirit of healing.

Bendigo Regional Tourism (BRT)

The Bendigo region is home to the *Dja Dja Wurrung* and *Taungurang* peoples, we pay our respects to Elders past and present who have cared for this country for over 60,000 years.

The wider community respectfully acknowledges and appreciates their close and ongoing connection to the land and waters within the region which holds the memories, tradition, culture and hopes of their peoples.

This version of the Local Area Action Plan for Central Goldfields Shire Council was updated on 29 July 2024.

Front Cover Image: Bull and Mouth Hotel, Maryborough

'Welcome Stranger' animation still, featuring 'Bunjil' (Eagle) artwork by Daikota Nelson

Contents & Glossary

BRT - Bendigo Regional Tourism

Bendigo Region DMP - Bendigo Region Destination Management Plan

CGSC - Central Goldfields Shire Council

DJSIR - Victorian State Government Department of Jobs, Skills, Industry and Regions.

DJAARA - Dja Dja Wurrung Clans Aboriginal Corporation

LAAP - Local Area Action Plan

LGA - Local Government Authority

LTA - Local Tourism Association

RAP - Reconciliation Action Plan

RDA - Regional Development Australia

RDV - Regional Development Victoria

SDGs - Sustainable Development Goals

TRA - Tourism Research Australia

T**he Bendigo Region -** The Bendigo Tourism Region inclusive of City of Greater Bendigo, Mount Alexander Shire Council, Loddon Shire Council and Central Goldfields Shire Council.

The CGSC region - The Central Goldfields Shire Council region

TLaWC - Taungurung Land and Water Council

UNESCO City of Gastronomy & Region of Gastronomy - United Nations Education, Scientific & Cultural Organisation City of Gastronomy & Region of Gastronomy Delegation

VFR - Visiting Friends and Relatives

VGWHB - Victorian Goldfields World Heritage Bid Committee

VIC - Visitor Information Centre

VTIC - Victorian Tourism Industry Council

VV - Visit Victoria

YoY - Year on Year

The Old Flour Mill, Talbot

01

Introduction.

Understanding the purpose of this Local Area Action Plan and Central Goldfields Shire Council's role in delivering tourism outcomes for the Bendigo Region.
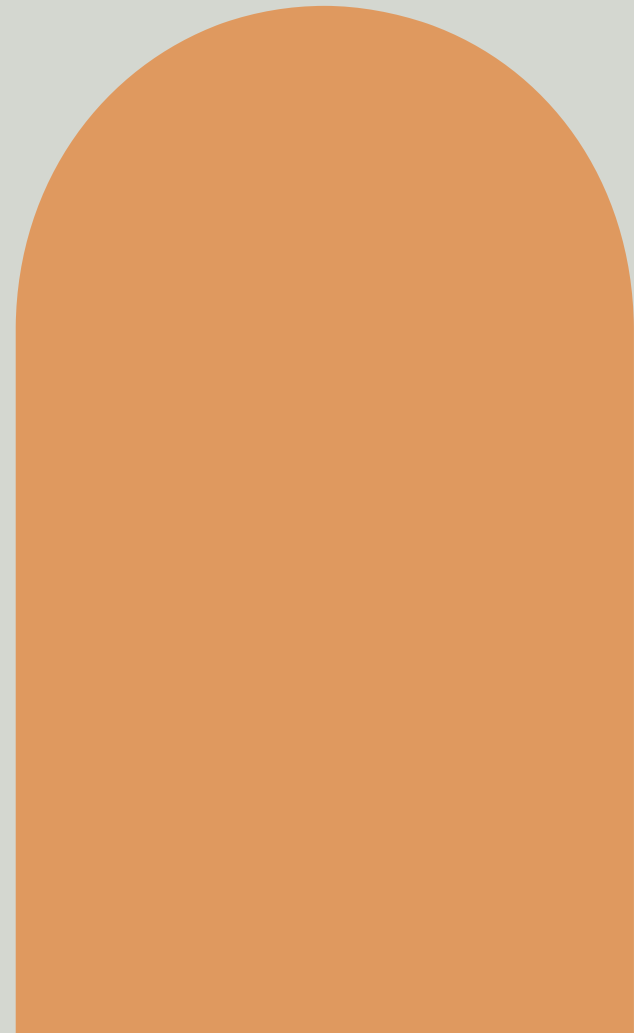
Purpose of this Plan

This Plan outlines the Local Actions for Central Goldfields Shire Council (CGSC) to support the Bendigo Region tourism vision and aspirations.

This Local Area Action Plan (LAAP) has been developed to act as a bridge between the regional tourism priorities outlined in the 2024 Bendigo Region Destination Management Plan (Bendigo Region DMP) and local planning policy and resourcing.

Informed by comprehensive listening and desktop research (see Acknowledgements, page 48), this LAAP acknowledges the local state of play for tourism, and identifies considerations for the CGSC to support the achievement of the regional vision and aspirations for tourism.

DESTINATION MANAGEMENT PLAN

The Bendigo Region DMP is a Strategic Framework and Action Plan that outlines the tourism priorities for the Bendigo Region, to be activated by *Bendigo Regional Tourism* in partnership with Local Government, and other Local, Regional and State Partners.

LODDON SHIRE **LOCAL AREA ACTION PLAN**

MOUNT ALEXANDER SHIRE **LOCAL AREA ACTION PLAN**

CENTRAL GOLDFIELDS SHIRE **LOCAL AREA ACTION PLAN**

CITY OF GREATER BENDIGO **LOCAL AREA ACTION PLAN**

Connecting the Dots

The Bendigo Region DMP and LAAPs connect the dots between stakeholder priorities at a local, regional, state and national level to optimise resources, improve outcomes, reduce and mitigate risk, and to unite stakeholders in the delivery of positive outcomes for tourism.

This LAAP recognises the many strategies, projects and initiatives that already exist or are in progress at Council, and seeks to champion and amplify the tourism connection and outcomes of identified initiatives.

This page specifically highlights the key strategic documents that align with the priorities in this LAAP.

REGIONAL & STATE	**Experience Victoria 2033**	Released in June 2023, the State Government's strategic plan for tourism, with the ambition of driving, enabling and guiding investment in high-quality products and experiences across five product priorities (Wellness, Arts & Culture, First Peoples, Food & Drink and Nature). The intention for this Plan is to connect the dots to coordinate a cohesive approach to tourism in the Bendigo Region through collaborative supply side initiatives. Specifically, this Plan aligns with the State's vision for tourism, and clearly outlines the alignment between the State's product priorities (see Section 4).
	Bendigo Region Destination Management Plan 2024	This Strategy is governed by Bendigo Regional Tourism, and provides the current vision and framework for destination management of the Bendigo Region. This LAAP directly aligns with the overarching vision, aspirations, and actions within this Strategy.
COUNCIL	**Central Goldfields Shire Council 2030 Community Vision**	CGSC has developed a community vision to guide the development of their Long-Term Strategic Plan. The Vision for Regional Tourism, as outlined in the BRDMP2024, and echoed in this LAAP, intentionally aligns with this 2030 Community Vision.
	Central Goldfields Shire Council Plan (2021-25)	The priorities in this Plan have considered, and seek to align with the strategic priorities outlined in their Annual Plan: Objective 1: Our Community's Wellbeing Objective 2: Our Growing Economy Objective 3: Our Spaces and Places
	Central Goldfields Shire Tourism & Events Strategy 2020-2025	The priorities in this LAAP have considered, and seek to align with the strategic themes outlined in the Tourism & Events Strategy: • Theme 1: Shift the Narrative around the Shire's Identity and Perception • Theme 2: Improve Visitor Experience, Product and Activation • Theme 3: Enhance and reinterpret the Gold Story • Theme 4: Support and leverage the Emerging Arts & Culture Sector • Theme 5: Revitalise Assets, Infrastructure & Accommodation • Theme 6: Develop and Enhance Events & Festivals • Theme 7: Provide Contemporary Approach to Marketing and Visitor Services
	Additional Central Goldfields Shire Strategic Plans	• Priority Projects Plan 2023 (Refreshed) • Economic Development Strategy 2020 - 2025 • Integrated Transport Strategy 2020 - 2030 • Walking and Cycling Strategy 2017-2036 • Climate Action Plan 2022-2030 • Central Goldfields Art Gallery Strategic Plan • Volunteer Strategy 2021-2026

02

Tourism in Context.

Understanding the landscape in which tourism currently operates in the Central Goldfields Shire region.
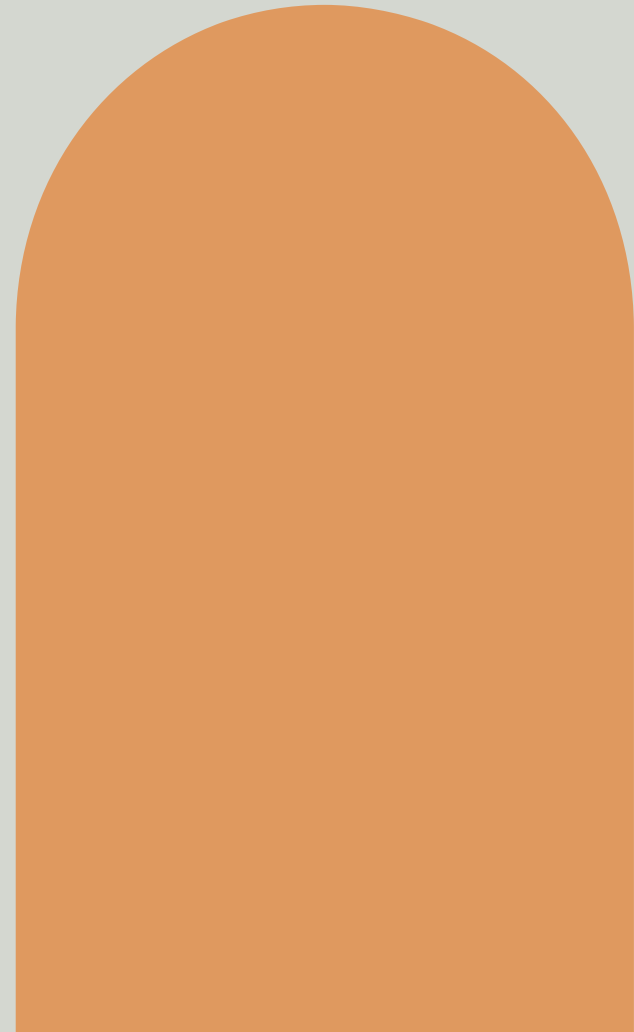
Tourism in Central Goldfields Shire Council

Located in the heart of the Victorian Goldfields, 2-hours north west of Melbourne, the Central Goldfields Shire region is nestled between the two major service centres of Bendigo and Ballarat.

Central Goldfields Shire's rich history began with Traditional Owners and has been enriched by migration during Victoria's gold rush era. And, as such, the Shire is located strategically in the centre of the Central Victorian Goldfields and the bid for World Heritage Listing of the Victorian Goldfields.

Maryborough, the major township in the heart of the CGSC region, has well-preserved heritage architecture, reminiscent of the bustling gold rush days, captures the imagination of visitors exploring the town's streetscapes and historic buildings.

Whilst Maryborough is central to the Central Goldfields visitor experience, travellers will also disperse throughout the region to the smaller townships of Dunolly and Talbot to explore the remnants of gold mining activities, architecture and museums, attracting many gold prospecting enthusiasts.

The Central Goldfields Art Gallery located in Maryborough, showcases an impressive array of contemporary and traditional artworks, drawing art enthusiasts to admire pieces by local and renowned Australian artists within the charming buildings of a former fire station.

The Gallery will soon be home to a Dja Dja Wurrung Indigenous Interpretive Garden, due for completion in 2024 (see more about this Project on Page 10).

Visitors can immerse in the Dja Dja Wurrung history and story, at the newly created interpretive experience at the recently redeveloped Maryborough Visitor information Centre, in the Maryborough Railway Station (see more about this Project on Page 12).

Beyond its historical allure, nature lovers find solace in the region's scenic beauty, with parks, gardens, and reserves providing opportunities for leisurely strolls, picnics, and birdwatching.

Moreover, the vibrant local community hosts a calendar of events and festivals, such as the Maryborough Highland Gathering, Maryborough Rotary Art Show, and Maryborough Energy Breakthrough, showcasing the region's culture, arts, and community spirit throughout the year.

"[I love our] undiscovered areas, quiet pace, local markets, wineries, and antique shops."

AMHERST RESIDENT, VISIONING SURVEY, NOVEMBER 2023

Bull & Mouth Hotel, Maryborough

CENTRAL GOLDFIELDS SHIRE COUNCIL REGION / MAP

THE BENDIGO REGION

Bealiba

DUNOLLY

Eddington

MARYBOROUGH

Carisbrook

TALBOT

Mt Cameron

LODDON SHIRE

DJA DJA WURRUNG

CITY OF GREATER BENDIGO

TAUNGURUNG

CENTRAL GOLDFIELDS SHIRE

MOUNT ALEXANDER SHIRE

CGSC REGION 150KM SOUTH-EAST TO MELBOURNE

Central Goldfields Regional Gallery, Maryborough
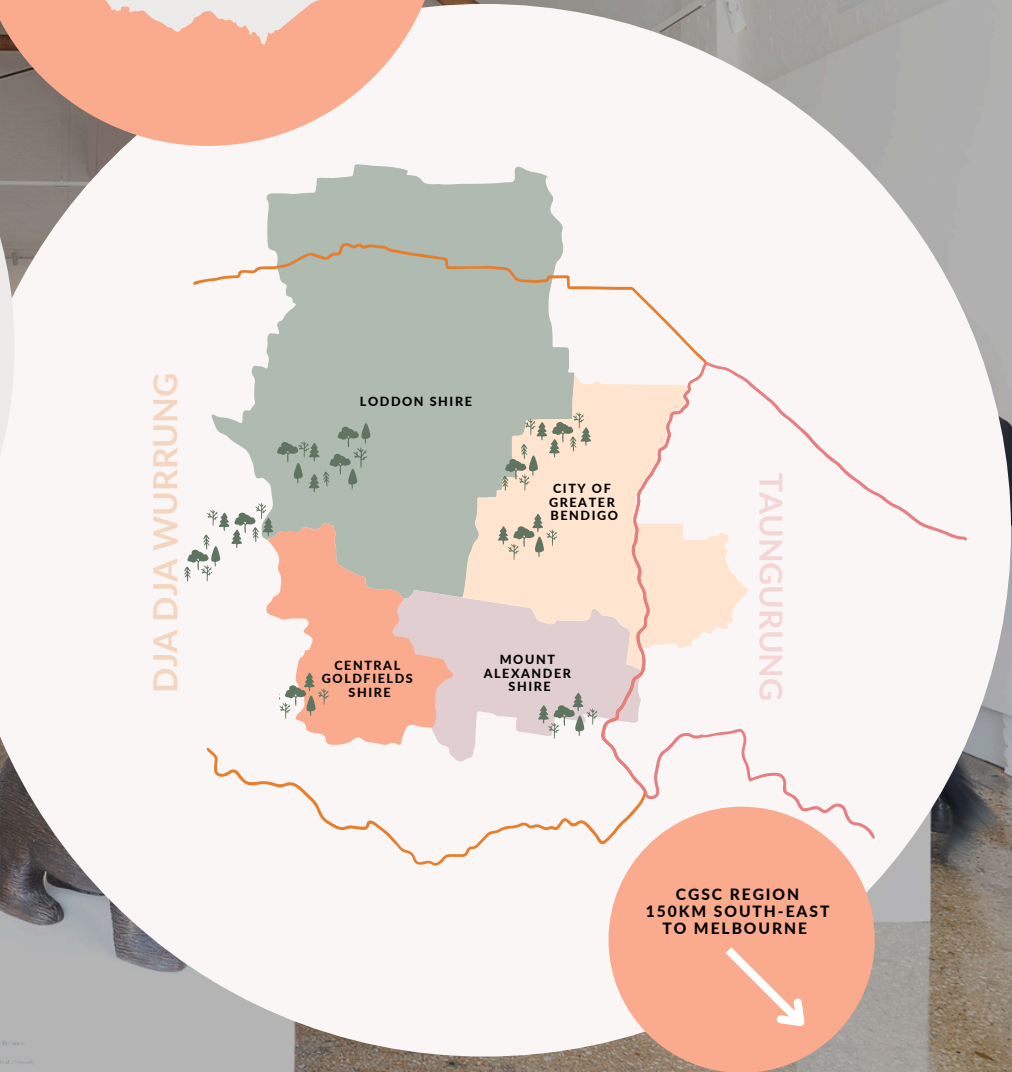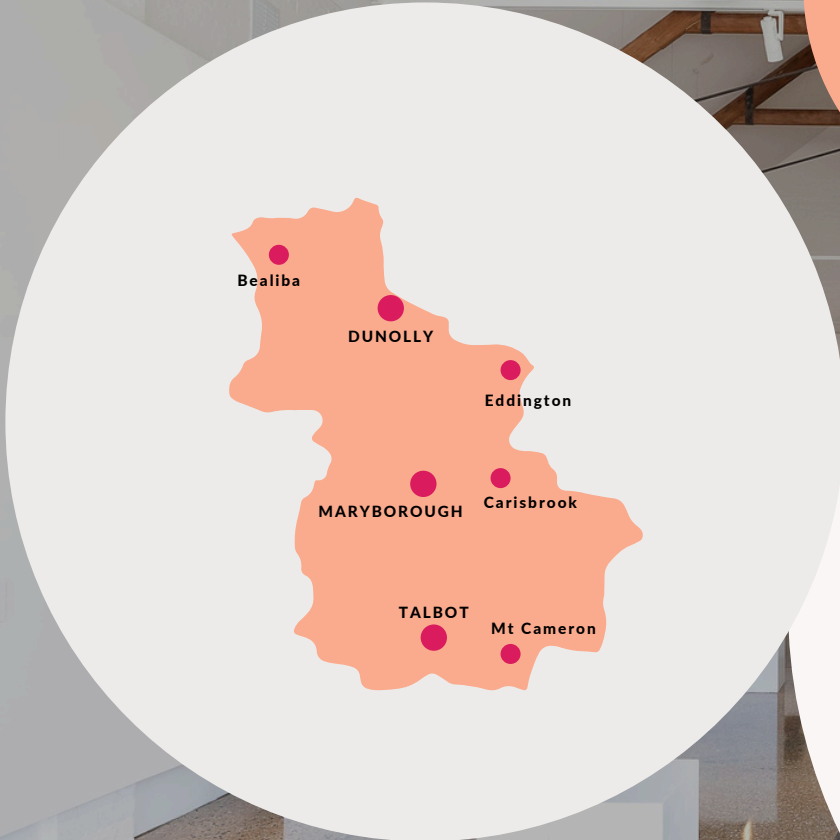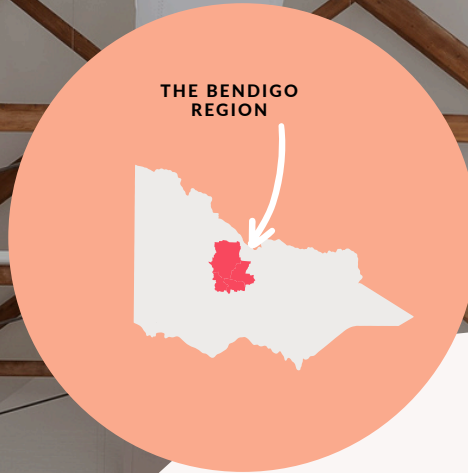
CASE STUDY

Central Goldfields Art Gallery

REVITALISATION

ARTS & CULTURE / HISTORY & HERITAGE

The original historic Maryborough Fire Station (1861) has been transformed into an outstanding contemporary gallery showcasing leading architectural practice, and providing an arts facility of international quality.

Locals and visitors alike are welcomed to experience this historic building with its free program of fascinating exhibitions and engaging arts activities.

Gallery Revitalisation was identified by the Central Goldfields Shire as a priority project in line with key strategic objectives for economic and tourism development. Council's priority projects reflect the community's priorities, which were identified through consultation for the development of the Community Vision 2031 and Council Plan 2021-2025.

The project included:
- Replacing a previously dark and unwelcoming entrance with a bright welcoming space that interfaces beautifully with the street and external precinct.

- Inspiring architectural treatments of the interior including three key exhibition spaces.
- Upgraded environmental, collection storage and other facilities enabling the Gallery to operate on a regional basis and meet industry requirements for artwork loans and touring exhibition.
- A flexible space for community and artist workshops.

The transformed Gallery reopened to the public in March 2023.

A further stage of the project (outlined as a Priority Project in this Plan) is the delivery of an Indigenous Interpretive Garden designed in partnership with Traditional Owners the Dja Dja Wurrung.

Due for completion in mid-2024, the garden will reflect First Nations cultural stories, building local community pride and sharing knowledge with visitors and community.

Central Goldfields Art Gallery, Maryborough

INVESTMENT / $2.729M

PROJECT PARTNERS /
- Regional Development Victoria, DJAARA (Garden component)

FUNDING PARTNERS /
- Regional Development Victoria, Creative Victoria, Central Goldfields Shire

TOURISM IMPACT /
- In its first six months since reopening. the Gallery recorded 3,783 visitors - a 360% increase compared to 2019-2020 levels prior to the revitalisation project.
- Within its first six months a touring exhibition from the National Gallery of Australia and a range of other loans were secured from major public galleries, complementing exhibitions of works by locally and internationally recognised artists.
- Community response has been extremely positive, across a wide range of ages, abilities, arts and non-arts backgrounds. Interest and participation in education and public programs has seen a 45% increase.
- The Gallery continues to attract strong local and regional media coverage and has significantly increased its profile as a destination for arts and cultural tourism, contributing to shifts in perceptions of the town and Shire.

AWARDS /
- 2023 finalist in the Architeam Architecture Awards
- 2023 Highly Commended in the Large Project of the Year category of the 2023 Victorian Museums and Galleries Awards, the only regional arts facility selected as a category finalist. (pgav.org.au).
- 2023 The project's builder Colbrico (t/as Searle Bros Building Contractors) won the Award for Excellence in Construction of Commercial Buildings Under $3M – from the Master Builders Victoria 2023.

Central Goldfields Art Gallery, Maryborough

Maryborough Railway Station

REACTIVATION

HISTORY & HERITAGE / ARTS & CULTURE / FIRST PEOPLES

The Maryborough Railway Station is steeped in history and mythology, making it a fascinating destination for everyone from history buffs to ghost hunters.

After the alluvial gold rush, Maryborough was transformed into a manufacturing centre, and quickly became an essential transportation hub for the region, connecting multiple railway lines. The grand red brick building still intact today features 25 rooms and a clock tower, and is said to have the longest platform in country Victoria.

At its peak, the Station was bustling with intense activity, servicing up to thirteen passenger trains a day but changing economic conditions and the loss of significant local industries saw the Station fall into disrepair. Since restoration, the Station has supported limited passenger rail services, and until recently many of the grand and impressive spaces remained seriously under utilised.

Identified as a Priority Project for the Shire and with the support of State Government funding, Central Goldfields Council has commenced a multi-stage process of reactivating the station as a drawcard for visitors, the community, business and creativity.

Work that has been completed so far includes:

- Relocating the Central Goldfields Visitor Centre featuring visitor information, retail and interpretation to the heart of the Station, adjacent
- to the beautifully renovated café.
- Researching and developing state of the art interpretation and immersive experiences focussing on the story of the Central Victorian gold rush and its impact on the people, culture and country of this region, Victoria and beyond.
- Developed in partnership with the Traditional Owners of the region the Dja Dja Wurrung, "The Welcome Stranger" digital animation in the Visitor Centre relates the iconic story of the discovery of the largest alluvial gold nugget ever found. The story is set alongside the impact that the goldrush had on the Traditional Owners and their Country. This highly engaging visitor experience shares much of the lesser known history while extending a message of hope as the people of the Central Goldfields work together with the Dja Dja Wurrung to heal country.

- Other significant developments at the Station include the Co-Working Space and the Creative Space and Courtyard located at the north eastern end of the Station and the elegant and spacious café has also attracted private investment and boosted visitor numbers.

Funding is being sought for the next stage of the project (which is highlighted in the Priority Projects in this Plan), which will focus on activation of the creative space and courtyard.

Promoting and celebrating the rich culture and creativity of today's goldfields community, the creative space and courtyard will support an array of indoor and outdoor visual and performing arts experiences and participation.

Maryborough Railway Station - Maryborough

Maryborough Railway Station Visitor Centre - Maryborough

INVESTMENT /

$2.557M spent to date, including $257,500 by Council and $2.3 million State funding.

PROJECT PARTNERS /

Regional Development Victoria, DJAARA (Welcome Stranger digital animation and interpretation within the Visitor Centre), Committee for Maryborough.

FUNDING PARTNERS /

Regional Development Victoria, Central Goldfields Shire

TOURISM IMPACT /

- The reimagined and recreated Visitor Centre has had a transformational impact and has met with overwhelmingly positive responses.
- Visitor numbers increased by 150% in the first 3 months of reopening in September 2023, and the Centre has already received recognition as an outstanding example of interpretation within the Victorian Goldfields World Heritage Bid.

Local Tourism Potential

This synopsis outlines the local issues and opportunities relating to tourism in the CGSC region as part of the stakeholder engagement process which informed the Bendigo Region DMP.

Tourism as an Economic Driver for the region

As outlined in CGSC's Economic Development Strategy & Tourism & Events Strategy (ref. page 6) and validated throughout the listening for this project, the Council see tourism as an emerging economic driver for the region. This is further supported by the 2030 Community Vision, highlighting the desire for an inspiring, thriving and prosperous community, with a focus on growing the economy.

Central Goldfields' proximity to Bendigo and Ballarat is of strategic importance, given the growth of these regional cities, and there are long-term opportunities there for Central Goldfields to benefit in terms of visitor attraction, and partnering on the current World Heritage Bid is a major one.

Building a robust cluster of premium/paid visitor offerings that align with the Shire's experience strengths, and activating under-utilised heritage assets, which enable visitors to have meaningful connected experiences will be required to grow the sector.

While there are examples of emerging entrepreneurialism in the region, there are opportunities to grow and strengthen these more broadly.

OPPORTUNITIES

- Continue to invest in, and advocate for, the development of visitor experiences that highlight the region's competitive strengths (History/Heritage, Art/Culture) with a particular emphasis on experiences that align with the Victorian Goldfields World Heritage Bid.
- Activating under-utilised Council Assets which align with visitor experience strengths to deliver meaningful visitor experiences.
- Working with stakeholders to improve education and training pathways, identify skill gaps, and invest in local people to support a 'Job Ready' labour force for the tourism sector.
- Inspiring an entrepreneurial culture across the region.
- Continuing to develop accessible, welcoming and vibrant town centres.
- Advocating for the development of new, or redeveloped, appropriate accommodation alternatives will also go a long way to attracting increased overnight stays in the region.
- Working collaboratively with BRT and State Government to build business capability, and secure investment for supply side optimisation to meet growing demand is a key opportunity.

From Transactional to Transformative Experiences

As traveller motivations evolve with a new inclusive, sustainable and accessible mindset (see page 18 for details) it will be essential to review and support the realignment of experiences across the region.

Due to the emerging nature of tourism in the Council region, CGSC is perfectly poised to position the benchmark for visitor experiences to deliver transformative outcomes for visitors.

OPPORTUNITY

- Support industry with the education, knowledge and inspiration to evolve their current experiences, and to develop new experiences that share ways for visitors to connect authentically with people and place. This is a key opportunity to ensure the region is well placed to appeal to future travellers motivations.

Tourism Resources

Whilst Council has a dedicated Tourism & Events Strategy and a desire for a thriving visitor economy, there is currently limited availability of resources (human and budget) to explore the full tourism potential.

The local industry has increasingly high expectations for Council to initiate and drive tourism outcomes for their community. With limited resources, this is becoming a major challenge.

There is a perception that Councils are not achieving the outcomes that industry and community are seeking. In addition, there are some that feel a lack of recognition for the outcomes that they are currently achieving.

OPPORTUNITY

- Understanding and focussing on tourism activity that creates the biggest impact.
- Aligning current investment in tourism activity with the regional vision and aspirations will ensure that any investment made at a local level, will be amplified at a regional level resulting in greater impact.
- Communicating the impact of tourism activity, and the full value of tourism with local stakeholders will support a positive narrative about the sector, resulting in improved local sentiment and social license for reinvestment.

Local Tourism Industry Leadership

To date, Council - despite limited resources - has been the driving force for tourism in the region; The Shire is demonstrating leadership through investment in assets, visitor servicing, advocacy and policy.

While there are a number of industry and community stakeholders who share aspirations and a vision for future development, there is no local tourism organisation that works toward positive outcomes for tourism at a local level, to advocate and implement activities, to deliver outcomes and to support a growing and vibrant tourism industry.

OPPORTUNITY

- Advocating for local tourism businesses to work collaboratively under a shared purpose, to coordinate energy, and deliver meaningful outcomes is a key opportunity for Council.
- Continuing to provide strong and dynamic local leadership for the local area remains an important and critical commitment for Council, and communicating Council outcomes for tourism regularly will help build positive community sentiment.
- Connecting the dots between local stakeholder aspirations, and public policy to embed a more holistic understanding of the role tourism plays in delivering benefits to the local community beyond economic outcomes.

Gardens, Talbot

Grand Duke Mine, Timor

Local Business Sustainability

Local tourism stakeholders are working with incredibly complex and interconnected issues relating to the cost of living, housing availability for locals and workers, ongoing workforce challenges, and budget limitations across the board.

These challenges present a huge threat to business sustainability, and the delivery of tourism outcomes at a local level, all which impact the delivery of the visitor promise.

OPPORTUNITY

- Ensure the industry remains connected with each other, and with Council, and are informed and have opportunities to optimise their practices through professional development programs.

Maintaining, Protecting & Activating Natural, Cultural & Built Sites

There is a consistent challenge across the CGSC region, and a commitment from Council through their Climate Action Plan to advocate for the maintenance, protection and activation of heritage attractions, buildings & facades, parks, reserves, rail trails, and Aboriginal cultural heritage and sites.

Travelling consciously and sustainably is increasingly becoming an embedded mindset, with over one-third of visitors expecting businesses to have one or more sustainable practices, which they are willing to pay more for those experiences that are more sustainable.

OPPORTUNITY

- Enabling visitors to connect more meaningfully with the people, culture and place (less extractive), is a key opportunity for the CGSC region, and will require the evolution of businesses and visitor experiences towards becoming sustainable.
- Communicating responsible visitor behaviours through marketing and visitor servicing initiatives will embed the sustainable travel narrative, particularly around impacts of waste management and environmental care.
- Connect the dots between the Council Climate Action Plans and tourism potential.

Community Priorities & Social Needs

The community of Central Goldfields faces a range of complex social issues including, housing affordability and availability, homelessness, inability to access adequate social services, the impact of domestic and family violence and an underfunded social services sector. These local complexities impact the visitor experience, repeat visitation and positive word of mouth.

Caring for an aging population, and the challenge of retaining/attracting youth are also longer-term chronic social issues for the CGSC region.

Council are already committed to addressing these issues within the scope of their responsibilities, through advocacy and strategic community development outcomes.

CGSC Tourism & Events Strategy 2020-2025

OPPORTUNITY

- Scoping tourism projects and actions to support the outcomes of community development from Council Action Plans will ensure tourism activity is intentionally aligned with enabling positive outcomes for the social fabric of the community.
- Connecting non-traditional businesses (Social Enterprises) to engage with the visitor economy, through experience development, will support a diversified income base that will enable them to continue to deliver social impact outcomes for the community.

Local Brand Identity & Awareness

Recent Council projects and initiatives and local businesses are working towards amplifying the assets and strengths of CGS and this is starting to build a positive identity and awareness of the region. it is set, however, against a background of historical over-representation of negative media narratives and some sections of the community which present challenges for perceptions of positive visitor experience.

There are strong aspirations for the unique stories of local people and place to be further amplified strategically. CGSC plays a vital role in delivering destination marketing for the local area, albeit with minimal resourcing.

OPPORTUNITY

- Rebuild local confidence and pride from within, by enhancing community communications around good news stories.
- Work in collaboration with regional partners to uncover a brand that represents the DNA of the region, and sub-regions within, to provide CGSC with an accurate brand platform to propel forward through it's demand-driving activities and tourism activations.
- Embed the Brand through education and engagement with industry and community.
- A commitment to regular brand marketing storytelling to build brand awareness.

Volunteer Crisis

There are many tourism experiences and events within the region that are organised and run by not-for-profit volunteer organisations.

Increasingly, the complexities and skills required to organise and host events has increased substantially over the past decade, which has increased stress and fatigue across volunteer committees.

Further, committee member succession planning has also been challenging, which has left some committees trying to achieve more with less, adding to the stress and fatigue.

OPPORTUNITY

- As per the deliverables outlined in the Volunteering Strategy & Action Plan, proactively build relationships with volunteer committees, ensuring they know how the various functions of Council can support their endeavours.
- Seek/advocate for opportunities to support the professional growth and skills development of committees (eg. governance, strategy, compliance etc).

1.   Playing in the Attic, Talbot

Future Traveller Motivations & Needs

Understanding the continually evolving traveller expectations and motivations is essential to determine where future opportunities exist for tourism in the CGSC region.

Meaningful Travel

As humanity tackles one of the most complex eras of our time, the value and privilege of travel have never felt greater, and this shift is having a dramatic impact on the way people understand and seek travel experiences.

Future travellers will be prioritising what's important to them, valuing deeper experiences that leave a positive impact, rather than simply transactional travel. They will continue to travel to spend time with loved ones or explore new places, but will also actively seek wellness moments that have lasting effects.

They're not committed to a destination but are seeking meaningful connection, the opportunity to slow right down to learn about themselves, and others. They want to connect.

Building experiences that support visitors to connect meaningfully with the people and place will be key to capturing those travelling with this intention.

Sustainable Travel

Aligning with this demand for meaningful travel is the desire for consumers to seek out purpose-led brands, and sustainable travel options as society's collective conscience grows around social inclusion, and environmental conservation.

Sustainability is now an embedded mindset for travellers as the pandemic has sharpened society's awareness of tourism's impact on communities and the environment.

In time, travellers will become more aware, and align destination and experience choices with their changing perspectives and will journey to destinations where they can have a positive impact on communities.

Destinations and tourism operators will have to adjust their experience design and marketing messaging to support the increasing cohort of people actively seeking sustainable tourism experiences.

Accessible for All

For as long as humans have travelled, accessibility challenges have existed. It's important to remember that accessible travel is not a market, it's a mindset.

Understanding and meeting the needs of all travellers is an important enabler to ensure the destination is open, accessible and inclusive to all.

People with all abilities and across all travelling parties are planning trips, each of them with a unique set of challenges and barriers they may require access support with along their journey.

Melbourne, the Region's and CGSC's key source market, is an incredibly diverse and multicultural city.

Understanding the cultural and language needs of this market will be essential to attract and convert more demand.

Building a welcoming, accessible and inclusive destination can be addressed through planning, infrastructure development, experience design, business operations, marketing communications, visitor servicing and visitor collateral.

Tourism Governance

The tourism landscape is a web of interconnected and interdependent relationships and stakeholders, which are all impacted, or benefit directly from tourism related activity.

Acknowledging and understanding each stakeholder's purpose, their vision for place and their role in delivering tourism outcomes enables a united, efficient and effective approach to destination stewardship.

Local Government's Role in Tourism

Local Government plays a pivotal role in tourism activity at a local level, with councils actively involved in managing tourism assets and experiences, promoting tourism and providing visitor services, investing in infrastructure and services, and managing the impacts of tourism.

As outlined in the table to the right, CGSC is a key stakeholder in delivering tourism outcomes, however, their role across each delivery differs depending on the remit and authority for each deliverable.

CGSC invest significantly in tourism, whether it is through the redevelopment of the Maryborough Railway Station, facilitating and resourcing the ongoing provision of visitor services, owning and managing the Central Goldfields Art Gallery, investing in public infrastructure and services, executing brand storytelling to drive demand, and advocating for positive tourism outcomes for their community.

Working in close partnership with BRT as the peak body for tourism in the Bendigo Region to deliver tourism outcomes will ensure CGSC investment in tourism activity is maximised and amplified.

	POLICY	FUNDING	DESTINATION MARKETING	ADVOCACY	DESTINATION DEVELOPMENT	VISITOR SERVICING	WORKFORCE	INVESTMENT	VISITOR EXPERIENCE & EVENTS
Department of Jobs, Skills, Industry & Regions	✓	✓					✓	✓	
Visit Victoria	✓		✓		✓				
Regional Development Victoria	✓						✓		
Bendigo Regional Tourism	✓		✓	✓	✓				
Local Government	✓	✓	✓	✓	✓	✓	✓	✓	✓
Traditional Owners	✓			✓	✓			✓	✓
Industry Associations (Local and State)			✓	✓	✓				
Private Enterprise		✓				✓		✓	✓

03

Current State.

Determining a baseline for the current value of tourism and the profile of those visiting the Central Goldfields Shire Council region.
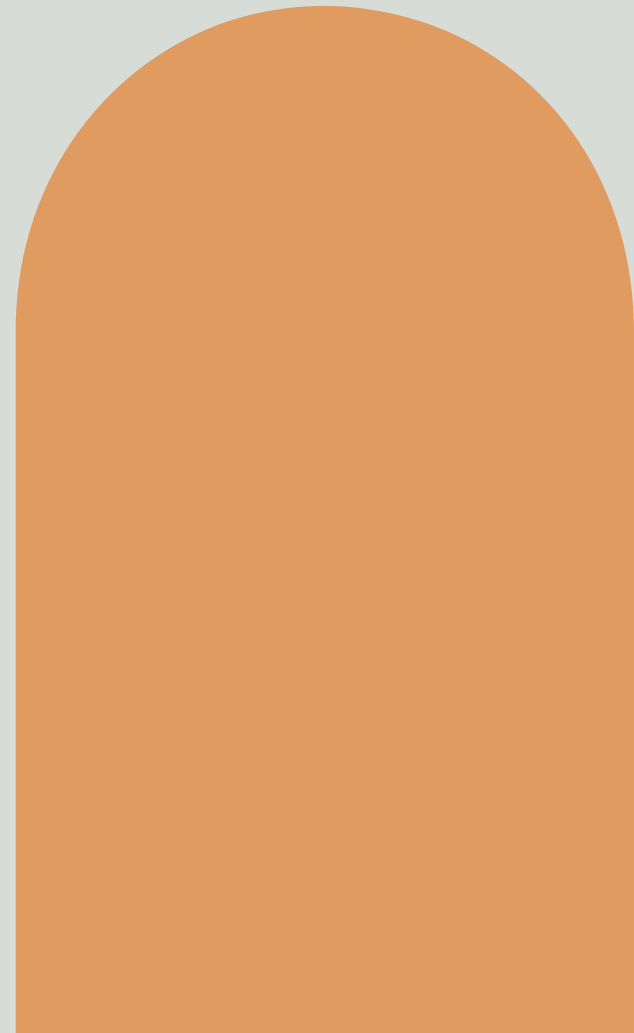
The Value of Tourism

Tourism remains an important economic lever for the region.

The relationship between tourism and supporting community aspirations and wellbeing is understood broadly, and opportunities remain for tourism to enhance outcomes for the environment in a more purposeful way.

Economy & Visitation

In 2019, the CGSC region yielded $38 million in visitor expenditure, which was generated through 273,000 visitors, consisting of 93,000 overnight visitors (ave. 2 night stay) and 178,000 day trip visitors.

The average spend per day trip visitor was $99, with overnight visitors yielding an average of $221.

The majority of visitors to the region are reportedly from intrastate, with a very small portion from interstate origins.

Visitors to the region are typically over the age of 55, and are on holiday, or are in the region visiting friends and relatives.

In 2019, there were 135 tourism businesses, with over half non-employing micro businesses.

Note. Post-pandemic data, and Jobs Data at a Local Government level is not available for analysis at the time of publishing this LAAP.

TOTAL VISITOR EXPENDITURE
$38m 2019

BUSINESSES
135 Traditional Tourism Businesses

JOBS
Nil Jobs data available.

VISITATION

35%
DOMESTIC OVERNIGHT

AVE. $221 PER VISITOR (BENDIGO REGION AVE. $445)

65%
DAY TRIPS

$99 PER VISITOR (BENDIGO REGION AVE. $157)
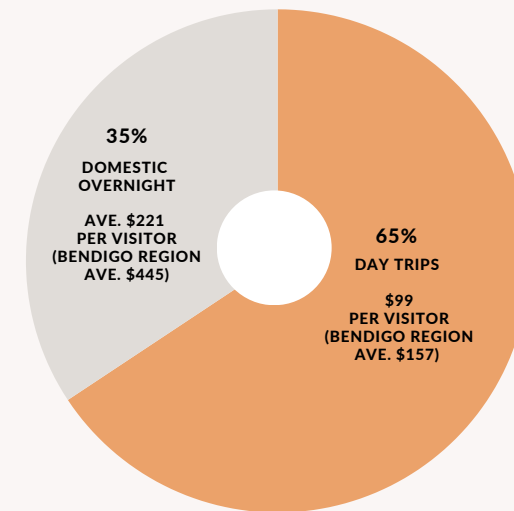
REFERENCE
- *All local data and insights on this page are referenced from Tourism Research Australia - Local Government Area Profiles 2019 (4 year rolling average from 2016-2019).*
- *Regional Yield Average data available from 'Victorian Tourism Statistics YE September 2023' data supplied by the Tourism and Events Research Unit, DJSIR, February 2024.*
- *Traditional Tourism Businesses as per ABS Specifications*

8.7 / 10

How confident do you feel that tourism contributes to your region's community?*

5.6 / 10

How confident <u>are you in the future of tourism</u> in your region?*

n=9 (note, very weak representation)
Where a score of 9-10 was very high confidence, 6-8 was high confidence, 5 is neutral confidence, 3-4 is low confidence, and 1-2 is very low confidence.

Community

Collectively, community and industry across the region expressed a shared vision for vibrant, sustainable, and inclusive communities. They envisioned their region to have strong community bonds, welcoming atmospheres, and diverse opportunities for people of all ages.

They aspired to create a balance between economic development with environmental responsibility, preserving First Nation's and post settlement cultural heritage while embracing modernity.

As part of the development of the Bendigo Region DMP a Tourism Visioning Survey was developed to build an understanding of the issues and opportunities for tourism in the Region. On average, Visioning Survey* respondents from the CGSC expressed a high confidence rating of 8.7/10 regarding tourism's contribution to the community. This indicates a widespread belief among respondents that tourism plays a significant role in enhancing their communities.

However, the average confidence rating for the future of tourism, is much lower at 5.6/10. This suggests that while people currently acknowledge the positive impact of tourism on their communities, they have uncertainties about its future potential for the CGSC region.

There is a strong desire for community to be more involved in tourism, and for those delivering tourism outcomes to consider how they communicate this impact more broadly.

Industry

There is an aspiration for thriving local businesses, increased employment options, and more accessible services in the CGSC region.

However, as already outlined, tourism businesses are facing a long list of issues that threaten their long-term sustainability, and are also suffering from post-COVID fatigue.

Further, it is understood there is a level of business owner apathy, and potential resistance to change and development, which may be due to the highly stressful and complex business operating environment.

Council's recent and ongoing investment in tourism infrastructure (Maryborough Railway Station), experiences (Central Goldfields Art Gallery) and services at the Maryborough Visitor Information Centre, creates a sense of opportunity for tourism in the region.

Having a strong, confident and competitive business environment is critical for the region to deliver on the visitor promise, and there are many opportunities outlined in this Plan to nurture and support businesses to enable this.

Environment

There is a strong desire from locals to preserve natural resources, implement sustainable practices, and protect the unique landscapes of the region.

Numerous local and regional strategic plans are currently being activated to address climate change, and/or to protect/preserve/restore the local environment through project-level initiatives.

The environmental well-being of the greater Region is a key aspiration and critical opportunity to seek ways to connect visitors with positive impact initiatives across the region.

Understanding tourism's role in being able to deliver positive environmental outcomes for the region is a key focus for this Plan. The development of strong partnerships with environmental custodians will help to enable positive outcomes.

04

Local Area Strategy.

This section highlights the Regional Vision and aspirations for tourism, alongside Council's experience strengths, and specific opportunities across strategic priorities consistent with the Bendigo Region DMP.
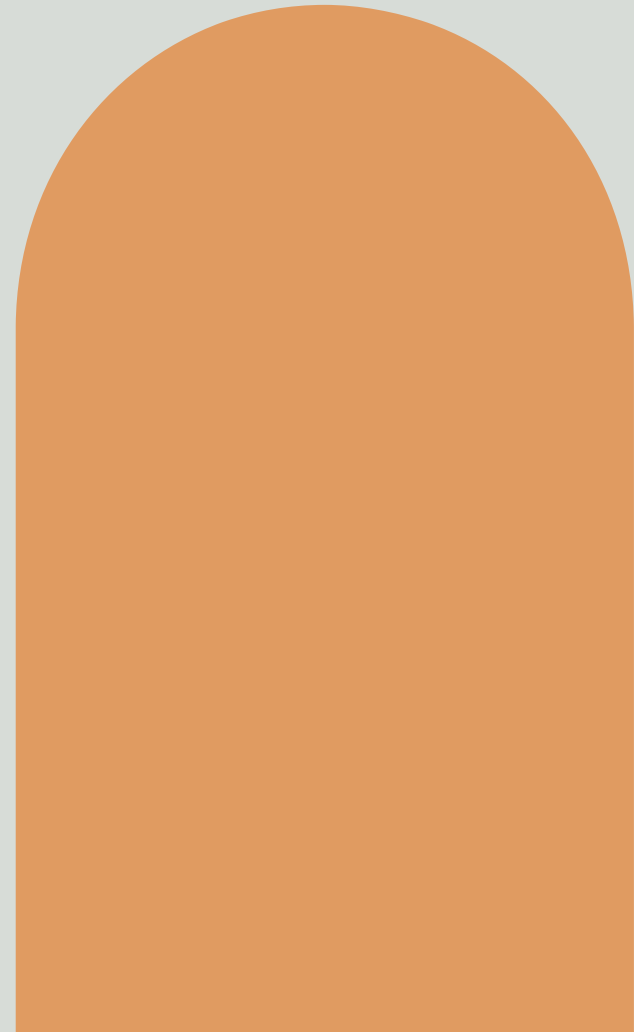
A UNITED REGIONAL VISION FOR TOURISM

Enriching People and Place through Tourism

1.   Bealiba Railway Station, Bealiba

What Success Looks Like

Aspirations to achieve the Region's vision of **Enriching People and Place through Tourism** have been identified across five wellbeings to guide the success measures of this Plan.

Aligning local tourism opportunities with the vision and aspirations outlined in the Bendigo Region DMP will ensure local efforts are amplified regionally, and support the achievement of both regional and local aspirations.

ENRICHING PEOPLE & PLACE THROUGH TOURISM

COMMUNITY

Community members have a clear understanding of the full value of tourism, and enjoy sharing their part of the destination with visitors, family and friends.

ENVIRONMENT

Regional partners and industry are educated and empowered to deliver experiences that have a positive impact on the environment.

VISITOR

To position the region as a highly desirable tourism destination, to attract high value visitors who seek meaningful interaction and connection with our people and place.

ECONOMY

To enhance the overall economic contribution of the visitor economy, fostering a dynamic, innovative, and resilient business community.

INDUSTRY

Tourism businesses are prospering, benefiting from a skilled and engaged workforce, and continuously adapting to meet the expectations of visitors.

Visitor Experience Profile

For CGSC to achieve its tourism potential, they will partner with Bendigo Regional Tourism, State Government, private enterprise and local communities to continue to grow and deliver quality visitor experiences inline with the Council region's strengths.

Following is a snapshot of the key visitor experiences across the 6 key experience pillars of the Region.

Images top to bottom:
2024 Maryborough Highland Gathering, Princes Park
Amherst Winery, Amherst
Corridor Gallery Tea Cosy Designs, Talbot
'Bunjil' (Eagle) artwork by Daikota Nelson
Cycling near Paddy's Ranges, Maryborough
Goldfields Reservoir Parkrun

HISTORY & HERITAGE
PRIMARY

- Maryborough Railway Station & Welcome Stranger story
- Maryborough Highland Gathering

- Victoria's Goldfield Villages - buildings, towns precincts
- Museums, inc Talbot Arts and Communication Museum, and Dunolly Museum

FOOD & DRINK
SECONDARY

- Talbot Farmers Market
- Pyrenees Wine Region (neighbour)
- Farm gates & providores

- Welcoming hospitality across towns and villages through their hotels, cafes, restaurants and bakeries.

ARTS & CULTURE
EMERGING

- Central Goldfields Art Gallery
- Local artists & creatives via boutique galleries, museums, specialty stores, open gardens.

- Makers and Collectors Market
- Words in Winter Festival

FIRST NATIONS PEOPLE
EMERGING

- DJAARA storytelling at Maryborough Railway Station & Central Goldfields Art Gallery

- Aboriginal Shelter Tree, Talbot
- Bull Gully Aboriginal Rock Wells
- DJAARA Park - Paddys Ranges State Park

NATURE, OUTDOORS & ADVENTURE
EMERGING

- State & regional parks, inc Paddy's Ranges State Park
- Cycling, hiking and walking trails
- Birdwatching, golf, gold prospecting

- Fishing, swimming, canoeing, water skiing, and paddle boarding at reservoirs and waterways such as Tullaroop, Ciarn Curran, Laanecoorie, Bealiba Reservoir, and Lake Victoria.
- Energy Breakthrough

WELLNESS
EMERGING

- Personal self-expression and connection via artists and creatives classes and workshops.

- Connect with nature and self through walking, cycling, and non-motorised water-sports.

Visitor Markets

From leisure visitors seeking immersion in our shared history, creative culture and delectable produce, and the constant flow of visiting family and friends, to a growing reputation as a business hub for local, regional and state entities, the Region has consistently attracted a diversified visitor base.

Understanding the needs and motivations of the Region's aligned visitor personas and markets is essential to ensure marketing and experience development investment is optimised.

For Council, a laser focus on attracting a larger base of leisure visitors, along with a targeted approach to optimise VFR engagement and honing in on specific niche interest travellers and markets that align with experience strengths.

See Priority 2.3 Visitor Market Activation for local considerations on how to best approach these markets.

HIGH VALUE LEISURE VISITORS

VISITING FRIENDS & RELATIVES

NICHE INTEREST TRAVELLERS & VISITOR MARKETS
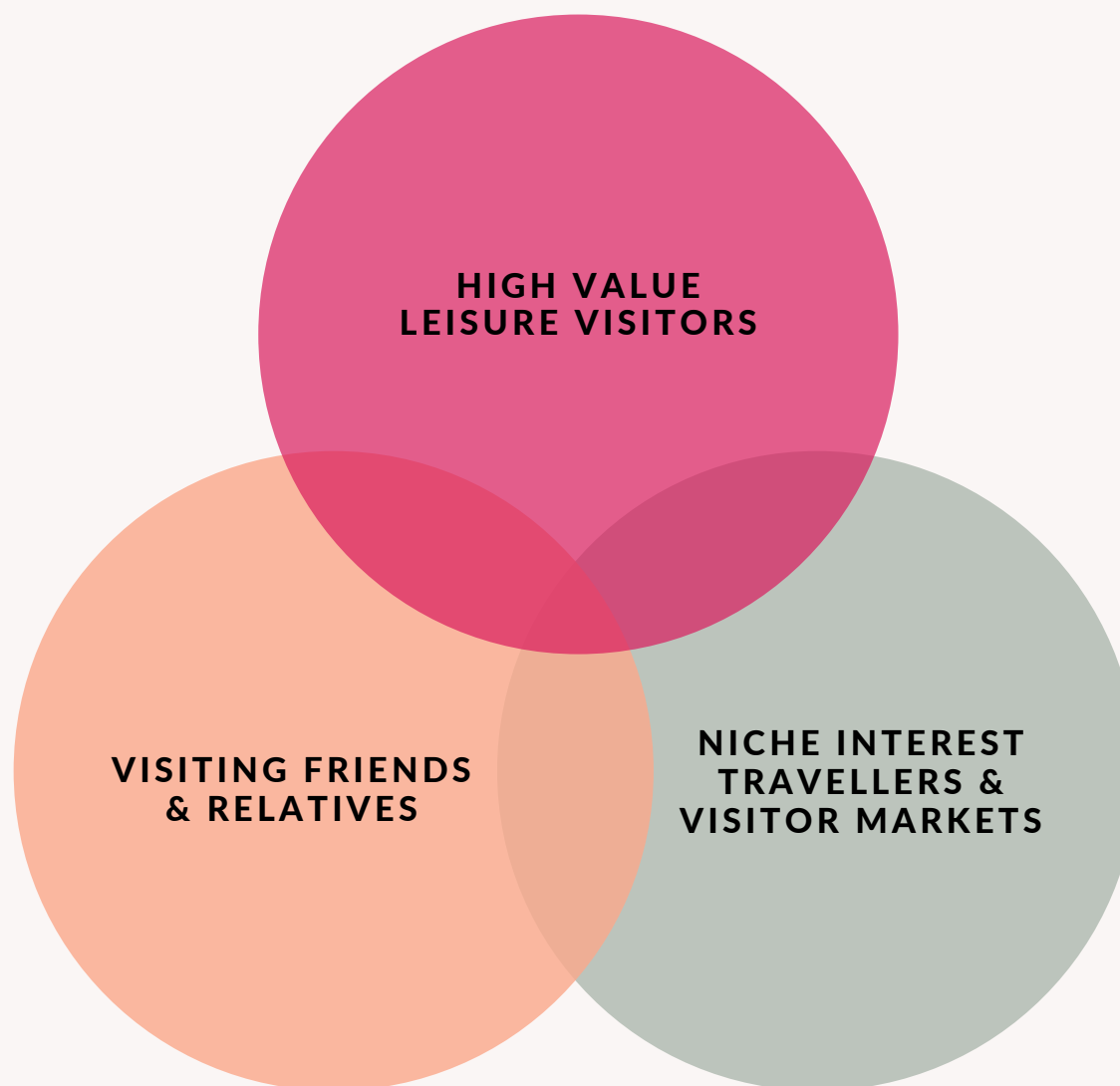
Strategic Pillars & Priorities

Three strategic pillars form the basis of the Bendigo Region DMP and LAAPs, and inform Strategic Priorities that shape the opportunities for the Region and local area over the coming 3-5 years.

PILLAR ONE

Transformational & Sustainable Visitor Experiences

PILLAR TWO

Meaningful & Impactful Destination Storytelling

PILLAR THREE

Cohesive & Dynamic Destination Stewardship

Energy Breakthrough Princes Park

STRATEGIC PILLARS & PRIORITIES / DETAILED

Glossary

TERM	DESCRIPTION
Priority	Focus area for the destination to realise its vision and aspirations.
Key Outcome	The intended qualitative objective for each Priority.
Local Considerations	Thought starters, ideas and insights to guide the activation of the Priority.
Role	The role for CGSC in activating the Priority Area: • Provider - Council is a leading provider of services to achieve this priority. • Facilitator - Council facilitates, partners and plans with others to achieve this priority. • Statutory Authority - Council is responsible for legislative requirements. • Advocate - Council advocates on behalf of/with their community to achieve this priority.
Partners	Other Stakeholder(s) who will support to activate the Priority area.
Timeline	Ongoing Short Term - 12-18 months Medium Term - 18-24 months Long Term - 24+ months

Sustainable Development Goals

Building a sustainable and resilient visitor economy is the primary purpose of this Plan.

Understanding and aligning this Plan's outcome with the United Nations Sustainable Development Goals (SDG's) reminds the region of the opportunity it has to have a positive impact on global challenges to help it remain accountable to its vision.

Regional Partners Glossary

Accreditation Providers - Those organisations that provide accreditation for the local businesses

BRT - Bendigo Regional Tourism

Community - People who live and work within the Bendigo Region

DJSIR - Victorian State Government Department of Jobs, Skills, Industry and Regions

EOs - Event Organisers

Industry - All Local Businesses

LVIC- LaunchVIC

Neighbouring LGAs / LGAs - Refers to BRT's constituent LGAs of City of Greater Bendigo, Central Goldfields Shire Council, Loddon Shire Council, and Mount Alexander Shire Council.

LTAs - Local Tourism Associations

Neighbours - Regional Tourism Boards, or Visitor Economy Partnerships which neighbour the Bendigo Tourism Region.

RDA - Regional Development Australia

RDV - Regional Development Victoria

RTBs/VEPs - Victorian Regional Tourism Boards / Visitor Economy Partnerships

SCV - Startup Central Victoria

Traditional Owners - Dja Dja Wurrung Clans Aboriginal Corporation and Taungurung Land and Water Council

TRA - Tourism Research Australia

UNESCO - UNESCO Creative City & Region of Gastronomy Officer.

VGWHB - Victorian Goldfields World Heritage Bid

VTIC - Victorian Tourism Industry Council

VV - Visit Victoria

PILLAR ONE /

Transformative & Sustainable Visitor Experiences

Enabling more impactful visitor experiences that drive sustainable visitor demand connecting visitors with our local people and place.

Growing the quality and quantity of visitor experiences in the CGSC region, is the foundation of this Pillar.

For the region to achieve sustainable demand from visitors, it must focus on developing more transformative visitor experiences that go beyond a transaction, and help connect visitors to the unique stories, people, culture and places of the CGSC region.

Progressing priority visitor experience projects, such as placemaking, visitor and events infrastructure, as well as accommodation and key attractions through investment attraction and grant funding advocacy will help ensure demand is met with appropriate supply.

Events are integral to the region's visitor experience and considerations that support the ongoing sustainability and quality of both major and community events are outlined.

Supporting operators to build business resilience and financial sustainability, while fostering an entrepreneurial spirit and applying a positive impact mindset will help the CGSC region's visitor experiences remain relevant and top of mind with future travellers.

Transport, access, accommodation and workforce considerations across the Shire impact the visitor experience delivery, but they are not unique to CGSC alone. A proactive and collaborative regional approach will help address identified challenges within the region.

Priorities

1.1 Transformational Visitor Experiences

1.2 Support for Local Priority Projects

1.3 Events Development

1.4 Business Sustainability & Resilience

1.5 Positive Impact Visitor Experiences & Events

1.6 Quality Accommodation

1.7 Visitor Movements

1.8 Workforce Development

1.9 Regional Placemaking

Supporting Information

- Experience Development Framework
- Local Priority Projects

Sustainable Development Goals Alignment

3 GOOD HEALTH AND WELL-BEING

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

10 REDUCED INEQUALITIES

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

15 LIFE ON LAND

17 PARTNERSHIPS FOR THE GOALS

"When people visit any part of our region I'd like them to leave feeling enriched, like they've had a meaningful and connected experience."

STAKEHOLDER, VISIONING SURVEY, NOVEMBER 2023

Talbot Farmers Market

PILLAR ONE / PRIORITIES

#	Priority	Key Outcomes	Local Considerations	LGA Role	Partners	Timeline
1.1	**Transformational Visitor Experiences**	The Bendigo Region has a growing diversity of visitor experiences that deliver meaningful, lasting connection and understanding of people and place.	• Advocate for new and existing businesses in the region to go beyond the transaction and leave a lasting impact on visitors, altering their perspective, understanding, or even delivering personal growth. • Refer to the *Experience Development Framework* (ref. page 35) for priorities across 6 pillars. • Accessible, inclusive and sustainable/positive impact experiences are a priority • Focus is on both new and existing businesses • Inspire an entrepreneurial culture across the region • Connect with grant funding opportunities • Support the progression of experiences onto the *Local Priority Projects* (ref. page 36) list if they are seeking external funding. • Create opportunities for intra-regional networking, collaboration and partnerships between new and existing tourism businesses. • Connect local businesses into BRT industry capability building activities	• Faciliator • Provider • Advocate	• Case by case basis • Refer '*Experience Development Framework*' (Page 35) for local considerations.	• Ongoing
1.2	**Support for Local Priority Projects**	Major visitor experience projects seeking government funding or private investment are progressed through advocacy and collaborative support.	• Council to maintain the *Local Priority Projects* list of major visitor experience projects, seeking government funding or private investment (current list on page 36), and connect and advocate for their support where relevant. • To make the list, projects need to align to the Region's vision and aspirations, the *Experience Development Framework* local considerations already be in progress, have a solid business case and operating model, have local investment commitments secured and have completed cultural heritage management plans. • Local council placemaking projects that activate accessible, welcoming and vibrant town centres and communities are often well aligned projects for consideration the list.	• Provider • Faciliator • Advocate	• Case by case basis. • Refer ' *Local Priority Projects*' (Page 36)	• Ongoing • Annual Update
1.3	**Events Development**	Significant, participatory sporting and cultural events are driving demand year-round, with focus on mid-week, longer stays and regional dispersal. Local and community events are bringing the destination experience strengths to life, connecting visitors to destination values, and stories of people and place.	• 'Developing and Enhancing Events and Festivals' is a key outcome outlined in Theme 6 in the CGSC Tourism and Events Strategy 2020-2025. • Activation of identified and new initiatives that grow, deliver and promote the region's events, including: ○ Support local event committees to build capacity across all areas of events management and event experience delivery. ○ Activate initiatives to support new and existing tourism events aligned to the *Experience Development Framework*. ○ Partnerships and collaborations to attract new events into the region, including sports, niche interest and cultural events. ○ Collaborate and partner with BRT and neighbouring LGA's on initiatives that address local event challenges, such as event resourcing, event workforce and event capability building. • Advocate for the development of experiences that attract visitors who are attending major events in neighbouring councils.	• Provider • Facilitator • Advocate	• BRT • LTAs • Industry • Community • EOs • Traditional Owners	• Short-MediumTerm

PILLAR ONE / PRIORITIES

#	Priority	Key Outcomes	Local Considerations	LGA Role	Partners	Timeline
1.4	**Business Sustainability & Resilience**	Resilient, financially sustainable, entrepreneurial, innovative, inclusive and values-led tourism businesses, and volunteer committees operate in the destination.	• Identify key industry capability training required annually for businesses and volunteer committees across the Shire (refer per Bendigo Region DMP 2024), and advocate to BRT to include in their annual program of events, workshops, training and mentoring programs. • Identify, connect and refer local businesses and volunteer committees including start ups, creatives, makers, producers, artists, First Peoples into opportunities being delivered at a BRT and wider State level.	• Provider • Advocate	• BRT • VTIC • LVic • SSCV • VV • Neighbours	• Short - Medium Term
1.5	**Positive-Impact Visitor Experiences & Events**	A positive impact mindset is embedded across all businesses and event organisers. Immersive visitor experiences are delivering a positive impact to local environment and community.	• Encourage tourism businesses and event committees to engage with the national *Sustainable Tourism Toolkit* through local industry engagement programs and industry communication. • Encourage the tourism businesses and events to measure their sustainability credentials (scorecards/certification/resources or other programs) and to communicate their sustainability credentials through their own communication mediums. • Identify and elevate the story of local sustainability initiatives of tourism businesses and community through local industry engagement programs & industry communication to inspire action. • Connect local businesses into BRT sustainability industry capability building activities.	• Advocate • Facilitate	• BRT • Accreditation Providers • VV	• Short-Medium Term
1.6	**Quality Accommodation**	The Bendigo Region has a diversity of accommodation that is underpinned by strong private investment. Regional accommodation drives regional demand by meeting the needs and expectations of visitors markets, and supports longer stays.	• Advocate for relevant local accommodation development opportunities to be included in the regional *Accommodation Investment Prospectus* to advocate for and attract investment into activation of new accommodation. • Advocate for the development of experiential Accommodation, such as farmstays and off grid eco accommodation and glamping as aligned to the region *Experience Development Framework*. • Take a targeted approach to advocate for improved quality of existing motel accommodation stock and venue upgrades, including connection to relevant grants. • Facilitate partnerships and collaboration with relevant land managers/land custodians to remove any negative impacts of free or bush camping. • Leverage and advocate for regional opportunities or challenges of the caravan and camping sector. • Identify and elevate any local accommodation policy issues impacting local accommodation supply, such as the Short Stay accommodation tax, for advocacy by BRT. • Advocate for universal design, inclusivity, accessibility and sustainability on all local accommodation projects.	• Facilitator • Advocate	• BRT • LGAs • Parks Victoria • Traditional Owners • Land Owners & Managers • Private Investors • Accommodation Owners	• Short-Medium Term

PILLAR ONE / PRIORITIES

#	Priority	Key Outcomes	Local Considerations	LGA Role	Partners	Timeline

1.7	Visitor Movements	Improve the ability for visitors to get to, around and across the region, including more climate friendly and non-car options.	• Leverage and align all actions of this Priority Area to the Council's Integrated Transport Strategy 2020 - 2030 & Walking and Cycling Strategy 2017-2036, with focus on local issues including:
			  ○ VLine train service frequency improved (Maryborough)
			  ○ Progression of the cycle/walking trail network via Priority Projects
			  ○ Advocate for the identified transport issues and opportunities as they arise to support increased visitor dispersal for visitors not travelling by car (eg arriving via VLine).
			  ○ Elevate local access issues requiring regional advocacy via RDV and BRT.
			• Maintain up-to-date lists of key access and transport Priority Projects in partnership with LGA's (refer Priority 1.2).
				• Provider
				• Facilitator
				• Statutory Authority
				• Advocate
					• BRT
					• RDV
					• Neighbouring LGAs
					• VLine & other public Transport Operators
					• Trail Community Organisations
					• Industry
					• Community
						• Ongoing

1.8	Workforce Development	Improve workforce alignment, availability and retention to support the region's experiences deliver on the visitor promise.	• Through the Activation of Theme 2 'Invest in People and Place' in CGSC's Economic Development Strategy, build local skills and job readiness for tourism and hospitality. • Elevate local workforce challenges to BRT for regional level advocacy, collaboration, partnerships and initiatives that improve education and training pathways, workforce and housing availability and build capability of local labour force.	• Facilitator • Advocate	• BRT • Workforce Australia • RDA	• Ongoing
1.9	Placemaking	Advocacy and collaborative partnerships to activate accessible, welcoming and vibrant town centres and communities across the region.	• Place-based destination planning happens at a local council level, however opportunities exist for regional placemaking initiatives that not only improve the lives of local communities, but also of visitors to the region. • Elevate local placemaking projects and initiatives that could be activated at a regional level that support local visitor economy placemaking initiatives such as wayfinding, visitor infrastructure, regional tracks and trails network.	• Advocate • Partner	• RDV • Neighbouring LGAs • Industry • Community	• Ongoing

EXPERIENCE DEVELOPMENT FRAMEWORK

Below outlines the experience development aspirations and potential for CGSC's visitor experiences and events.

	ARTS & CULTURE	FIRST PEOPLES	HISTORY & HERITAGE	FOOD & DRINK	NATURE, OUTDOOR & ADVENTURE	WELLNESS
Regional Aspiration	Continue to deliver, grow and connect visitors with the Region's vibrant, contemporary, creative, diverse, inclusive and accessible arts experiences.	Grow opportunities for locals and visitors to connect with and learn from First People's culture, heritage and stories of place, including healing country initiatives, and to support the First People Economy.	Develop opportunities for engaging and immersive Victorian Goldfields visitor experiences, and for visitors to engage in contemporary experiences across rejuvenated heritage places and spaces.	Elevate the food and drink offering in the Region to align with the objectives of the Region of Gastronomy designation, including sustainable, accessible, positive impact (regenerative), food, drink, agritourism and farmgate experiences.	Enable visitors to connect easily, meaningfully and respectfully with the Region's natural landscapes and ecosystems through recreational activities and visitor experiences.	Grow the opportunities for the development of experiences that support wellness travel.
Local Experience Development Considerations	• Heritage spaces, buildings and retail precincts activations - connect local makers, creatives and artists. • Night Time economy - live music and performing arts venues. • More public art by local artists and creatives, sharing local place stories.	• Support DJAARA aspirations - eg new cultural/contemporary arts experiences, tours, events, to express Culture on Country. • Embed DJAARA values and knowledge into place-based projects. • Cultural heritage site protection, care, interpretation and infrastructure support. • DJAARA language/dual naming. • Local First People-led businesses and creatives to connected with relevant visitor experience initiatives, projects and funding.	• Local placemaking initiatives aligned to Victorian Goldfields Sustainable Tourism Heritage Masterplan. • Contemporary and immersive interpretation at history attractions, • Town precinct and heritage building rejuvenation, that supports new and contemporary experiences, including Arts & Culture, First Peoples, Food & Drink	• Region of Gastronomy education around values and how to activate in their own food & drink experiences • 7-day a week trading advocacy. • Hospitality staff attraction, retention and housing. • Local food supplier <> local hospitality connections. • Regenerative food & drink experiences - Local Provenance, Low Food Miles, Circular Economy.	• Walking & cycling trail placemaking, interp & connectivity • Water sport infrastructure • Low impact, nature-based accommodation eg Glamping. • Recreational activities - hire & tours, inc Gold Prospecting. • Climate change resilient nature-based visitor infrastructure. • DJAARA Parks - visitor infrastructure and interpretation. • Fit for purpose bush & RV camping infrastructure.	• Support/advocate for the development of experiences that support wellness travel. • Consideration of wellness experiences as part of Local Priority Projects.
Events Consideration	• Support & connect local Artists & Creatives into relevant events. • Central Goldfields Art Gallery Exhibitions	• DJAARA event partnerships • First People led event supplier partnerships	• Heritage buildings & precincts activated through events.	• Local food, drink and grower event supplier partnerships	• Parks and waterways infrastructure that supports events - sporting, recreation, business, leisure.	• Wellness elements considered as part of new/existing event support.

Local Priority Projects

Central Goldfields Shire Council has already invested significantly in tourism, with the staged development of numerous projects that, if activated to completion, will contribute to the sustainable growth of tourism locally, and regionally.

PRIORITY PROJECT	DETAILS	STRATEGIC ALIGNMENT	STAKEHOLDERS	LGA Role	STATUS
Maryborough Central Activity District (MCAD)	Significant public sector investment is revitalising key civic anchor sites around Central Maryborough. It will see the activation of a more vibrant, connected and inclusive community and visitor precincts. The project will see better walkable connections between retail, cultural, hospitality and tourism experiences, share more local interpretation and storytelling of place, and undertake placemaking that supports Victoria's Goldfields proposed World Heritage designation.	• Visitor Interpretation & Storytelling • History & Heritage • Place-based Storytelling	CGSC State & Federal Government	Deliver	**Seeking Funding** Stage 1: $400,000
Maryborough Town Hall	The project is to undertake a masterplan to guide the revitalisation of Maryborough Town Hall, to bring one of Maryborough's most cherished and historically significant buildings back into use for the community, establish modern performance facilities, and along with the Art Gallery and Railway Station, create a major civic precinct for Central Victoria, which fully supports and complements the World Heritage application for the Victorian Goldfields.	• Events Infrastructure • Arts & Culture • History & Heritage • Place-based Storytelling	CGSC State & Federal Government	Deliver	**Seeking Funding** Masterplan Development: $400,000
Maryborough Station Reactivation - Stage 4	The Maryborough Railway Station is being revitalised as a key visitor hub and visitor experience for the region through a multi-staged, multi-year project. Stage 3 recently launched featuring a Visitor Centre with key interpretation around story of gold and DJAARA cultural heritage and story. Stage 4 is seeking funding to activate the creative space and courtyard as an arts and creative hub for visitors and the local community.	• Events Infrastructure • Arts and Culture • History and Heritage • First Peoples • Place-based Storytelling	CGSC State & Federal Government	Deliver	**Seeking Funding** Stage 4: $3M
Princes Park Heritage Precinct, Upgrade, Maryborough	Princess Park is a key public recreational space in Maryborough, and event space for the region. This Project will see events infrastructure updates, including the Grandstand that support a range of events including the Shire's flagship event "Energy Breakthrough".	• Enabling Visitor Infrastructure • Events Infrastructure	CGSC State & Federal Government	Deliver	**Seeking Funding** $6M
Indigenous Interpretive Garden - Central Goldfields Art Gallery	The Indigenous Interpretive Garden located at the Central Goldfields Art Gallery will be a new visitor experience, celebrating unique past and present DJAARA stories, learning, understanding, healing, and reconciliation. The Garden is being designed collaboratively with Dja Dja Wurrung community representatives and artists, and has been funded by State and Federal Governments.	• First Peoples • Arts and Culture • History and Heritage • Nature, Outdoors & Adventure	CGSC DJAARA State & Federal Goverment	Deliver	**Delivery Stage**

PILLAR TWO /
Meaningful & Impactful Destination Storytelling

Sharing our region's special stories of place and it's creative people will help to attract visitors who will support and protect the environment, culture and way of life.

The Bendigo Region, and each of the local area subregions within, already has a strong sense of identity. Creating and conveying a united story with impact is an aspiration for all.

Supporting BRT to develop a whole of region brand, which highlights a local piece for each LGA is a major opportunity, which can then be activated through coordinated marketing and storytelling activity.

To remain accountable to the vision and targets outlined in this Plan, all destination marketing activity, including that which is undertaken by LGAs, must operate within a strategic framework that remains agile and adapts to real-time visitor sentiment behaviour and motivational data and insights.

Understanding the local visitor experience strengths, and amplifying efforts to engage aligned visitor markets will help to elevate the LGAs sub-regional competitive advantages.

This approach will help to soften the peaks and troughs throughout the year, and help design a more sustainable operating landscape for industry.

Resourcing an always-on approach to destination storytelling with a focus on highlighting local experience strengths, dispersal, and multi-night stays within the LGA boundaries will be required to increase brand awareness of the local visitor experience. This can be achieved through engaging visual and written stories, and providing a platform for user storytelling and influencing. This strategy, activated through a considered digital marketing commitment will also quickly build trust and social license with the industry and community.

Unlocking marketing opportunities through working in partnership with brand and marketing stakeholders will provide unique ways to communicate with visitors markets, and for visitors to engage with the local story.

Reviewing and refining Council's approach to supporting and welcoming visitors across their travel journey is an important opportunity for consideration, with the aim of optimising resources and ensuring strategies are aligned with future visitor needs.

Priorities

2.1 Destination Brand Evolution

2.2 Marketing Strategic Management

2.3 Visitor Market Activation Funding Strategy

2.4 Destination Storytelling

2.5 Strategic Brand & Marketing Partnerships

2.6 Visitor Servicing

Sustainable Development Goals Alignment

PILLAR TWO / PRIORITIES

#	Priority	Key Outcomes	Local Considerations	LGA Role	Partners	Timeline
2.1	Destination Brand Evolution	The Region has a united, clear and unique brand story that reflects our DNA and positions our Region as a visitor destination to attract national and global visitors who are aligned with our shared vision.	• Work in collaboration with Regional Partners to develop a Regional Brand (including a Subregional brand), and to embed the Brand through education and engagement with industry and community. • Use the Sub-regional brand as an accurate narrative to propel forward through demand driving activities and tourism activations. • Support BRT to undertake a Content Audit, and advocate for the development of a library of content that aligns with the Regional brand. • Investigate opportunities to activate the Brand locally	• Facilitator • Advocate	• BRT	• Short Term • Ongoing
2.2	Marketing Strategy	Regional destination marketing is managed and executed strategically to ensure brand and marketing investment is optimised.	• Apply a strategic approach to destination marketing at a local level, and align with regional marketing strategy. • Determine *Marketing Objectives* and *Annual Action Plan*. ○ Commit to delivering consistent and regular brand marketing storytelling (ref. Priority 2.5). ○ Prioritise positive visitor behaviour, increased visitor dispersal and storytelling engagement as key measures of marketing success. • Review, measure and reset Annual Action Plan annually.	• Facilitator • Advocate	• BRT	• Short Term • Ongoing
2.3	Visitor Market Activation	Partnerships and collaborations with relevant stakeholders are activating opportunities to attract High Value visitors to the Region.	• Leisure Visitors ○ Activate via Destination Storytelling (Priority 2.4) and Strategic Marketing Partnerships (Priority 2.5). ○ Consider strategic partnerships and content creation to drive visitation from niche market travellers who undertake recreational activities across the region including gold prospecting, water sports, cycling and bird watching. • Visiting Friends & Relatives ○ Develop a local engagement activation plan to drive increased stay/repeat overnight trips from the VFR market (including Students as locals). ○ Connect the dots: Investigate synergies and opportunities between real estate, population strategy and tourism. • Business Travellers ○ Support BRT to activate a Business Events reference group by connecting local business event operators and venues into the Group. • Sport ○ Understand the local capacity to attract increased participatory and spectator events. ○ Liaise with Event Organisers (eg.Energy Breakthrough held in this Council region) to build pre- and post-event itineraries relevant to the event personas. • Education ○ Work with BRT to coordinate a strategic approach to understanding the capacity and potential to attract school groups to the region, and council area. ○ Connect BRT with local businesses who currently offer unique and interesting learning opportunities.	• Facilitator • Advocate	• BRT • VV • Niche Interest Communities	• Ongoing

PILLAR TWO / PRIORITIES

#	Priority	Key Outcomes	Local Considerations	LGA Role	Partners	Timeline
2.4	**Destination Storytelling**	The regional brand is activated through appropriate and effective storytelling activities via paid, earned and owned media and is attracting high value visitors to the Region.	• Develop a *Local Brand Storytelling Framework* to outline the strategic linkages between the traveller journey, local experience themes and stories, visitor experiences, night time economy proposition, and ideal visitor behaviours, dispersal and seasonality. Use this framework to plan and execute storytelling across all relevant platforms at a local level. • Curate, create and amplify content that aligns with the Brand Storytelling Framework including itineraries to be published on the local tourism website and via LGA owned tourism social media channels. • Attract responsible visitors who respect and care for the region's environment and communities by amplifying positive visitor behaviours • Work with BRT to optimise the current Destination website, and supply inspiring and engaging content for publishing. • Activate a strategic and efficient approach to social media to connect and engage with communities and to inspire travel. • Proactively source images and videos from third parties for use in brand marketing activities. Opportunity to purchase content from content creators (local/influencers) if and as required.	• Provider • Facilitator • Advocate	• BRT • Content Creators	• Ongoing
2.5	**Strategic Brand & Marketing Partnerships**	The Region is working in collaboration with key regional marketing partners to leverage/amplify opportunities to drive demand for the Region.	• Increase visibility and ensure brand position alignment of the LGA region across Visit Victoria's marketing, PR, travel trade, and experience development activations. Specifically to work collaboratively to: ○ Ensure alignment with strategic planning visitor persona/markets. ○ Amplify regional stories across VV social media platforms ○ Increase uptake of ATDW across the industry to grow the quality and quantity of regional experiences on visitvictoria.com.au • Work in close collaboration with VIC Parks to promote desired visitor behaviours within the region's Parks, and amplify appropriate messaging through storytelling activation. • Work in close collaboration with BRT and other local organisations to align resources to create efficiencies across storytelling, campaign investment, and the creation of rich content (Articles, Photos, Videos). • Remain connected with UNESCO Creative City & Region of Gastronomy and Victorian Goldfields World Heritage Bid project managers to identify opportunities to leverage credentials and resources.	• Provider • Facilitator • Advocate	• VV • LGAs • Industry • UNESCO • VGWHB	• Ongoing

PILLAR TWO / PRIORITIES

#	Priority	Key Outcomes	Local Considerations	LGA Role	Partners	Timeline
2.6	Visitor Servicing	Visitors to the Region are supported with accurate, inspirational and accessible information they need to plan, book and experience the Region across relevant touchpoints along their travel journey. Visitors know how to be respectful of our communities and the environment when exploring our Region.	• Maryborough Railway Station is the region's Accredited Visitor Information Centre, which is fully funded (physical, human, and budget resourcing) by CGSC, and is the local hub for visitor servicing initiatives and activities. • Work in collaboratively with partnering LGAs to activate the 'Goldfields Gateways' project. • In partnership with BRT and neighbouring Councils develop a *Regional Visitor Servicing Strategy* to identify regional collaborative visitor servicing projects that support the outcomes of this priority area.	• Provider • Facilitator	• BRT • Goldfield's Gateway Partners	• Short Term

PILLAR THREE /

Cohesive & Dynamic Destination Stewardship

Strong strategic leadership, genuine collaboration and unity between Regional partners will achieve the destination's vision for tourism.

The Bendigo Region DMP, and this aligned Local Area Action Plan is governed by a regional vision for tourism which will be achieved through agreed priorities for action, and has purposefully been designed to be agile, to remain a relevant framework throughout the entirety of its lifespan and beyond.

Plan Governance Principles and a *Plan Management Framework* exist to ensure DMP custodians remain accountable to the strategic priorities within this Plan.

Understanding and communicating the value of tourism at a local, granular level, is essential to build the awareness and recognition of tourism related investment at a local level.

Further, working with local stakeholders to determine a local vision and aspirations for tourism, and involving and engaging local community in tourism decision making will help to build the social license for Council to continue to invest.

Building genuine partnerships with key regional partners, and fostering respectful relationships with all stakeholders will be essential to embed trusting relationships, and build momentum for the sector.

A dedicated and ongoing focus on finding and applying for additional funding will be required outside current funding streams to activate the opportunities in this LAAP.

Advocating for local issues and opportunities will help to enable outcomes for the local area, including new infrastructure which benefits locals and visitors alike.

To activate the Priority Projects requires significant tourism investment, therefore, working collaboratively with Regional Partners to advocate for increased tourism investment remains a major strategic priority.
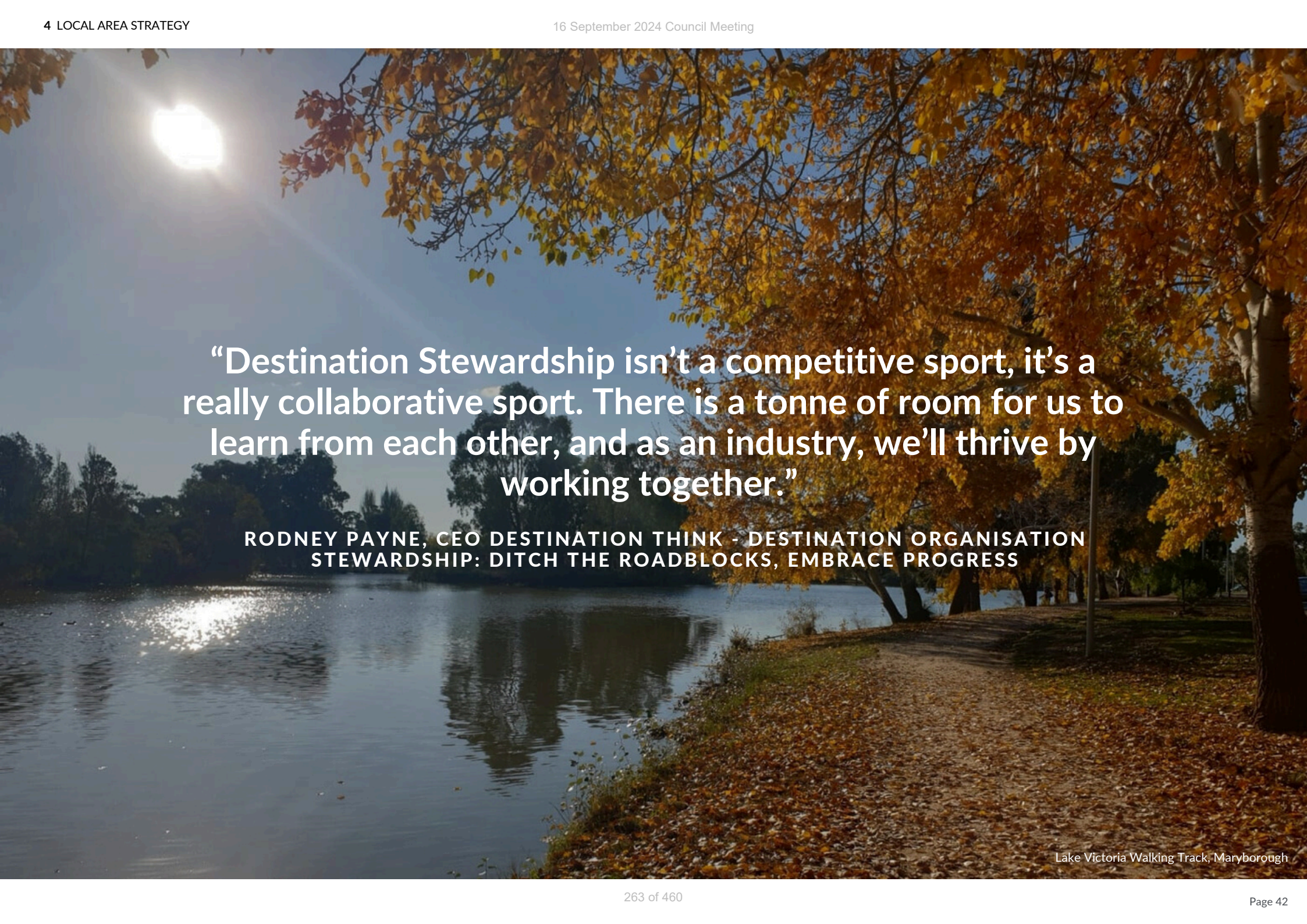
A consistent and agile approach to emergency, crisis and climate action response is required to support the destination's resilience and ability to meet the demands moving forward, and recover quickly from future crisis.

Priorities

3.1 Plan Governance

3.2 Tourism Impact Measurement Strategy

3.3 Regional Partnerships & Relationships

3.4 Funding Strategy

3.5 Destination Advocacy

3.6 Plan Engagement & Communication

3.7 Tourism Investment Advocacy

3.8 Emergency, Disaster & Climate Action Preparedness

Sustainable Development Goals Alignment

"Destination Stewardship isn't a competitive sport, it's a really collaborative sport. There is a tonne of room for us to learn from each other, and as an industry, we'll thrive by working together."

RODNEY PAYNE, CEO DESTINATION THINK - DESTINATION ORGANISATION STEWARDSHIP: DITCH THE ROADBLOCKS, EMBRACE PROGRESS

Lake Victoria Walking Track, Maryborough

PILLAR THREE / PRIORITIES

#	Priority	Key Outcomes	Local Considerations	LGA Role	Partners	Timeline
3.1	Plan Governance	The Bendigo Region DMP and correlated LAAPs remains agile, relevant and up to date, responding to changing market conditions, and continues to prioritise, deliver, and report on the positive tourism outcomes for the Region's communities.	• Work in partnership with BRT to govern the Bendigo Region DMP and the achievement of the regional tourism vision and aspirations, and uphold the Plan Governance Principles (refer to the Bendigo Region DMP) throughout the VEP transition period and beyond. • Consider the resourcing required at a LGA level to support the activation of the Bendigo Region DMP, and the actions within this LAAP. • Communicate the value of tourism by share progress updates of the DMP, and local success metrics with local stakeholders. • Connect the dots: Align the Bendigo Region DMP with local Tourism Strategy / Economic Development Strategy and other local activation plans. • Ensure LGA 'Priority Projects' highlighted in the DMP remain up to date (via BRT). • Develop a local vision and aspirations for tourism	• Facilitator • Advocate	• BRT	• Ongoing
3.2	Tourism Impact Measurement Strategy	Invest in strategic, relevant and dynamic curation of insights and indicators that measure the full value of tourism for the Bendigo Region, for the purpose of attracting investment into the sector and to enable an agile response to destination planning.	• Work in partnership with BRT to identify opportunities to build a robust measurement strategy to effectively measure the full value of tourism. • Connect BRT with local organisations and businesses who may be able to provide data and insights to use in the DMP Measurement Framework • Use relevant indicators that align with those identified in the Bendigo Region DMP, and measure success at a local level (via the Measurement Framework on page 46), on a regular basis.	• Facilitator • Advocate	• TRA • BRT • Industry	• Short Term (planning and investigation) • Medium-Long Term (Activation)
3.3	Regional Partnerships & Relationships	Educate and lead an informed, confident and dynamic group of tourism professionals in the Region to grow a united approach to destination stewardship across the Bendigo Region.	• Advocate for local businesses and community engaged in the visitor economy to connect, collaborate and network regularly to share ideas, learn and progress local business and community led projects and initiatives aligned to the region's vision. • Establish strong relationships with all Regional tourism partners through meaningful liaison, sharing of information, co-design of solutions, and tourism leadership opportunities, and celebrate everyone's successes. • Identify regional collaboration opportunities across Strategic Pillars in this Plan, to create efficiencies in resourcing and budgets, and to unite efforts to create a greater impact. • Connect with relevant stakeholders to work through how tourism can contribute to local environmental programs and projects. • Enhance local community connection and engagement to involve the community in tourism-related decision-making, insights, knowledge sharing and updates on current threats and how they impact tourism (eg. Homelessness, Housing).	• Provider • Facilitator • Advocate	• BRT • Industry	• Ongoing

PILLAR THREE / PRIORITIES

#	Priority	Key Outcomes	Local Considerations	LGA Role	Partners	Timeline
3.4	**Funding Strategy**	A strategic approach to targeting and applying for relevant grants funding to activate the Projects within the Bendigo Region DMP.	• Consider the opportunity for cooperative investment in priorities and outcomes delivered by BRT that have a direct impact locally. • Develop a local grant strategy to proactively coordinate the attainment of funds outside of council budgets for tourism related projects.	• Advocate	• DJSIR	• Ongoing
3.5	**Destination Advocacy**	A proactive and united approach to investigating and understanding local and regional issues to advocate to industry, regional, state and federal entities on issues impacting the delivery of the Bendigo Region DMP.	• Provide regular updates to BRT on the issues and challenges for tourism at a local level (which is enabled by a strong listening/feedback mechanism between LGA and the community and industry stakeholders. • Continue to advocate for the progression of the Priority Projects identified in this LAAP.	• Advocate	• LGAs • RTBs/VEPs • VTIC	• Ongoing
3.6	**Plan Engagement & Communication**	To build awareness of BRT, the purpose of the bendigo Region DMP, and a strong understanding of the value of tourism with Industry & Community.	• In collaboration with BRT, develop quarterly key messaging to deliver via relevant council comms with community in regard to the value of tourism regionally and locally, to strengthen the understanding of the value of tourism across the community. • Rebuild local confidence and pride from within, by enhancing community communications around tourism 'good news' stories.	• Facilitator • Advocate	• LGAs	• Ongoing
3.7	**Tourism Investment Advocacy**	To support the attraction of increased Public and Private investment in tourism across the Bendigo Region.	• Work in collaboration with BRT to develop and activate a *Accommodation Investment Prospectus* (as per Priority 1.6). • Connect industry with investment opportunities via BRT and directly	• Facilitator • Advocate	• LGAs • RDV • DJSIR	• Ongoing
3.8	**Emergency, Disaster & Climate Action Preparedness**	BRT has a clear remit and responsibilities with regard to regional Emergency, Disaster and Climate Action Preparedness and Action.	• Work with BRT to determine BRT's outlining specific role across communications, particularly across Destination Storytelling platforms, and media/PR.	• Facilitator • Advocate	• LGAs • DJSIR • VV	• Short Term (initial review) • Ongoing (Annual review)

Activation Framework

This Activation Framework provides the structure for Council to respond to tourism opportunities with agility, whilst remaining aligned with the Pillars and Priorities outlined in the Bendigo Region DMP.

Throughout each Strategic Pillar are *Local Considerations*, which have been formed as a result of a considered listening process in the development of the Bendigo DMP.

It's recommended these considerations are viewed as potential opportunities for exploration, with the possibility of some considerations to be scoped as potential projects for the future.

On this page, and the following, an Activation Framework has been developed to help guide the activation of the considerations within this Plan.

It is recommended that an ongoing local area listening mechanism continues to feed into this Framework (as per Priority 3.1 Plan Governance) to support the LGA to become aware of new problems and opportunities, which feed into the Framework.

Activation Framework Key

STAGE	STEP	DESCRIPTION
AWARENESS	Problem / Opportunity Identification	- Articulate the issue/opportunity (ref. Cynifin Framework - Simple, Complicated, Complex or Chaotic) - Articulate LGA role in addressing the issue/opportunity - Determine whether to proceed into Project Scoping Framework
PLANNING	Project Scope & Alignment	- Articulate the scope of the project - Does this project pass the *positive impact assessment criteria?** **If yes, proceed with remaining steps. If no, do not proceed. Rethink the Scope.** - Define the project success measures and alignment with DMP Measurement Framework - Determine exit strategy & timelines if project success measures are not met.
	Project Committment	- Who are the project partners, and what is their required level of involvement? - How does this project align with Partner priorities? - What are the resources (internal and external) required for this project (budget/time)? - Risk Assessment for Project
	Project Approach	- Articulate the best approach for this Project (ref. Cynifin framework action method) - Define the process for engagement/activation
EXECUTION & EVALUATION	Project Activation	Activate the project as per the Scope and Approach
	Project Impact	- Report at intervals identified in the Project Scope - If Project is achieving the intended impact, continue the activation. - If Project is not achieving the intended impact, the project goes back into the Planning Stage for realignment/scoping

*Positive Impact Assessment Criteria

- The intention of the project must align with the Bendigo Region DMP vision
- Outcomes for the project must contribute positively to at least 3 of the 5 aspirations in the DMP
- Outcomes for the project must not contribute negatively to any aspirations

ACTIVATION FRAMEWORK
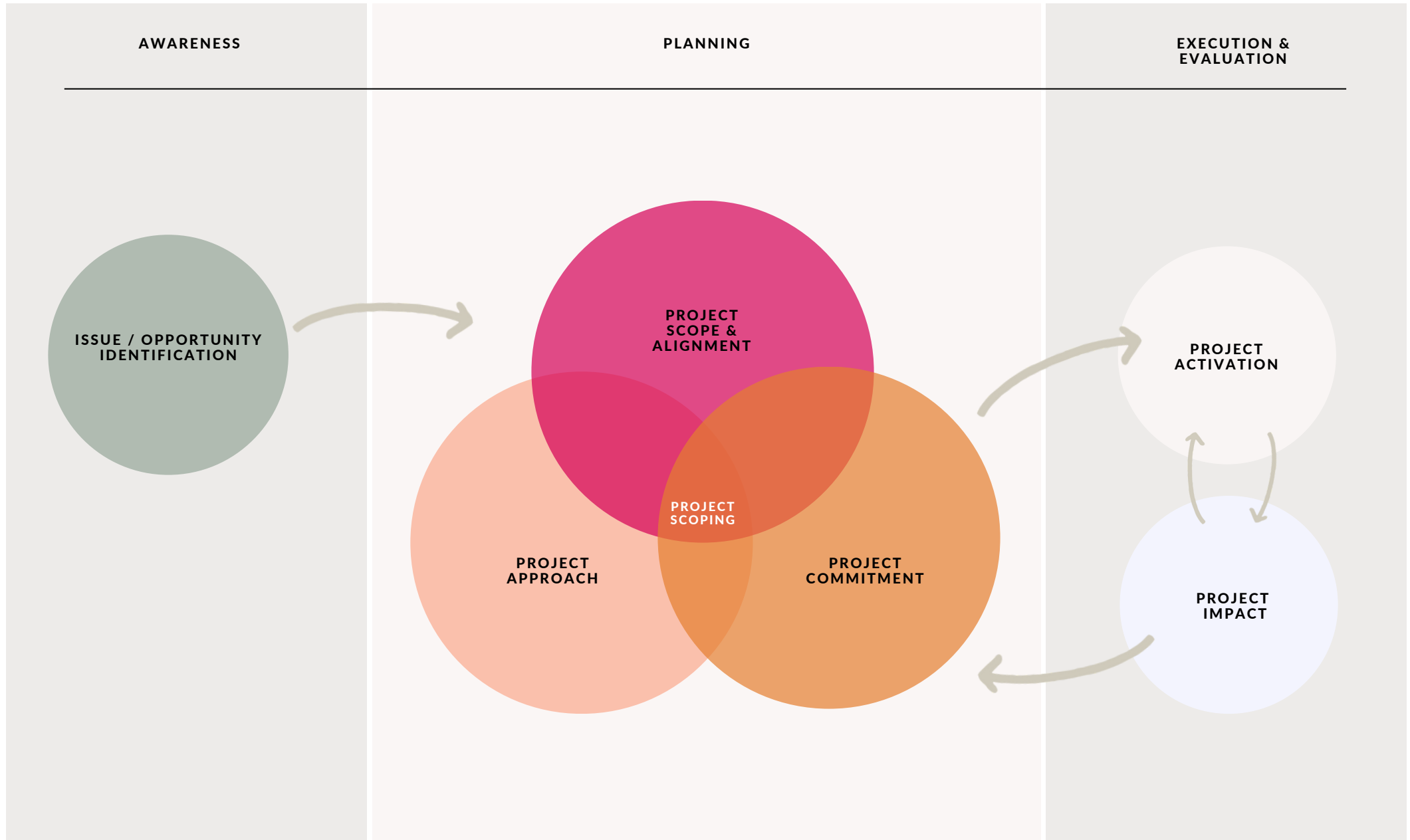
Measuring Success

This Measurement Framework outlines current and valid local benchmarks for CGSC and identifies targets that align with and support the Regional Aspirations as outlined in the Bendigo Region DMP.

Priority 3.2 outlines considerations for optimising this Framework iteratively, ensuring that benchmarks for relevant indicators are identified, and then tracked over time to provide insights into the value of tourism at a local level. This also supports the targets at a regional level.

	COMMUNITY	ENVIRONMENT	VISITOR	ECONOMY	INDUSTRY
ASPIRATION	Community members have a clear understanding of the full value of tourism, and enjoy sharing their part of the destination with visitors, family and friends.	Regional partners and industry are educated and empowered to deliver experiences that have a positive impact on the environment.	To position the region as a highly desirable tourism destination, to attract high value visitors who seek meaningful interaction and connection with our people and place.	To enhance the overall economic contribution of the visitor economy, fostering a dynamic, innovative, and resilient business community.	Tourism businesses are prospering, benefiting from a skilled and engaged workforce, and continuously adapting to meet the expectations of visitors.
LOCAL BENCHMARK	• 8.7/10 - CGSC residents average confidence rating for *contribution of tourism to the community* • 5.6/10 - CGSC residents average confidence rating for the *future of tourism* *Source Bendigo Region Visioning Survey (October 2023, n=182)*	• No current benchmark • Consider Priority 1.5 in the Action Plan to build benchmark.	• No current benchmark of Visitors sentiment of the CGSC region.	• $38m expenditure (2019) • Day Trip Visitor Yield = $99pp (2019) • Domestic Overnight Visitor Yield = $221 (2019)	• No current benchmark for Industry Sentiment of the CGSC region. • 135 businesses (2019)
INDICATORS	• Net Promotor Score +45.4 (resident) • Positive Community Sentiment Measures • First Peoples relationship building, partnerships & initiatives.	• All Destination Marketing activity shares positive visitor behaviours. • Support positive Impact initiatives of local environmental groups. • Industry pursuing sustainable tourism initiatives and accreditations.	• Net Promoter Score 50+ (non-resident travellers) • Positive Visitor Sentiment Measures	• Visitor Yield • Tourism Expenditure	• Positive Industry Sentiment & Future Outlook for Tourism. • Stability and/or growth in Jobs and # Business.
LOCAL TARGETS	• Net Promotor Score of 60+ annually by 2030 (YoY growth prior).	• Greater engagement by Industry in increasing sustainability measuring (scorecards/certification or other programs). • 50% of tourism businesses & events have a Positive Impact Visitor Experience (also includes collaborative partnerships) by 2030.	• Net Promotor Score is over 70+ annually by 2030 (YoY growth prior).	• Grow Tourism Expenditure to 49.4m in 2030 (30% growth from 2019). • Grow Day Trip Visitor Yield to $118 by 2030 (20% growth from 2019). • Grow Domestic Overnight Visitor Yield to $287 by 2030 (30% growth from 2019).	• Over 80% of Tourism Businesses are confident about the Future Outlook for Tourism. • Grow number of businesses in Tourism to 162 by 2030 (20% growth from 2019).

05

Acknowledgements.

This Plan has been prepared through considered engagement with tourism stakeholders across community, industry, business and government.
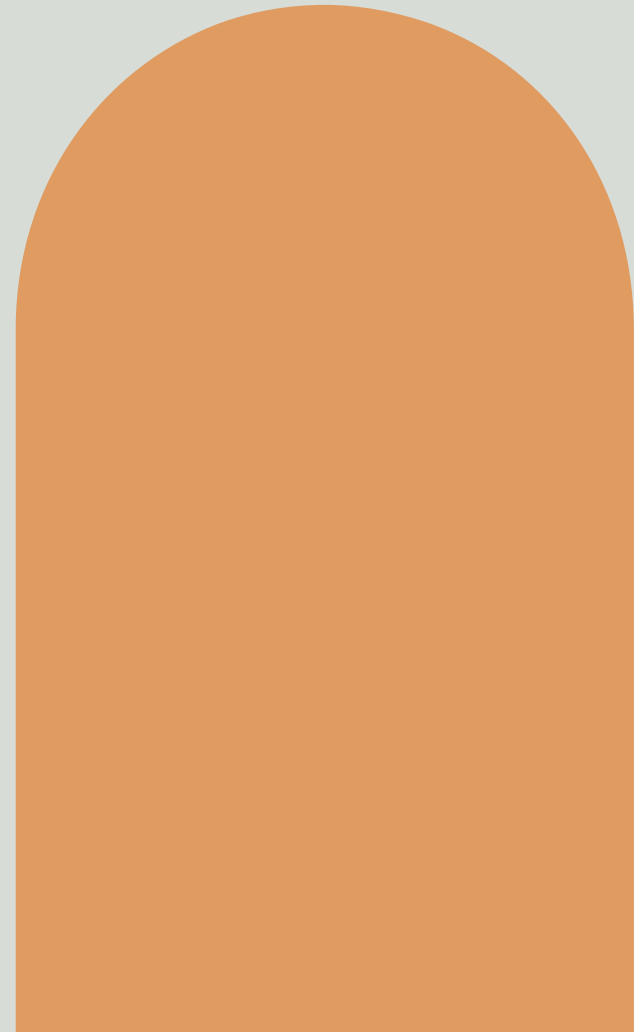
Plan Development Process

The Bendigo Region DMP and this LAAP for Central Goldfields Shire Council has been prepared through considered engagement and consultation with tourism stakeholders across community, industry, business and government.

From October 2023, the Bendigo Region DMP Project Working Group, consisting of representatives from BRT's constituent Councils embarked on a 6-month project, engaging with over 380 community and industry members across multiple forms of listening.

Please see the Bendigo Region DMP Acknowledgements for detail regarding the Stakeholder Engagement and Consultation, which has informed the development of this LAAP.

DESKTOP ANALYSIS
- Review of over 80 state, regional, local, industry and sector strategies, plans and reports.

INDIVIDUAL INTERVIEWS & MEETINGS
- 19 Individual In-depth Interviews

STAKEHOLDER WORKSHOPS
- 10 industry and community workshops
- 100+ attendees (inclusive of community and industry members).

COMMUNITY & INDUSTRY SURVEY
- 252 responses through 2 online surveys, a Visioning Survey for all stakeholders (182 responses), and a Community & Tourism Group survey (70 responses) (November 2023).

LISTENING

PARTNERSHIPS
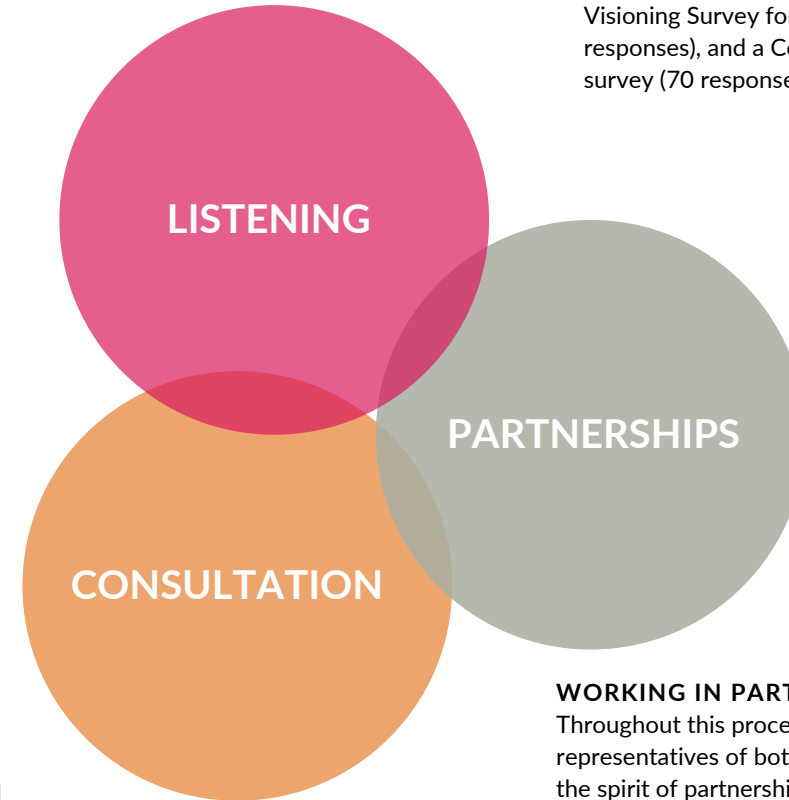
CONSULTATION

PROJECT CONSULTATION
- Regional Issues & Opportunities Paper Developed and Reviewed by Stakeholders.
- Draft DMP - Stakeholder Consultation (Community, Regional, State Stakeholders).

WORKING IN PARTNERSHIP
Throughout this process, BRT have engaged with representatives of both DJAARA and TLaWC in the spirit of partnership, growth and continued learning, and we thank them for their commitment to growing the cultural vibrance of our region through sustainable, ethical tourism practises.

THE TOURISM COLLECTIVE

Our vision is to enable tourism for a better future.
We're committed to demonstrating how tourism can be a force for good, and help to enable communities and the special places they love thrive for generations to come.

tourismcollective.com.au

This Destination Management Plan has been developed by The Tourism Collective (tourismcollective.com.au) on behalf of Bendigo Regional Tourism in close consultation with Central Goldfields Shire Council and their community, industry, government and environment custodians.

The content within this Plan is based on comprehensive research and engagement with the destination's community and industry stakeholders (see Acknowledgements). Data and insights were collated from October 2023-February 2024 to develop the recommendations outlined in this Report. Neither The Tourism Collective or Bendigo Regional Tourism takes responsibility in any way whatsoever to any person or organisation (other than that for which this report has been prepared) in respect of the information set out in this report, including any errors or omissions therein.

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Moliagul Pub, Moliagul

BENDIGO
regional tourism

VICTORIA

CENTRAL
GOLDFIELDS
SHIRE COUNCIL

Survey Responses

22 July 2024 - 14 August 2024

Local Area Action Plan Feedback

Engage Central Goldfields Shire Council

Project: Local Area Action Plan

engagementHQ

VISITORS		
12		

CONTRIBUTORS		RESPONSES			
6			**6**		
0	6	0	0		6
Registered	Anonymous	Registered	Unverified		Anonymous
0					
Unverified					

Respondent No: 1 **Login:** Anonymous **Email:** n/a	**Responded At:** Aug 02, 2024 16:46:29 pm **Last Seen:** Aug 02, 2024 16:46:29 pm **IP Address:** n/a

01. Do you agree with the key local **issues and opportunities for Central Goldfields as highlighted on pages 14 -17?**

Other (please specify)

hard question. Where do you go to get a light lunch or morning tea in Talbot, Carisbrook, Bealiba for example? These towns are more like dormitories than communities.

02. What kind of education, knowledge and inspiration would help local industry to develop new experiences for visitors so that they can enjoy connecting authentically with people and place? (page 14)

broad minds and a collaborative approach is essential - at present our operators see each other as competitors, they need to get out of their silos and work out how to actually and actively promote others thereby promoting yourself, all coffee, bakery, lunch, dinner places are the same (and there"s far too much fast-food); all the shops are the same. What about a collective decision to support difference: pop-up shops that offer difference; groovy bars - maybe also pop-up, nightclubs, bookshops, art supply places (NOT the $5 shops and K-Mart please), and so on. I bleed for young people in this town. They're hidden **away** on the town's fringes when at school and when not, there's nothing to engage them. Educate about collaboration, networking, point of difference, merchandising vs clutter, interior design, customer service - at present the computer too frequently says NO, cleaning up exteriors (never seen such an ugly main street),

03. Which Council assets that align with visitor experience do you think are under-utilised?

The Town Hall needs to be refurbished so it can be used as an event space to host multiple activities in the one location

04. Do you agree that a network or association of local tourism businesses would strengthen the local industry? Do you see any barriers to this being achieved and how could they be overcome? (page15)

A network may facilitate strength, depending on its structure, governance and membership. Running a business is not the be all and end all of tourism. In my experience, business owners are luke warm when it comes to supporting events that will and do increase their revenue. It needs to be a two-way street.

05. Which areas of tourism activity do you think create the biggest impact for our local economy and community? Please rank the options below.

1. Events
2. Nature
3. Heritage
4. Arts & Culture
5. Food and Drink
6. Wellness
7. First Nations
not answered

6. Which areas of tourism activity do you think should be strengthened to stimulate more visitation?

7. How would you like us to communicate about the impacts of tourism investment and activity in our Shire? (page 15)

Social Media

Newspapers

Email updates

08. If you are a local tourism operator, what sustainability initiatives does your business have that you'd be willing to share with other local tourism businesses? (page 16) not answered

Q9. **We need positive voices in the community to encourage visitors. Would you be willing to be a positive voice for the community, and how would you do this? (page**

17) I already do this work.

Q10. **Looking at pages 29 to 47, which of the strategic pillars do you think is most important, and why?**

3, 1 , 2 order. Why? 3 acknowledges that a week or several days is the aim of networking, collaboration, support etc. 1 acknowledges that people can be altered by their experiences and so providing active engagement with the local environments (not just physical) builds opportunity for transformative experience and therefor repeat and word of mouth visitation 3 - I love story-telling, but the biases and values that are innvolved sometimes make it very problematic

Q11. **Do you have any further comments about the Local Area Action Plan?**

Q. 5 needed to ask given tourism demographics, which areas should be strengthened to stimulate more visitation.

Respondent No: 2 **Login:** Anonymous **Email:** n/a	**Responded At:** Aug 06, 2024 16:30:09 pm **Last Seen:** Aug 06, 2024 16:30:09 pm **IP Address:** n/a

01. Do you agree with the key local **issues and opportunities for Central Goldfields as highlighted on pages 14 -17?**

Other (please specify)

To state that council has been the driving force for tourism in the region is completely wrong. In fact, in many ways council have proved an impediment to tourism initiatives. Many of the points made are 'stating the obvious'. Anyone involved in tourism knows the issues that need to be addressed - the fact they haven't been remains a source of frustration.

02. What kind of education, knowledge and inspiration would help local industry to develop new experiences for visitors so that they can enjoy connecting authentically with people and place? (page 14)

A lot of people travel to the area to experience the amazing history on show, yet many of the historic sites in the shire are an embarrassing eyesore - the Aboriginal Rock Wells, The Chinese baths, Battery Dam etc are just some examples.

03. Which Council assets that align with visitor experience do you think are under-utilised?

All of them. As a brief example, the Visitor Centre is not promoted outside of the shire &does not have adequate parking for RVs, historical sites throughout the shire are left to rot unless volunteers pledge countless hours to restoration.

04. Do you agree that a network or association of local tourism businesses would strengthen the local industry? Do you see any barriers to this being achieved and how could they be overcome? (page15)

There has been little to no leadership at senior council level since Covid. There also appears to be no enthusiasm for tourism for those tasked with its promotion. Opportunities for inexpensive but effective promotion are not explored or even suggested. Prime recent examples include the lack of any preparation to celebrate 150 years of rail. The enthusiasm of those who attended was matched by their disappointment at the event. No recognition of the naming of Maryborough. No cross-promotion with Bendigo - a Unesco City of Gastronomy - with food networks currently operating within the shire, most notably the Talbot Farmers Market.

05. Which areas of tourism activity do you think create the biggest impact for our local economy and community? Please rank the options below.

1. Heritage
2. Food and Drink
3. Nature
4. Arts & Culture
5. Wellness
6. First Nations
7. Events

06. Which areas of tourism activity do you think should be strengthened to stimulate more visitation?

Events

Nature

Heritage

Arts & culture

Food and drink

Wellness

First Nations

Q7. **How would you like us to communicate about the impacts of tourism investment and activity in our Shire? (page 15)**

Social Media

Newspapers

Q8. **If you are a local tourism operator, what sustainability initiatives does your business have that you'd be willing to share with other local tourism businesses? (page 16)** not answered

Q9. **We need positive voices in the community to encourage visitors. Would you be willing to be a positive voice for the community, and how would you do this? (page 17)** Yes

Q10. **Looking at pages 29 to 47, which of the strategic pillars do you think is most important, and why?**

Pillar Two, which talks about meaningful story telling, would seem to be the most important, as the others would naturally follow on from that. We can have the best experiences, the most 'iconic' railway station and incredible accommodation, but if we don't invest the time and money to promote this effectively outside the shire then it will remain a secret. None of the assets provided to visitors are4 actually produced by council - whether its information on cycling tracks and bush walks, where to stay, where to eat, upcoming events - none of this information is provided by the shire.

Q11. **Do you have any further comments about the Local Area Action Plan?**

This is very aspirational and there is nothing that I can disagree with - I just remain cynical that any meaningful leadership will be provided at a council level. Community groups who initiate ALL of the events (apart from EBT) find council services an impediment to their endeavours. An example is that a local event that attracts hundreds of people to a tiny town annually was told last year they could not display a poster at the Visitor Centre as it did not meet the minimalist aesthetic. We see incredible events and festivals held in other towns much smaller than ours and can't help but wonder why we employ people on six figure sums. So one of the main issues I see with the Local Area Action Plan is reassuring people it is not just an exercise in box-ticking for someone meeting their KPIs.

Respondent No: 3 **Login:** Anonymous **Email:** n/a	**Responded At:** Aug 07, 2024 00:35:55 am **Last Seen:** Aug 07, 2024 00:35:55 am **IP Address:** n/a

01. **Do you agree with the key** local **issues and opportunities for Central Goldfields as highlighted on pages 14 -17?**

Yes

02. **What kind of education, knowledge and inspiration would help local industry to develop new experiences for visitors so that they can enjoy connecting authentically with people and place? (page 14)**

The business sustainability is important for small towns such as Dunolly. Our streetscape of Broadway is lined with charming shops and cafes, but they are mostly closed or empty. Even during busy weekends there is little to do in the main street. Every few years a new cafe or enterprise will open to great fanfare, and then it closes. We get many vintage car or bike tours who arrive to find an empty street. It is hard to classify the town as a destination if everything is closed. One of our major problems is a lack of volunteers to keep the Court House, Town hall and museum open. It would be nice to have some sort of street overlay for Broadway where it could keep its historical feel so it could look attractive like Talbot or Bealiba. Tourists like to see Goldfields towns that look authentic and have a bit of character and charm. Empty shops look depressing. Broadway has a special character and it would be worthwhile enforcing the truck bypass which I believe is along Inkerman street, but no truck ever does the bypass - they all head along Broadway.

03. **Which Council assets that align with visitor experience do you think are under-u1ilised?**

Volunteers and not for profit community groups are the backbone of visitor experience. Many of the buildings are owned by Council - such as the Dunolly Court House but we need volunteers to open the doors to visitors. ,

04. **Do you agree that a network or association of local tourism businesses would strengthen the local industry?** Do **you see any barriers to this being achieved and how could they be overcome? (page15)**

I can't quite see how this would work, but I think something like this is vital. I think it needs professionals to run it as we volunteers are already exhausted and resentful of the mountain of paperwork we are lumbered with. It is in the interest of Bnb and restaurant owners to try to help small local groups to host art exhibitions and theatre shows as it brings visitors to the town. Some business groups i've seen charge membership and focus on their own needs instead of the wider umbrella.

05. **Which areas of tourism activity do you think create the biggest impact for our local economy and community? Please rank the options below.**

1. First Nations
2. Food and Drink
3. Wellness
4. Arts & Culture
5. Events
6. Nature
7. Heritage

06. **Which areas of tourism activity do you think should be strengthened to stimulate more visitation?**

Nature

Heritage

Arts & culture

Food and drink

First Nations

07. **How would you like us to communicate about the impacts of tourism investment and activity** in our Shire? **(page** 15)

Social Media

Email updates

Q8. **If you are a local tourism operator, what sustainability initiatives does your business have that you'd be willing to share with other local tourism businesses? (page 16)**

For a while I had my heritage Dunolly former hotel as a BnB. It was hugely popular with visitors from Melbourne who particularly liked the authentic feel of being in a goldfields era hotel. I found that the city visitors liked being in the bush away from other buildings and traffic. Being slightly rustic and authentic was key to the visitor experience. My visitors were passionate about history and gold detecting and that was my key form of advertising. I also have a recital room with a grand piano for salon style intimate musical events . I know my market and able to promote Dunolly as a destination.

Q9. **We need positive voices in the community to encourage visitors. Would you be willing to be a positive voice for the community, and how would you do this? (page 17)**

Yes, I believe it is important and needs to be authentic and heartfelt. Positive voices need to speak on the subject they are passionate about. For example,I would talk about the wonderful Town Halls we have in our little towns and how perfectly they were designed for the natural acoustic of the touring theatre groups that came to the area in the 1860's. One of my characters is Madame Carandini who came to dunolly in 1861 - she was the greatest opera singer in the world before Nellie Melba. I still work with a touring opera company and many of my audiences come from Melbourne to see the shows in an historic building as it adds to the experience. It is important to get the positive voice people talk about what interests them For example- I'd be no good talking about the Energy Breakthrough or football as I really don't understand them. All I know is that tourists want decent accommodation, good food and some form of entertainment or experience. This shire can provide all of that and more.

Q10. **Looking at pages 29 to 47, which of the strategic pillars do you think is most important, and why?**

Pillar one is the concepts and working ideas. I would love to see more on the Chinese in the area perhaps a recreated Chinese Market Garden in Dunolly and even a small Indigenous garden. We should commemorate the Chinese and first nations. I am disappointed to see so much focus on the large hub of Maryborough when the real strengths are in the tiny towns. My visitors all want to get away from large towns. It is good to focus on the Maryborough Rail Station, but in order to have a World Heritage bid we need to look at unique buildings out of Maryborough as well. In dunolly the Bendigo Hotel (which is on the market) is a unique opportunity to buy a rare Cobb & Co staging post . This would be a multi million dollar restoration and way beyond our means, but in the bigger picture would be a marvelous interpretive center for the region. These opportunities don't come very often and the world heritage bid will transform our area if successful. Pillar one will lay the basework for the other two pillars and give a clear direction. We need to celebrate our goldrush history whilst also encompassing the natural history and our first nations and early settlers. It is such a rich historical area.

Q11. **Do you have any further comments about the Local Area Action Plan?**

This survey form is difficult for me to use - I have a geriatric computer Mind you, this is a perfect example of my problems. I am too old to figure out computers. I can perform in front of large audiences, but barely able to complete a form online, This would take two minutes for a young person trained in technology. All the ideas in the Local Area Action plan are exemplary and i believe very strongly in the future of this region, but we are an older population, and our volunteers need help with filling out our endless paperwork such as company registration forms for the Consumer Affairs office and other compliance paperwork . This takes more time than the organisations are capable of handling now. I know i am not the only not for profit volunteer who has this problem. What with my commitments with the Goldfields Historical Society, the Neigbourhood House, and the Dunolly theatre company, I work seven days a week. The volunteer crisis is real. My secretary died, all the other members are older than me and there is no one to take over. I think it is easier in Maryborough but our tiny towns have the same five people on all the community groups. Anyway, I like the local area action plan but find it hard to read for a layperson - especially at midnight.

Respondent No: 4
Login: Anonymous
Email: n/a

Responded At: Aug 10, 2024 18:59:13 pm
Last Seen: Aug 10, 2024 18:59:13 pm
IP Address: n/a

01. Do you agree with the key local issues and opportunities for Central Goldfields as highlighted on pages 14 -17?

Other (please specify)
We have been thru all this before. For various reasons several successful tourism businesses have been shattered & closed or moved away. Where is the assurance that this will not happen again? Bring back Glenda James mk2 & Jerri Carr-McFee.

02. What kind of education, knowledge and inspiration would help local industry to develop new experiences for visitors so that they can enjoy connecting authentically with people and place? (page 14)

Food & alcohol certification. Speaking coaching inc grammar. Knowledge of the natural environment. Knowledge of local farming enterprises. Animal husbandry. Hospitality certification. Etc

03. Which Council assets that align with visitor experience do you think are under-utilised?

Tullaroop dam.

04. Do you agree that a network or association of local tourism businesses would strengthen the local industry? Do you see any barriers to this being achieved and how could they be overcome? (page15)

not answered

5. Which areas of tourism activity do you think create the biggest impact for our local economy and community? Please rank the options below.

1.

6. Which areas of tourism activity do you think should be strengthened to stimulate more visitation?

not answered

7. How would you like us to communicate about the impacts of tourism investment and activity in our Shire? (page 15)

not answered

8. If you are a local tourism operator, what sustainability initiatives does your business have that you'd be willing to share with other local tourism businesses? (page 16)

not answered

9. We need positive voices in the community to encourage visitors. Would you be willing to be a positive voice for the community, and how would you do this? (page 17)

not answered

10. Looking at pages 29 to 47, which of the strategic pillars do you think is most important, and why?

not answered

11. Do you have any further comments about the Local Area Action Plan?

not answered

Respondent No: 5
Login: Anonymous
Email: n/a

Responded At: Aug 10, 2024 19:58:20 pm
Last Seen: Aug 10, 2024 19:58:20 pm
IP Address: n/a

01. Do you agree with the key local issues and opportunities for Central Goldfields as highlighted on pages 14 -17?

not answered

02. What kind of education, knowledge and inspiration would help local industry to develop new experiences for visitors so that they can enjoy connecting authentically with people and place? (page 14) *not answered*

03. Which Council assets that align with visitor experience do you think are under-utilised?

not answered

04. Do you agree that a network or association of local tourism businesses would strengthen the local industry? Do you see any barriers to this being achieved and how could they be overcome? (page15)

Council would need to win back the confidence of local operators. EG if any council staff say they are going to do something Do It. Yes ... an association could be tried again.

05. Which areas of tourism activity do you think create the biggest impact for our local economy and community? Please rank the options below.

1. Heritage
2. Nature
3. Events
4. Arts & Culture
5. Food and Drink
6. First Nations
7. Wellness

06. Which areas of tourism activity do you think should be strengthened to stimulate more visitation?

Nature

Heritage

Other (please specify)

Agricultural experiences.

Fishing.

07. How would you like us to communicate about the impacts of tourism investment and activity in our Shire? (page 15)

Social   Media

Newspapers

8. If you are a local tourism operator, what sustainability initiatives does your business have that you'd be willing to share with other local tourism businesses? (page 16)

not answered

9. We need positive voices in the community to encourage visitors. Would you be willing to be a positive voice for the community, and how would you do this? (page 17)

Not again!

10. Looking at pages 29 to 47, which of the strategic pillars do you think is most important, and why?

not answered

Q11. **Do you have any further comments about the Local Area Action Plan?**

not answered

Q11. **Do you have any further comments about the Local Area Action Plan?**

not answered

01. **Do you agree with the key local issues and opportunities for Central Goldfields as highlighted on pages 14 -17?**

Other (please specify)

3. Where are the "discover-plan-travel" and "post-experience-recommend-to-others" sections of the tourism cycle? There's an URGENT need for Fortress Maryborough to align existing and new activities with existing transport times, and include relevant transport times in advertising, have a uniformed welcomer on the platform for arrivals, gain feedback from, and offer return incentives to visitors waiting to board departing transport. I'm glad to see a reference to the burgeoning range of cultural groups within market range (who coincidentally are more attuned to public transport, particularly both Cantonese speaking and Mandarin speaking cohorts -whose motivations are not identical).

02. **What kind of education, knowledge and inspiration would help local industry to develop new experiences for visitors so that they can enjoy connecting authentically with people and place? (page 14)**

Spotting, naming, and aiding to avoid current attitudes & behaviour of "Fortress Maryborough- other ideas and cultures aren't relevant." Benchmarking with, say, Ararat, Shepparton & Castlemaine etc. Accessing online a basic timeline and glossary of M'bro's history, compulsory for relevant CGSC workers. CGSC to run own tourism website, monitor & severely prune & seed all M'bro-mentioning Wikipedia entries, because archaic Wikipedia practices & supervisors make it so difficult to update, so make the District look ridiculous world-wide.

03. **Which Council assets that align with visitor experience do you think are under-utilised?**

Anything relevant to good weather "Train/Bus it to M'bro, take a Gardens/Historic Buildings/Gallery Tour, lunch at?/ lunch pack from?? then a Station tour, etc. If there's a community bus, use it to take groups from the Info Centre to more distant sites.

04. **Do you agree that a network or association of local tourism businesses would strengthen the local industry? Do you see any barriers to this being achieved and how could they be overcome? (page15)**

That depends on leadership & rate of achievement of common goals. What IS needed is a process for the five/six Historical Groups and the Information Centre to have periodic co-ordinations in order to maximise communication efficiency, and more efficient use of resources, including funding opportunities and the development and maintenance of distance volunteer practises, cohorts, training, reinforcement, the whole kit & kaboodle, starting small & smart.

05. **Which areas of tourism activity do you think create the biggest impact for our local economy and community? Please rank the options below.**

1. Events
2. Heritage

Q6. **Which areas of tourism activity do you think should be strengthened to stimulate more visitation?**

Events

Nature

Heritage

Arts & culture

Food and drink

Wellness

First Nations

Other (please specify)

1. For Heritage, there's an URGENT need to get many more historical newspapers from M'bro, Dunolly & Talbot freely accessible ONLINE at TROVE, at least up to the % reached long ago by C'maine, Maldon, & Avoca. (The use of the $8,000 Bendigo Bank Grant for this, used otherwise by a well-meaning group for themselves, could be regarded as a scandalous failure by the Shire communities not to have developed a communication system for the relevant bodies.) For getting many more of the historic newspapers of the Shire area on TROVE, I'm happy to provide the reasons and required adjustments in detail. 2. For First Nations, given M'bro's online image re treatment of First Nations people, plus the multicultural "Meet the Neighbours" misunderstandings debacle, the work to show that M'bro isn't totally racist and generally socially archaic is urgent.

Q7. **How would you like us to communicate about the impacts of tourism investment and activity in our Shire? (page 15)**

Social Media

Newspapers

Email updates

Radio updates

Q8. **If you are a local tourism operator, what sustainability initiatives does your business have that you'd be willing to share with other local tourism businesses? (page 16)** N/A

Q9. **We need positive voices in the community to encourage visitors. Would you be willing to be a positive voice for the community, and how would you do this? (page 17)**

Living only regionally and now in Melb, I'm not in Fortress M'bro's definition and day-to-day thinking of "community". I'm soon to move to 5 mins from Newport Railway Museum, and would gladly try representing there a serious M'bro-based Great Central Railway Junction/Friends of the Station Common Interest Group. However, like the History Group for the former massive mining communities of Bowenvale-Timor, it doesn't exist. Thus, apart from the Timor Cemetery and School activities, that district and the remnants of the railway activity continue to bleed their major historical knowledge. Voices can't work in isolation. They need feeds of information and regular opportunities for reporting and feedback, but for these needs, some of M'bro seems to be anti-distance, pre-electronic, "we'll make do, soldier on and go down with the ship."

Q10. **Looking at pages 29 to 47, which of the strategic pillars do you think is most important, and why?**

All pillars are important, but it's disappointing to realise that for public transport, there's no indication that the researchers/writers have been able to discriminate between the needs of locals travelling from M'bro. and visitors travelling in, and therefore may have somewhat mythical information for the tourist cohorts. As indicated in Answer 1., it's clear that M'bro is not interested in attracting tourists by public transport, even though the fares are now cheaper, immigration and rising vehicle costs are increasing the cohorts of people who choose to use it, there will be easier access to M'bro transport for thousands when the Metro Tunnel opens next year, and given the paucity of use of the current Ballarat passenger services, and condition of the State economy, there is a need to deliberately stimulate additional patronage to ensure the retention of the services. It's severe foot-shooting territory.

Q11. **Do you have any further comments about the Local Area Action Plan?**

It can be used only with a knowledge that everyone is at a different point on the behavioural continuum, from complete "thinker-theorist" who has difficullty getting out of their seat, to the "doer-activist"who has already dismissed it. It's a great stimulation document for those who know the within-industry current more-specialist use of language and short-speaks, (e.g. "sustainability" and "industry" use), and are used to working with such docs, including electronically mining for cross referencing. (My equipment and skills really struggled.) I do have a concern that in hierarchical use, whilst those more familiar with it may try to use it like a Bible or Koran, etc can be, those closer to the front lines, especially those with less electronic facility, will see it increasingly as only as a compliance-required doc., an impediment to getting the daily urgents decided/done, and will switch-off to "get the job done" and mutter about "berets for boffins". The number and desired quality of the responses to this survey will b███████████████d ███re it can be used in the future.
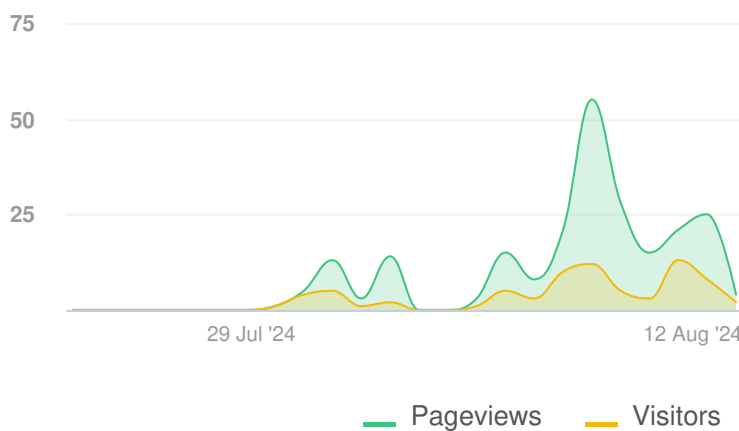
Project Report

22 July 2024 - 14 August 2024

Engage Central Goldfields Shire Council

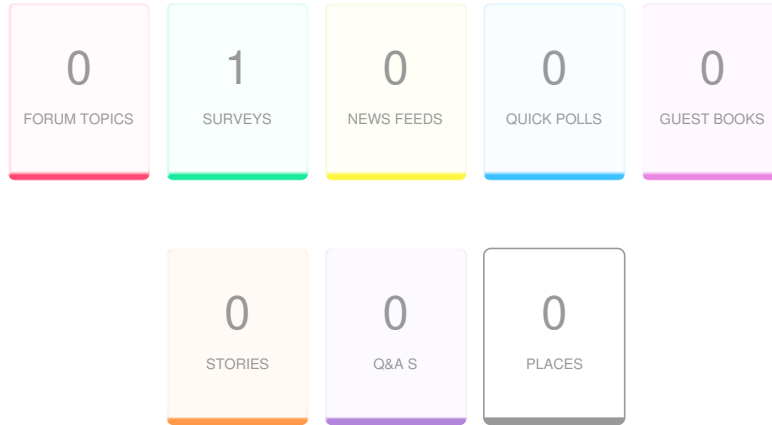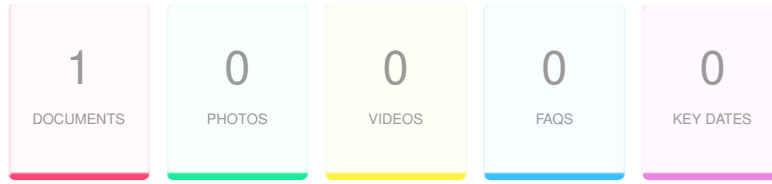## Local Area Action Plan

Visitors Summary

— Pageviews   — Visitors

Highlights

TOTAL VISITS	MAX VISITORS PER DAY
92	13
NEW REGISTRATIONS	
0	

ENGAGED VISITORS	INFORMED VISITORS	AWARE VISITORS
6	31	60
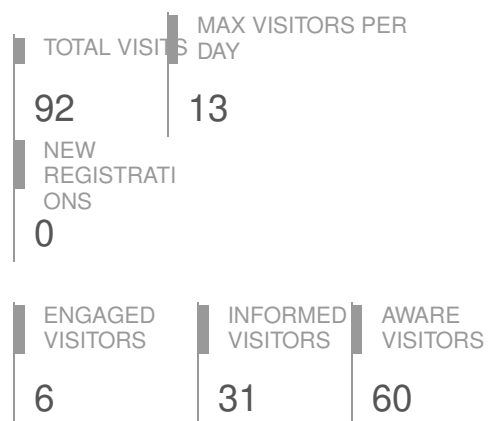
Aware Participants	60
Aware Actions Performed	Participants
Visited a Project or Tool Page	60

Informed Participants	31
Informed Actions Performed	Participants
Viewed a video	0
Viewed a photo	0
Downloaded a document	29
Visited the Key Dates page	0
Visited an FAQ list Page	0
Visited Instagram Page	0
Visited Multiple Project Pages	28
Contributed to a tool (engaged)	6

Engaged Participants			6
Engaged Actions Performed	Registered	Unverified	Anonymous
Contributed on Forums	0	0	0
Participated in Surveys	0	0	6
Contributed to Newsfeeds	0	0	0
Participated in Quick Polls	0	0	0
Posted on Guestbooks	0	0	0
Contributed to Stories	0	0	0
Asked Questions	0	0	0
Placed Pins on Places	0	0	0
Contributed to Ideas	0	0	0

ENGAGEMENT TOOLS SUMMARY

0 FORUM TOPICS	**1** SURVEYS	**0** NEWS FEEDS	**0** QUICK POLLS	**0** GUEST BOOKS

0 STORIES	**0** Q&A S	**0** PLACES

Tool Type	Engagement Tool Name	Tool Status	Visitors	Contributors		
				Registered	Unverified	Anonymous
Survey Tool	Local Area Action Plan Feedback	Archived	12	0	0	6

INFORMATION WIDGET SUMMARY

1	0	0	0	0
DOCUMENTS	PHOTOS	VIDEOS	FAQS	KEY DATES

Widget Type	Engagement Tool Name	Visitors	Views/Downloads
Document	Local Area Action Plan	29	39

ENGAGEMENT TOOL: SURVEY TOOL

Local Area Action Plan Feedback

Visitors 12	Contributors 6	CONTRIBUTIONS 6

Do you agree with the key local issues and opportunities for Central Goldfields as highlighted on pages 14 -17?

1 (20.0%)

4 (80.0%)
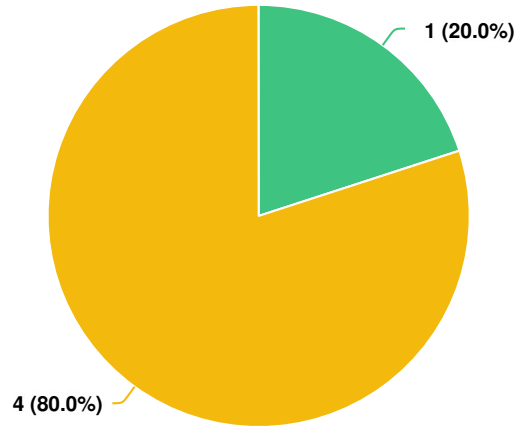
Question options

● Yes ● Other (please specify)

Optional question (5 response(s), 1 skipped)

Question type: Radio Button Question

Which areas of tourism activity do you think create the biggest impact for our local economy and community? Please rank the options below.

OPTIONS	AVG. RANK
Heritage	2.80
Nature	3.25
Events	3.40
Food and Drink	3.50
Arts & Culture	4.00
First Nations	5.00
Wellness	5.25

Optional question (5 response(s), 1 skipped)

Question type: Ranking Question

Which areas of tourism activity do you think should be strengthened to stimulate more visitation?
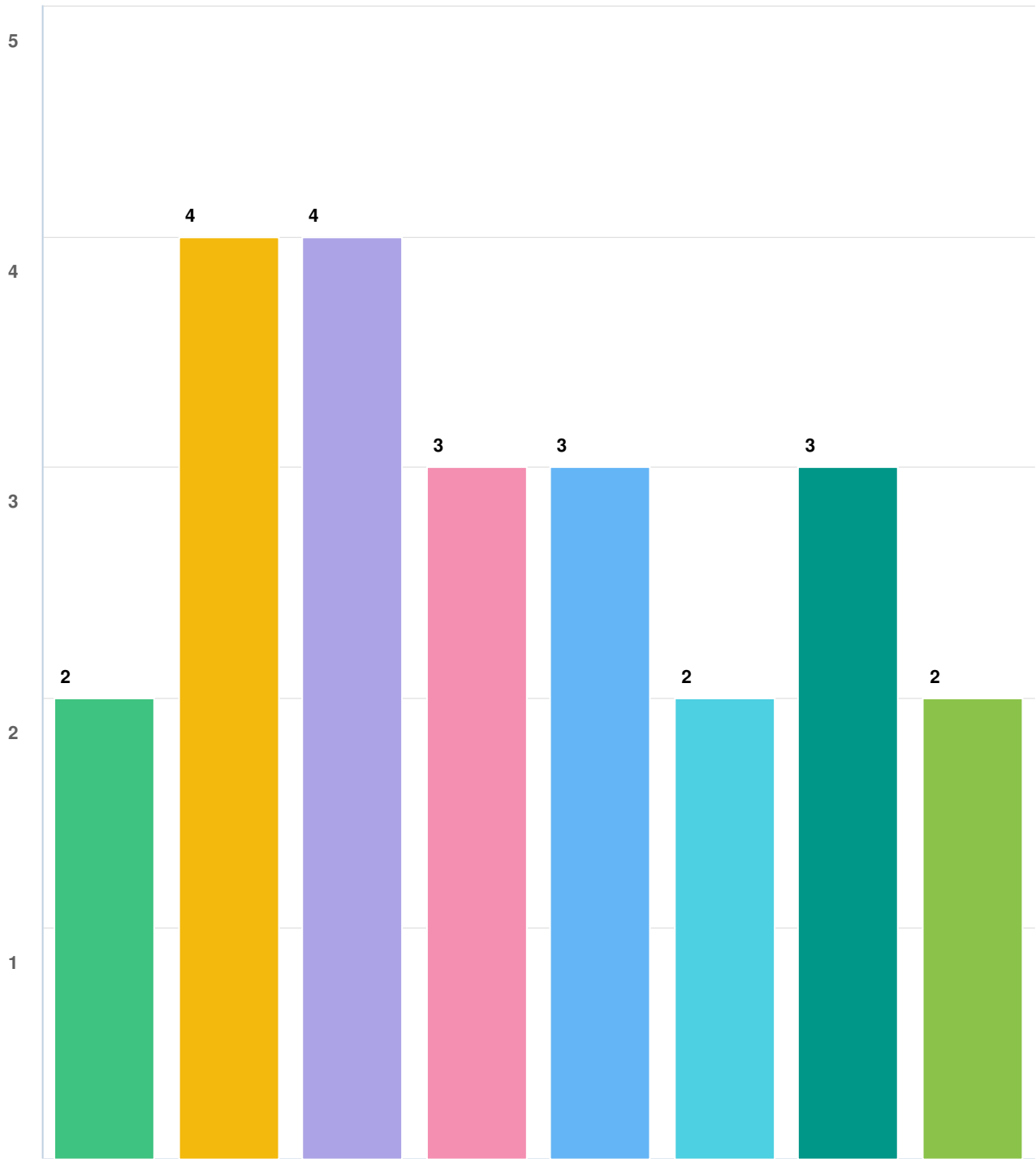
Question options

- 🟢 Events
- 🟡 Nature
- 🟣 Heritage
- 🟠 Arts & culture
- 🔵 Food and drink
- 🔵 Wellness
- 🟢 First Nations
- 🟢 Other (please specify)

Optional question (4 response(s), 2 skipped)

Question type: Checkbox Question

How would you like us to communicate about the impacts of tourism investment and activity in our Shire? (page 15)
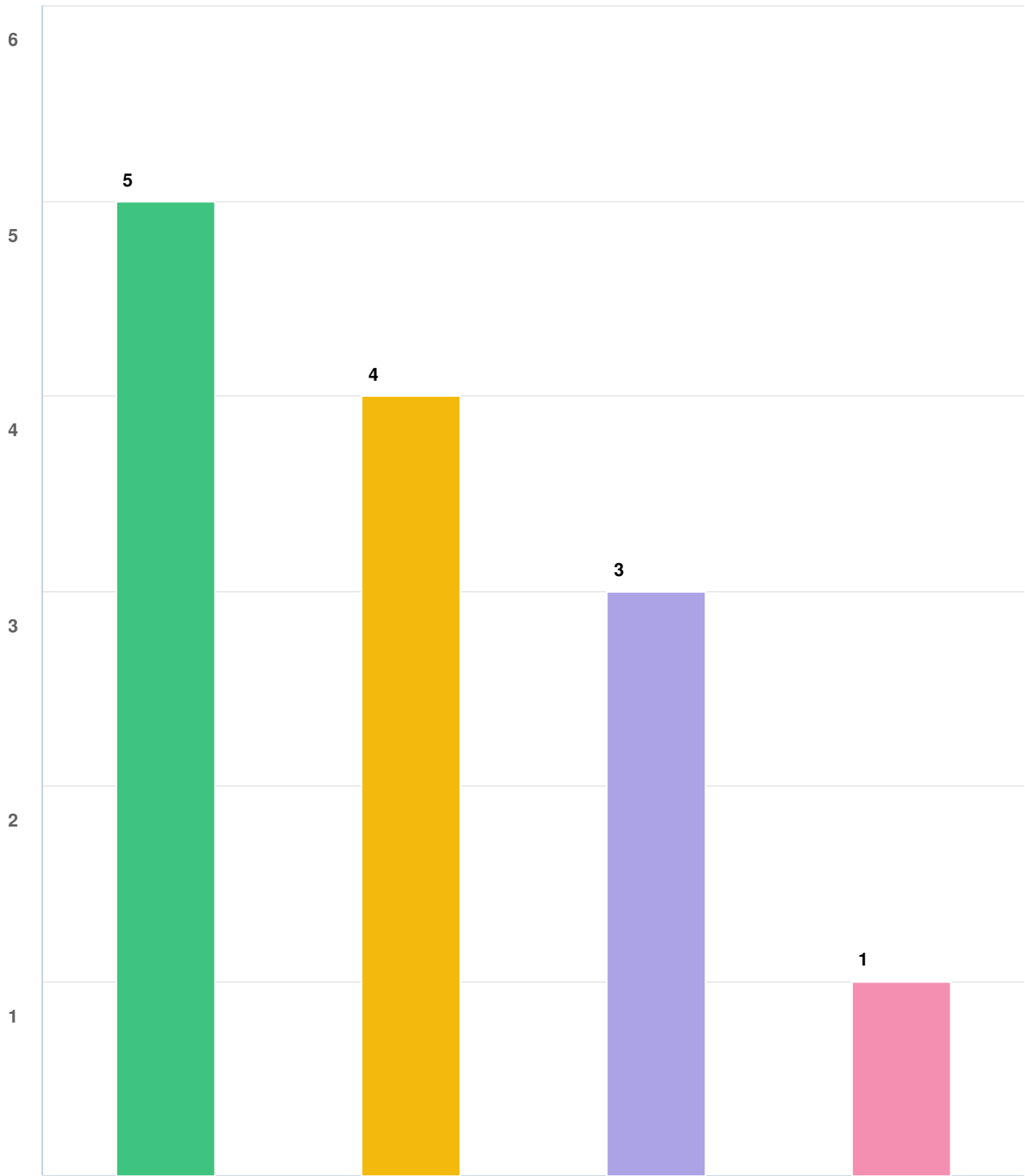
Question options

● Social Media   ● Newspapers   ● Email updates   ● Radio updates

Optional question (5 response(s), 1 skipped)

Question type: Checkbox Question

8.4 Central Goldfields Events Strategy 2024-2028

Author: **Coordinator Events and Volunteer Development**

Responsible Officer: **General Manager Community Wellbeing**

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

SUMMARY/PURPOSE

The purpose of this report is to provide Council with the results from public consultation process undertaken for the draft Central Goldfields Events Strategy (2024-2028) and to provide the final Strategy for adoption.

RECOMMENDATION

That Council;

1) notes the submissions received during the consultation period

2) Adopts the Central Goldfields Events Strategy (2024-2028)

LEGISLATION AND POLICY CONTEXT

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

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

BACKGROUND INFORMATION

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

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

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

Prior to the Pandemic in 2020 the shire hosted around thirty-one events annually.
Eleven of these were classified as key events, attracting significant visitation to the region.
During the Pandemic events dropped to a low of four in 2020.
Since 2022, confidence has increased, and people are returning to a 'normal' life once again, with more events on the calendar.
Increasingly the demands for Council services, support, and complex compliance requirements have made it clear that we need a structured approach to Council's role in relation to community and externally managed events.
In addition to the tourism benefits of successful events, Council recognises the community and cultural benefits of a rich and diverse calendar of events.

In response to these opportunities and challenges, the Council initiated the development of an Events Strategy.

The Strategy aims to clarify the role of both Council and community in supporting and delivering events.

It addresses the needs of community and external providers of events while ensuring efficient use of Council resources and compliance with regulatory requirements.

Central Goldfields Tourism & Events Strategy
2020-2025

** Central Goldfields Events Strategy
2024-2028

** This is the strategy highlighted in this report

REPORT

The Events Strategy (Strategy) has been developed to ensure that Council's support of events within the Shire aligns with our community's values, priorities, and evolving needs. The Strategy is designed to establish consistency across Council's role in supporting, planning, and delivering events as well as clarifying the role and responsibilities of community and external presenters of events.

The Events Strategy includes a unified vision and outlines the importance of supporting community and tourism events through effective models and infrastructure.

It also includes the importance of opportunities for attracting external funding and resources to enrich our event offering through the following:

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

1.1 Provides a roadmap for how we can deliver on a shared vision for festivals and events across the Shire.

1.2 Identifies and capitalises on key opportunities to leverage regional partnerships for coordinated event development and promotion.

1.3 Addresses the gaps and opportunities in the events programme to support social, cultural, and economic priorities.

1.4 Explores and leverages alternative funding channels, partnerships, sponsorship, and grants opportunities that can enhance event sustainability and growth.

2. Clear and consistent model for supporting community events

2.1 Optimises the allocation of our resources and support including direct delivery of significant civic events and the flagship Energy Breakthrough, while also fostering partnerships and providing assistance to events which are delivered by community and external presenters.

2.2 Explores and implements opportunities for streamlining and enhancing administrative and compliance processes with a focus on making these more user-friendly and efficient for external and community event presenters.

2.3 Establishes a comprehensive framework for measuring and evaluating the effectiveness of our support for and delivery of events.

2.4 Clarifies our role in marketing and promotion of externally presented events when these strongly align with our priorities.

3. Diverse and fit for purpose event infrastructure

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

CONSULTATION/COMMUNICATION

Consultation for the Strategy has been undertaken in two stages.

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

- A Council briefing session to explain the Events Strategy development process and learn Council views on support for tourism and community events

- Two facilitated workshops with Council staff from departments including Community Partnerships, Compliance, Communications, Emergency Management, Building, Environmental Health, OH&S, Waste, Sustainability and Visitor Services.

- One-to-one meetings with key event stakeholders to gain their views and priorities related to the development of events in the region

- An Online Event Survey distributed directly to forty-two local event stakeholders and promoted to the community across Central Goldfields Shire, with fifty-nine responses received.

Stage 2 consultation

Community and industry feedback on the draft Strategy was invited during a two-week consultation period from Wednesday 24 July to Wednesday 7 August 2024.

The consultation was conducted through Council's Engage Website, where the draft Central Goldfields Events Strategy (2024-2028) and a summary of Stage 1 survey results were made available. The Engage page attracted ninety-six visitors, with ten completing the survey.

The survey results indicate a generally positive response to the Council's Events Strategy, with a significant portion of respondents feeling that the strategy aligns well with the community's values and priorities.

Notably, four out of ten respondents believe that the vision aligns very well with the community's values, and five respondents agree that the Strategy meets community needs.

Despite the small sample size, this suggests that the Strategy is resonating with most of the community.

However, strong feedback emerged regarding a perceived lack of initiative and leadership, particularly in maximising the benefits of larger events and supporting volunteer-driven events. Concerns were raised about missed opportunities in event promotion and collaboration with successful event organisers.

Council's online presence and event promotion efforts were also described by some as inadequate, especially compared to neighbouring shires.

Suggestions for simple, cost-effective initiatives, such as community noticeboards in every town and chat benches in public parks, were made to foster better communication and engagement.

The feedback calls for Council to improve its support for external organisations running events, particularly in areas like marketing, compliance, and volunteer recruitment.

While the Strategy and actions aim to enhance event support and sustainability, it is acknowledged that with Council's limited resources some challenges may persist, and Council will need to prioritise its efforts within these constraints

No changes have been made to the Strategy at this stage as the feedback received generally aligns with and supports the existing strategic direction. The feedback not only reinforces the rationale behind the Strategy but also affirms the actions outlined within it.

FINANCIAL & RESOURCE IMPLICATIONS

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

Some actions in the Strategy may have implications for future budgets. Any requests for additional funding outside normal operational budget will be considered as part of the normal budget process and presented to Council as required.

RISK MANAGEMENT

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

CONCLUSION

The Central Goldfields Events Strategy (2024-2028) has been developed through a process of research, analysis, and community consultation.

It provides direction and clarity, ensuring that future events are strategically aligned with community needs.

Despite attracting ninety-six visitors to the Engage website, only ten individuals completed the survey, offering a modest but meaningful sample of feedback.

The responses indicate general support for the strategy.

While the feedback highlights areas for improvement, particularly in leadership, event promotion, and volunteer support, it does not necessitate a change in the overall strategic approach.

Instead, it underscores the importance of prioritising efforts within Council's limited resources as the Strategy is implemented.

Overall, the Strategy is confirmed to be well-aligned with community values and priorities, and no changes to the Strategy are required.

The final version of the Central Goldfields Events Strategy (2024-2028) is presented to Council for adoption.

ATTACHMENTS

8.4.1 Central Goldfields Events Strategy (2024-2028)

8.4.2 Draft Events Strategy Engagement Report

8.4.1 Central Goldfields Shire Council

Events Strategy 2024 – 2028

CENTRAL GOLDFIELDS
SHIRE COUNCIL

CENTRAL GOLDFIELDS SHIRE COUNCIL EVENTS STRATEGY (2024-2028)

Contents

VISION AND STRATEGIC DIRECTIONS

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

For the purposes of this Strategy an event is a planned public occasion of any size, ranging from small community gatherings to large-scale festivals, where people come together for a specific purpose, such as celebrating, educating, entertaining, or promoting a cause.

Beyond their primary objective, events can play a significant role in fostering social, cultural and economic benefits.

Events can facilitate community connectedness by creating occasions where individuals can interact, build relationships, and strengthen social networks.

Events often contribute to the awareness and appreciation of shared histories, values and significant places within a community.

They contribute to the local economy through creating more attractive places and drawing visitors to towns and communities.

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

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

VISION

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

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

STRATEGIC DIRECTIONS

Events are a central focus for our community and consistently emerge as a key priority through community engagement and planning processes.

Our Community Township Plans demonstrate the importance of events to our residents, local groups and businesses who express a strong desire for diverse and inclusive events that celebrate local culture and foster social connections.

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

By integrating the value of events as part of community planning, we commit to ensuring that these gatherings continue to be a cornerstone of community life, reinforcing the

Shire's identity as a dynamic and connected place to live and visit.

1. **A strategic approach to attracting and supporting high quality events across Central Goldfields**
Our shared vision, supported by effective partnerships, programs and policies, will help us attract external funding and resources to enhance our events.

2. **A clear and consistent model for supporting community and tourism events**
We will strengthen the efficiency and effectiveness of our administration, support and advice for events provided by community and external presenters.

3. **Diverse and fit for purpose event infrastructure**
We will plan, provide and advocate for indoor and outdoor infrastructure which supports a range of indoor and outdoor community, cultural, and sporting events.

OUR FOCUS

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

   1.1 Provides a roadmap for how we can deliver on a shared vision for festivals and events across the Shire.

   1.2 Identifies and capitalises on key opportunities to leverage regional partnerships for coordinated event development and promotion.

   1.3 Addresses the gaps and opportunities in the events programme to support social, cultural, and economic priorities.

   1.4 Explores and leverages alternative funding channels, partnerships, sponsorship and grants opportunities that can enhance event sustainability and growth.

2. **Clear and consistent model for supporting community events**

   2.1 Optimises the allocation of our resources and support including direct delivery of significant civic events and the flagship Energy Breakthrough, while also fostering partnerships and providing assistance to events which are delivered by community and external presenters.

   2.2 Explores and implements opportunities for streamlining and enhancing administrative and compliance processes with a focus on making these more user- friendly and efficient for external and community event presenters.

   2.3 Establishes a comprehensive framework for measuring and evaluating the effectiveness of our support for and delivery of events.

   2.4 Clarifies our role in marketing and promotion of externally presented events when these strongly align with our priorities.

3. **Diverse and fit for purpose event infrastructure**
    3.1 Provides event organisers with a clear understanding of venue options and necessary regulatory considerations.

SETTING THE SCENE

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

During the Pandemic from 2020 to 2022, the viability of events faced enormous challenges, including cancellations, loss of volunteers, significant increases in operational costs, and increasing compliance requirements.

The impact on some events continues to be felt even though there has been widescale return to most activities.

Each year, between 50 and 60 events are presented in Central Goldfields. Since the end of the Pandemic, there has been a steady increase in key events which draw significant visitation to the region, with around 15 of these presented in 2023.

These events are delivered by Council, local community groups and commercial event organisers, and range from small location-specific activations to significant events that attract thousands of visitors to key sites and destinations.

Despite a common perception that organising events is straightforward, the reality is that ensuring their success is a complex and multifaceted undertaking no matter the size of the event.

This process demands careful planning, coordination, and management, involving numerous logistical challenges, such as securing permits, coordinating with vendors, managing budgets, and ensuring the safety and enjoyment of all participants.

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

STRATEGIC ALIGNMENT

The importance of events to our community

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

	REGIONAL/COUNCIL STRATEGY AND PLANS	HOW THIS RELATES TO EVENTS STRATEGY
Economic	• CGSC – Economic Development Strategy 2020-2025 • Community Support Policy	Capitalise on tourism and the visitor economy through growth of events and promotion of unique local experiences
Tourism	• CGSC - Tourism and Events Strategy 2020 -2025 • Bendigo Region Destination Management Plan - Local Area	There is a need for more active promotion of existing events, and the development of new events which encourage community participation and draw visitors to the
	Action Plan – Central Goldfields Shire Council (2024) • Central Goldfields Art Gallery Strategic Plan 2023-2026 • Energy Breakthrough Strategic Plan 2019	Shire. Attracting and enhancing the right events should be a key consideration across the Shire, focused on events which align to the Shire's existing strengths that appeal to potential future target markets.
Social	• Community Vision 2023 • CGSC - Council Plan 2021 – 2025 • Community Plans • Central Goldfields Reconciliation Action Plan 2024 (final draft for review) • CGSC - Volunteer Strategy and Action Plan 2021-2024 • CG Waste Management Strategy 2020-2030 • CGSC Positive Ageing Strategy 2021-2026 • Active CG Recreation and Open Space Strategy 202-2029 • Climate Action Plan 2022-2030	The Events Strategy will seek to align with these plans and strategies by strengthening community engagement and inclusivity, nurturing local talent, increasing volunteer participation, enhancing accessibility, and promoting sustainable practices in event planning and delivery

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

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

In 2023, Central Goldfields was home to 24 events each of which drew over 100 attendees, alongside 32 smaller events across Council-managed land, buildings, and key event venues. Beyond these 56 events, our community also enjoys a diverse array of live

music, literary, civic, cultural, and community events in non-council venues around the shire.

The busiest period of our events calendar is during the warmer months from October to March, with a focus on outdoor events that attract a combined total of around 60,000 people annually.

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

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

Maryborough

- Station Domain
- Princes Park,
- Phillips Gardens
- Skate Park

Carisbrook	
	• Market Reserve
	• Harness Racing Club
Dunolly	• Gordon Gardens
	• Broadway
Talbot	• Scandinavian Crescent/ Ballarat Street
	• Talbot Recreation Reserve

TYPES OF EVENTS

Most of the events held in Central Goldfields celebrate and promote culture, heritage, recreation and/or community.

In many cases these events reflect regional economic, tourism and community strengths and help to profile the area to the broader region.

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

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

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

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

Civic Events & Commemorations:

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

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

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

We organise and host an annual Australia Day ceremony, bringing residents from all over the Shire to celebrate this National day.

Some community groups also opt to hold their own localised Australia Day event within the smaller towns.

Future Directions

We recognise the evolving community perspectives around Australia Day and take note of the changing trends surrounding this national observance and initiatives undertaken by other councils to implement adjustments.

Once the Council adopts a Reconciliation Action Plan (RAP), we will evaluate our approach to Australia Day in consultation with the community to ensure that diverse voices and opinions are heard and respected.

Sustaining our community's events

The level of community involvement in planning and delivery of events is significant. Almost all events delivered in Central Goldfields rely heavily on dedicated local volunteers to ensure their success.

The enthusiasm and participation of community members contribute significantly to the vibrant and dynamic nature of these events, highlighting the importance of local involvement in their success.

However, the knowledge, complexities and skills required to organise and host events has increased substantially over the past decade, contributing to increased stress and fatigue across volunteer committees.

Volunteers are often ageing, and groups may find themselves stretched to continue to deliver events.

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

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

Valuable events such as the Tiny Towns Arts Trail have faced significant challenges in maintaining their operations over time.

Despite their cultural and economic importance to the community, these events have struggled to sustain themselves primarily due to volunteer fatigue, and some have not been able to continue.

Often events rely heavily on a dedicated yet limited pool of volunteers to organise and execute activities.

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

WHAT WE HEARD

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

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

OVERALL

Strengths	Challenges
• Our community understands the value of events and continues to be committed to delivering a wide range of events.	• Attracting and retaining volunteers • Navigating and adhering to regulatory compliance • Long-term sustainability of events • The high level of effort and cost to plan and deliver events • Reflecting diversity and inclusivity • Meeting sustainability practices

MAJOR EVENTS:

Strengths	Challenges
• Strong hallmark events including Energy Breakthrough, Highland Gathering, and Talbot Markets. • Upgrades to Princes Park equipping the precinct to be attractive to events • Proximity of Central Goldfields to Ballarat and Bendigo	• Limited accommodation beds to support attendance at large events and maximise tourism yield. • Generating new ideas to keep an event fresh and different. • Securing and maintaining sponsorships and funding to support the event.

REGIONAL EVENTS:

Strengths	Challenges
• Newly redeveloped Central Goldfields Art Gallery and Visitor Centre are leading a significant increase in visitation. • A heritage destination with prominent, historic goldfield townships	• Limited indoor venues with suitable technology for cultural and smaller events at night and suitable for all seasons • Identifying and promoting to 'target' audiences and attracting high yield visitation • Having a point of difference • Limited events for visitors between April and September

LOCAL/COMMUNITY EVENTS:

Strengths	Challenges
• Positive collaboration among community groups for event success. • A broad range of events	• Reliance on Council support, grants and external funding for long-term sustainability • Effectively promoting and reaching a wide range of potential attendees

CIVIC EVENTS:

Strengths	Challenges
• A committed community that understands the value of events	• Reliance on council funding / external funding for long-term sustainability

OUR ROLE AND THE ROLE OF COMMUNITY

HOW ARE EVENTS CURRENTLY SUPPORTED?

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

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

Council plays a range of roles from presenter to promoter, partner, or supporter of events. While we have limited resources to present and support events, our Events team will continue to offer advice and information to event organisers at the planning stage.

We remain committed to assisting with best practice in event planning and management, helping with permit applications and supporting venue bookings.

With the rise of new and emerging events, there is increased competition for funding and sponsorship dollars across the events sector, including for existing events.

Therefore, Council funding and event support must be appropriately allocated and utilised.

We need to provide clear criteria, guidance and consistent processes for funding and in-kind support within available resources.

Community events are currently eligible to apply for financial support from Council through the Community Grants Program.

A tailored Events Funding Stream could establish a clear and transparent framework for event funding.

This initiative will streamline the application process, ensure equitable distribution of resources, and prioritise events that align with our community's goals and values.

Events and the environment

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

Clarifying Roles and Building Better Events

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

Council run events

We partner with Country Education Partnership to deliver the annual Energy Breakthrough that attracts around 15,000 visitors from around the state and some interstate for the five- day event.

70% of Council' available support for events is committed to Energy Breakthrough

We also host the annual free Australia Day event in Maryborough with around 350 people attending each year.

This event celebrates the annual award winners of the local Australia Day Awards, welcomes new citizens, and provides free food and activities.

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

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

Council support for community run events

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

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

- Use of open spaces free of charge

- Ground preparation in open spaces via the Parks and Gardens department

- Reduced fees for our facilities and venues

- Zero cost for compliance requirements for non-profit groups

- Use of chairs, tables, bins etc.

- Promotional support through official channels including information on our Visitor Centre website, sharing updates on our social media platforms, and including details in our newsletters and through the community noticeboard in the local paper

- Illumination of Council offices in response to requests from residents or local community groups

- Installation of flags in Station Domain

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

In addition to the in-kind support, we allocate funds to event organisers that can be used to cover various costs associated with planning and executing events.

Typically, these funds are distributed through the Community Grants Program and support the development of new events.

However, there are currently some historical arrangements in place supporting annual events including Carols, Christmas Lunch, and New Years Eve.

Through this strategy, we will provide greater clarity, transparency and consistency in the way that we support events across the community,

In recent years, we've noticed an increasing request for funding assistance to support the delivery of events through the Community Grants Program.

The introduction of a dedicated Events Funding Stream with clear criteria for events addressing social, cultural and community priorities will assist in ensuring that Council's limited financial support is targeted to the greatest benefit.

Commercial events

Council serves as the authority responsible for approving commercial or third-party events organised by event planners that occur in public areas.

These events range from small gatherings to major events.

HOW WE WILL GET THERE

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

1. BUILD CAPACITY AND SUSTAINABLITY

1.1. Explore opportunities to attract external resources to deliver initiatives and activities that support local event organisers to increase sustainability

1.2. Streamline Council's event permit and approval process by implementing more efficient and user-friendly procedures

1.3. Conduct workshops to educate on event compliance

1.4. Encourage and support environmentally friendly practices in event planning, such as waste reduction, recycling, and the use of renewable energy.

1.5. Develop a comprehensive approach to bolster community involvement in events by aligning with the forthcoming Volunteer Strategy.

2. BUILDING A REGIONAL PROFILE

2.1. Identify and capitalise on key opportunities for the Council to form regional partnerships, enabling coordinated event development and promotion.

2.2. Encourage effective marketing and promotion of externally presented events that strongly align with Council's priorities.

2.3. Develop a clear strategy for proactively attracting and retaining key events which align with strategic priorities and address social, cultural and economic priorities.

CLEAR AND CONSISTENT MODEL FOR SUPPORTING COMMUNITY AND

TOURISM EVENTS

3. SUPPORT A DIVERSE CALENDAR OF EVENTS

3.1 Develop and communicate clear rationale and criteria for Council's funding and in- kind support to community driven events.

3.2 Develop an evaluation framework for event organisers to assess the impact and outcomes for events receiving Council support.

3.3 Explore and utilise alternative funding channels, partnerships, and grant opportunities to enhance the sustainability and growth of events

3.4 Identify ways to incorporate First Nations events and cultural elements into civic events and local celebrations, ensuring they reflect and respect the histories and contributions of Indigenous Australians

3.5 Foster inclusivity and accessibility in events

3.6 Advocate for a Regional Calendar of Events

DIVERSE AND FIT FOR PURPOSE EVENT INFRASTRUCTURE

4. PROVIDE FACILITIES AND INFRASTRUCTURE

4.1 Plan and promote the development and activation of indoor and outdoor event infrastructure and precincts in key areas across the Shire.

4.2 Support the development of a one-stop user-friendly approach for booking facilities and venues.

ACTION PLAN

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

STATEGIC DIRECTIONS		ACTIONS	COUNCIL TEAM	TIME FRAME	MEASURES OF SUCCESS
1. BUILD CAPACITY AND SUSTAINABLITY	1.1 Explore opportunities to attract external resources to deliver initiatives and activities that support local event organisers to increase sustainability	• Identify funding opportunities to support the delivery of training programs • Identify opportunities for event organisers to come together through networking events to strengthen event offerings and harness event committee expertise	Events	Ongoing	Successful application for grants/funding to deliver capacity building programs. Networking events for organisers.
	1.2 Streamline Council's event permit and approval process by implementing more efficient and user-friendly procedures	• Develop comprehensive guidelines and checklists to help event organisers understand the requirements and steps involved in the permit process. • Implement a permit process relative to the size and impact of the event. • Improve communication and coordination between different Council departments involved in the permit approval process. • Explore multi-year permits for events • Develop an event toolkit to encourage best practice event management • Seek user feedback for further improvement	Events	2025 2026	New look and improved application forms and processes by June 2025

	1.3 Conduct workshops to educate on event compliance	• Provide training sessions and informational workshops for event organisers on the permit process and best practices • Online or in person	Events	Ongoing	Annual event training sessions
	1.4 Encourage and support environmentally friendly practices in event planning, such	• Incorporate waste minimisation strategies when planning events.	Healthy Environments	Ongoing	A reduction in the volume of waste
	as waste reduction, recycling, and the use of renewable energy.	• Provide bins to local event organisers to support our education for sorting and education on clean waste streams. To be reviewed in line with the develop of guidelines supporting community events, community groups and sporting groups in sustainability and waste management • Develop waste wise events policy to ensure Council events, festivals and meetings are 'waste-wise' and increase the use of local and environmentally friendly caterers, avoiding packaging waste and prioritising seasonal and plant rich cuisine.			produced by events. Development of a Waste Wise Events Policy
	1.5 Develop a comprehensive approach to bolster community involvement in events by aligning with the forthcoming volunteer strategy	• Delivery as per the Central Goldfields Volunteer Strategy	Community Development	Ongoing	Meet outcomes of Volunteer Strategy
2. BUILDING A REGIONAL PROFILE	2.1 Identify and capitalise on key opportunities for the Council to form regional partnerships, enabling coordinated event development and promotion	• Collaborate with the Visitor Economy Partnerships in the immediate area to leverage regional events and promotions.	Tourism, Events & Culture	Ongoing	Increase in the number of joint initiatives

	2.2 Encourage effective marketing and promotion of externally presented events that strongly align with Council's priorities	• Ensure events are integrated into strategic destination marketing initiatives. • Encourage co-promotion of events by events and local businesses to extend awareness and reach • Develop a marketing toolkit for event organisers	Events	Ongoing 2025	Enhanced marketing and communication efforts that will maximise the ability of events to generate greater visitation.
	2.3 Develop a clear strategy for proactively attracting and retaining key events which align with strategic priorities and address social, cultural and economic priorities	• Identify key opportunities • Create value propositions to attract targeted events. • Identify, build and maintain conditions for retention	Events	2026	An attractive proposition that increases the number of events enquires.

CLEAR AND CONSISTENT MODEL FOR SUPPORTING COMMUNITY AND TOURISM EVENTS

STATEGIC DIRECTIONS		ACTIONS	PROJECT LEAD	TIME FRAME	MEASURES OF SUCCESS
3. SUPPORT A DIVERSE CALENDAR OF EVENTS	3.1 Develop and communicate clear rationale and criteria for Council's funding and in-kind support to community driven events.	• Create an events funding program through the Community Grants Program and associated assessment criteria with the option for events to secure funding for a three-year period. • Update the Community Support Policy to support this • Update the Community Application Form to reflect in-kind support available	Events	2025	Funding programs open by July 2025 Clear process for event organisers when applying for support
	3.2 Develop an evaluation framework for event organisers to assess the impact and	• Establish clear criteria and metrics to measure the success and impact of supported events.	Events	2025	The effective implementation and regular

	outcomes for events receiving Council support.				utilisation of the evaluation framework by event organisers to assess and demonstrate the events impact and outcomes
	3.3 Explore and utilise alternative funding channels, partnerships, and grant opportunities to enhance the sustainability and growth of events.	• Encourage and provide advice to external event organisers • Identify and pursue opportunities for Council presented events	Events	Ongoing	Grant opportunities are identified, and event organisers are encouraged to apply.
	3.4 Identify ways to incorporate First Nations events and cultural elements into civic events and local celebrations, ensuring they reflect and respect the histories	• Delivery as per the Reconciliation Action Plan	Communications and Tourism, Events & Culture	Ongoing	Meet outcomes of Reconciliation Action Plan
	and contributions of Indigenous Australians				
	3.5 Foster inclusivity and accessibility in events	• Integrate directions into the Central Goldfields Health and Wellbeing Plan	Events	2025	Directions integrated and implemented
	3.6 Advocate for a Regional Calendar of Events	• Collaborate with other members of the regional Visitor Economy Partnership to identify and grow event opportunities.	Tourism, Events & Culture	Ongoing	Cross promotion of regional events

DIVERSE AND FIT FOR PURPOSE EVENT INFRASTRUCTURE

STATEGIC DIRECTIONS		ACTIONS	PROJECT LEAD	TIME FRAME	MEASURES OF SUCCESS

4. PROVIDE FACILITIES AND INFRASTRUCTURE	4.1 Plan and promote the development and activation of indoor and outdoor event infrastructure and precincts in key areas across the Shire	• Undertake an audit of event sites and infrastructure to identify fit-for purpose event precincts and venues. • Develop a prospectus for fit-for purpose event precincts and venues • Identify potential for venue enhancements • Provide a database of public event infrastructure and precincts on Council's website for external and internal use.	Events	2026	Event venue and infrastructure information on Council's website
	4.2 Support the development of a one stop user friendly approach for booking facilities and venues	• Provide support to the Recreation department to implement an efficient booking system.	Events	2025	A convenient and accessible system for booking venues that reduces processing times.

APPENDIX ONE – STRATEGIC FRAMEWORK FOR EVENTS

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

Community Vision 2031

- Strengthen and create new social connections through community-based events, programs and activities that are welcoming, accessible for people of all abilities, inclusive and affordable.

- Embrace, celebrate support local talent and nurture creativity through arts, culture, activities, and events.

- Increase tourist activity throughout the Shire through events, festivals, activities, and experiences such as Energy Breakthrough, Agri-tourism, food, arts and culture, gold tourism and history and heritage tourism.

CGSC - Council Plan 2021 – 2025

- Strengthen and build inclusion and community and intergenerational connections.

- Nurture and celebrate creativity.

- Capitalise on tourism opportunities.

Central Goldfields Your Community 2030 – Community Plans

CGSC - Tourism and Events Strategy 2020 -2025

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

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

Strategies:

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

Key Target Markets

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

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

Pillar One

1.3 Regional Events Development

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

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

Central Goldfields Art Gallery Strategic Plan 2023 -2026

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

Central Goldfields Volunteer Strategy and Action Plan 2021-2024

Energy Breakthrough Strategic Plan 2019

Community Support Policy

Central Goldfields Climate Action Plan 2022-2030

Central Goldfields Waste Management Strategy 2020-2030

APPENDIX TWO – CONSULTATION

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

- A Council briefing session to explain the Event Strategy development process and learn Council views on support for tourism and community events

- Two facilitated workshops with council staff from departments including Community Partnerships, Compliance, Communications, Emergency Management, Building, Environmental Health, OH&S, Waste, Sustainability and Visitor Services.

- One-to-one meetings with key event stakeholders to gain their views and priorities related to the development of events in the region

- An Online Event Survey distributed directly to 42 local event stakeholders and promoted to the community across Central Goldfields Shire, with 59 responses received.

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

APPENDIX THREE – SAMPLE OF EVENTS HOSTED IN CENTRAL GOLDFIELDS

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

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

APPENDIX THREE – EVENT VENUES

An expanded sample of event venues in Central Goldfields Shire:

Indoor venues

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

Outdoor venues

- Carisbrook Recreation Reserve
- Gordon Gardens
- Maryborough Harness Racing Club (5000 people)
- Market Reserve
- Princes Park Precinct
- Station Domain
- Streets of Dunolly and Talbot
- Rene Fox Gardens
- Talbot Recreation Reserve

Specialty venues

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

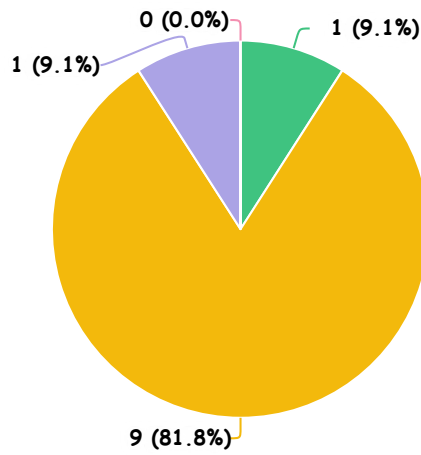# 8.4.2 Events Strategy Feedback

SURVEY RESPONSE REPORT
16 July 2024 - 14 August 2024

PROJECT NAME:
Events Strategy

SURVEY QUESTIONS

Events Strategy Feedback : Survey Report for **16 July 2024** to **14 August 2024**

| Q1	How familiar are you with the Council's Events Strategy?

Question options

🟢 Very familiar 🟡 Somewhat familiar 🟣 Not very familiar 🔴 Not familiar at all

Optional question (11 response(s), 0 skipped) Question type: Radio Button Question

Events Strategy Feedback : Survey Report for **16 July 2024** to **14 August 2024**

| Q2	Overall, how satisfied are you with the Events Strategy for Central Goldfields?
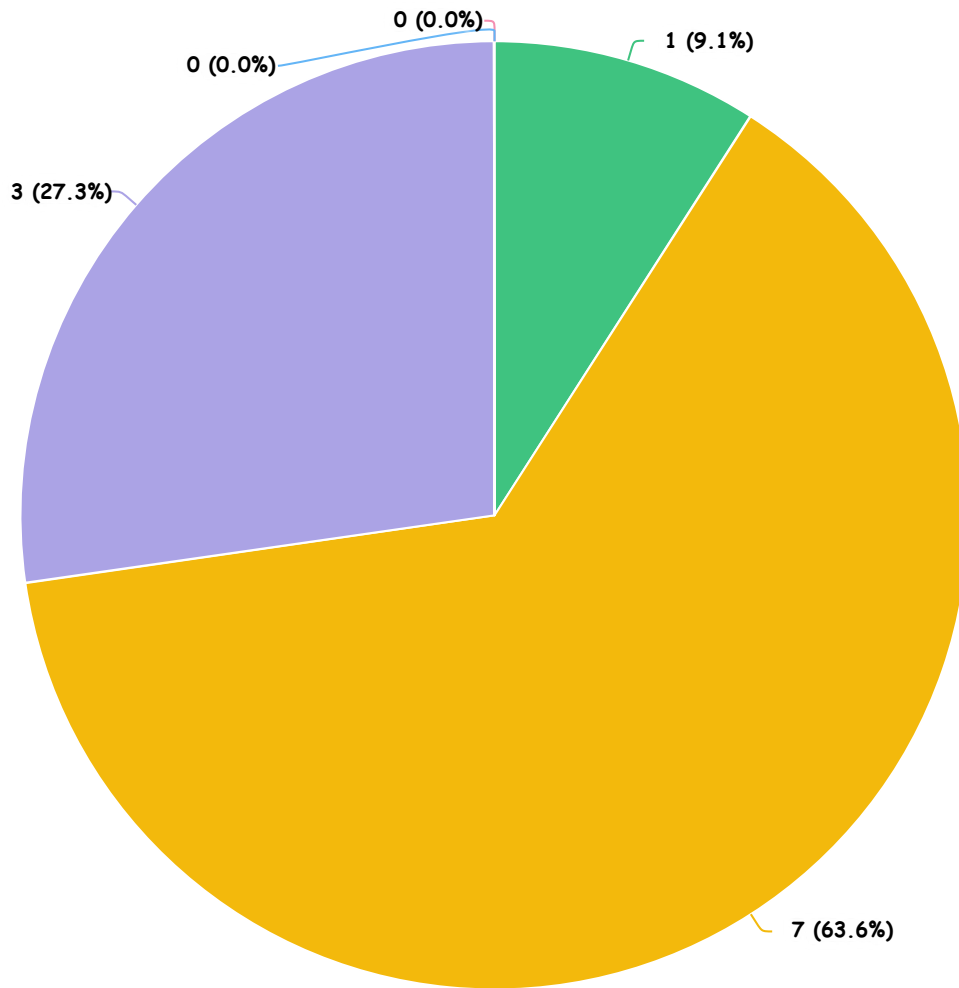
Question options

🟢 Dissatisfied 🟡 Neutral 🟣 Satisfied 🔴 Very dissatisfied 🔵 Very satisfied

Optional question (11 response(s), 0 skipped) Question type: Emoji Question

Events Strategy Feedback : Survey Report for **16 July 2024** to **14 August 2024**

Q3 On page 10 of the Events Strategy, we have outlined the roles and responsibilities for the community and event organisers. How clear do you find this?
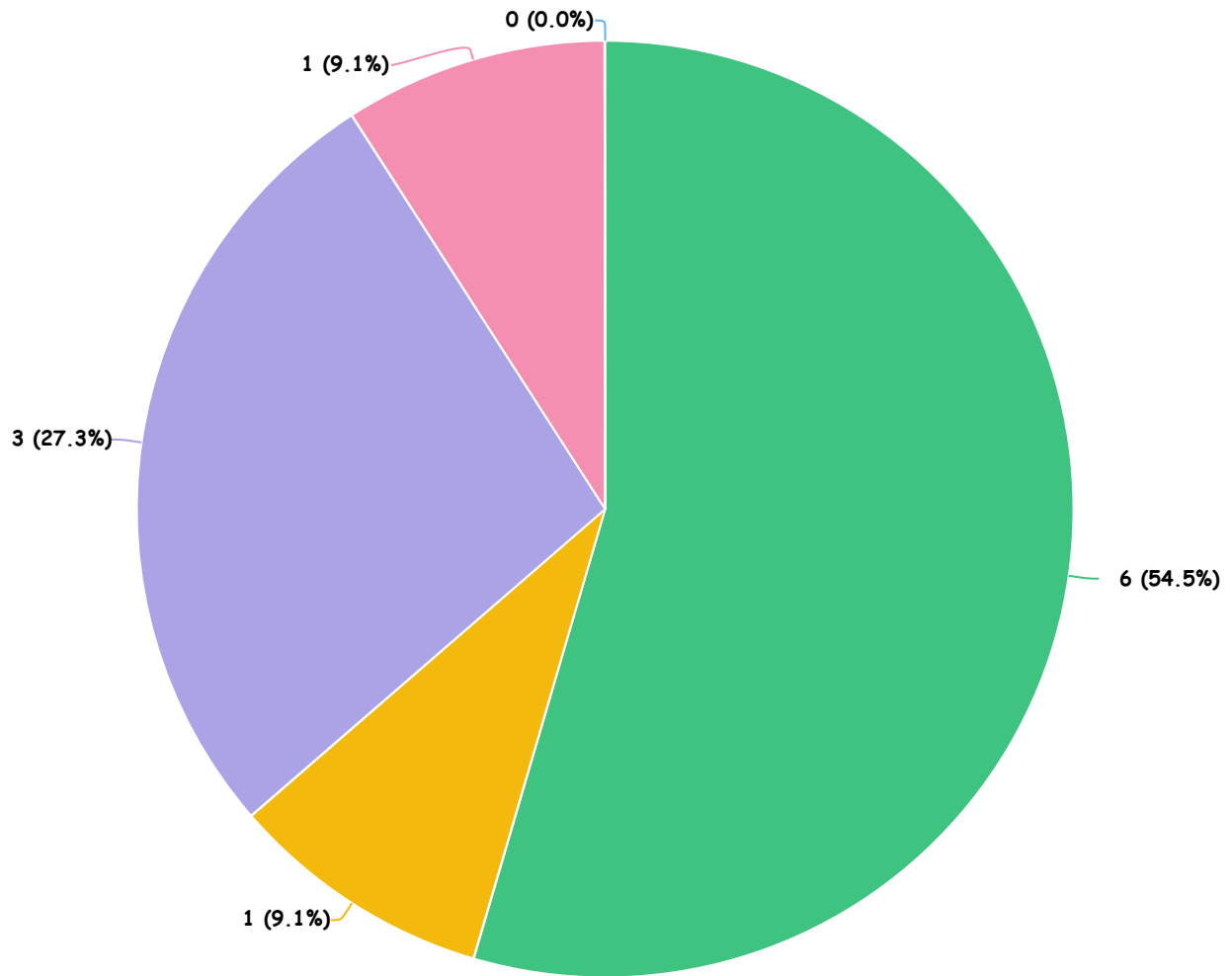
0 (0.0%)

0 (0.0%)

2 (18.2%)

2 (18.2%)

7 (63.6%)
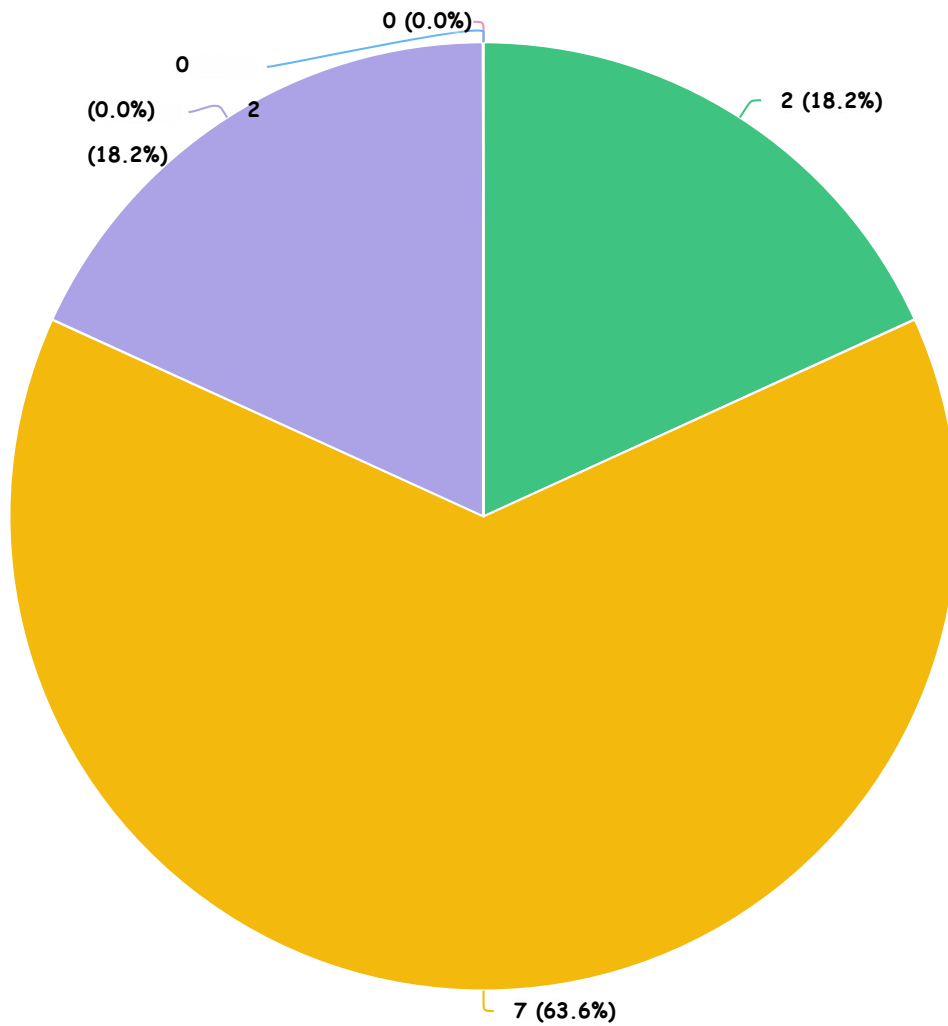
Question options

● Very clear   ● Clear   ● Neutral   ● Unclear   ● Very unclear

Optional question (11 response(s), 0 skipped) Question type: Radio Button Question

Events Strategy Feedback : Survey Report for **16 July 2024** to **14 August 2024**

| Q4 | **Do you feel the strategy effectively addresses the needs and interests of the community?** |

0 (0.0%)

1 (9.1%)

3 (27.3%)

6 (54.5%)

1 (9.1%)

Question options

● Agree ● Neutral ● Disagree ● Strongly disagree ● Strongly agree

Optional question (11 response(s), 0 skipped) Question type: Radio Button Question

Events Strategy Feedback : Survey Report for **16 July 2024** to **14 August 2024**

Q5 **How well does the vision align with the values and priorities of the Central Goldfields community?**

0 (0.0%)

2 (18.2%)

4 (36.4%)

2 (18.2%)

3 (27.3%)
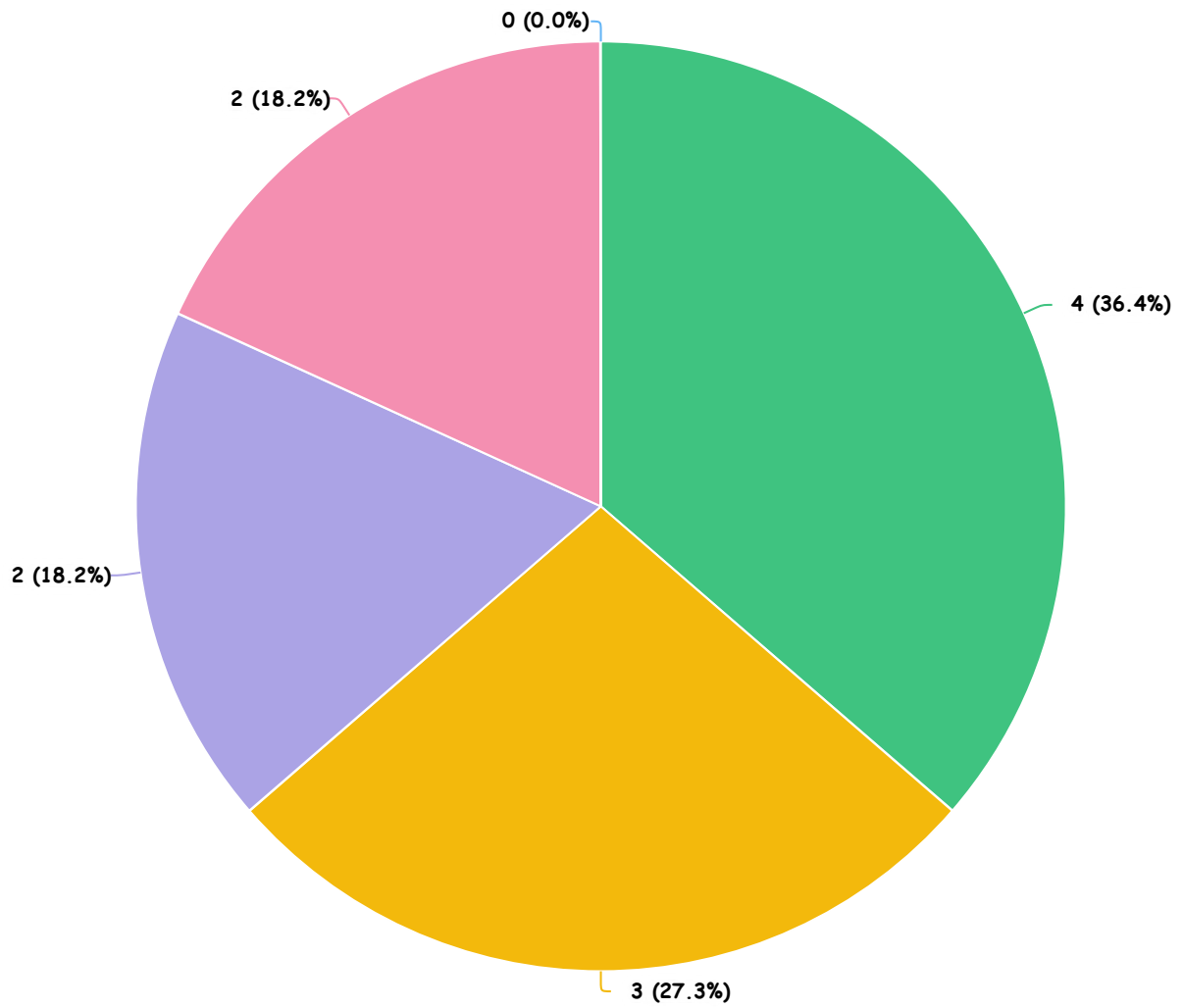
Question options

● Very well   ● Moderately well   ● Slightly well   ● Not well at all   ● Extremely well

Optional question (11 response(s), 0 skipped) Question type: Radio Button Question

Events Strategy Feedback : Survey Report for **16 July 2024** to **14 August 2024**

> **Q6** **Are there any aspects of the strategy that you think need improvement? If so, let us know here.**

Screen Name
Redacted

7/25/2024 10:59 AM

Council needs to be more proactive and showing initiative in supporting major traditional events - ie, highland gathering - and not relying on definition of "promotion" being social media posts. Social media is just one tool in the communications box. Invest in other forms of promotion that are probably better suited to some events.

Screen Name
Redacted

7/25/2024 01:38 PM

Large majority of events are for kids/families. This is not the demographics of the shire as a whole.

Screen Name
Redacted

8/02/2024 12:02 AM

I am very hands-on as a producer and events manager with our local Dunolly Theatre company . Our little local group produces several shows a year in the Shire. We are mostly self-funding, but sometimes need support with the large shows such as Handel's Messiah. I don't think handing out large amounts of money to community groups is helpful in the long-run. Community groups need a hand up, but not entire financing. One thing that would be of huge assistance would be to have large community notice boards in every town. Many towns don't have one, or it is a small board that is privately managed by a store. I travel all around Victoria to perform and pin flyers to notice boards. Some areas are very good especially around Beechworth or Brunswick and Fitzroy in Melbourne, but it is rare. An example of a good town locally is Inglewood where there are six boards along the main road. Dunolly has one - which is behind glass thereby making it unusable. Maryborough has one in the library and IGA -which is not enough. Talbot has none. In Europe, there are the fabulous large messy pillars which are used by the community - they are self-regulating and messy and are constantly updated and used by everyone about lost cats to theatre shows. These large noticeboards are lively and necessary forms of communication. One should be in every town - not fancy, not behind glass, not expensive, not too high or too low -but accessible for all. I am astonished by how few towns actually have a public noticeboard. The other thing that i believe we need is a chat bench in every public park. Just one of the benches with a sign on it to say " sit here if you want to chat" Very cheap and just on one bench not all of them. In fact the noticeboard could be near by to the bench. These are inexpensive concepts but would made a difference and lead to communication without the big financial investment. I've got lots of ideas for shows and festivals as well, but too busy on the road doing the shows to fill in much more at the moment.

Events Strategy Feedback : Survey Report for **16 July 2024** to **14 August 2024**

Screen Name Redacted 8/03/2024 11:35 AM	ANZAC and Remembrance Day services are also an annual event but does not appear in your list. These are not an RSL events but an annual community event that the council should be more involved with.
Screen Name Redacted 8/06/2024 03:39 PM	If Council are going to continue to let external organisations and groups run events (instead of running events themselves) then they need to seriously upgrade the levels of support to them (e.g. through marketing assistance, streamlining the way compliance documentation is handled from start to finish, help with volunteer recruitment, etc). It's not fair for these groups to do all the work and then have Council to turn around and brag about all "their" amazing events in the shire. There are smaller rural townships around Victoria and beyond who have managed to devise solid tourism strategies -Council need to focus on developing sustainable, long-term events rather than pouring more and more $$ into a single precinct.
Screen Name Redacted 8/06/2024 05:28 PM	Communications should always be a priority for effective strategies and input
Screen Name Redacted 8/06/2024 08:58 PM	While the strategy might sound positive and use all the latest buzz words, it reflects a lack of initiative and leadership. "These events are delivered by Council, local community groups and commercial event organisers,". Which events are delivered by council? Of the 'around 15' recognised in 2023, I can think of only one - the Community Festival - initiated and delivered solely by council. The biggest event for the area, EBT, by council's own admission bleeds 70% of tourism resources and delivers what exactly? Yes, accommodation providers are full, but most would be anyway, regardless of EBT. Similarly, while the clubs might be booked out for meals, this is not unusual on the weekends. The biggest winners during EBT week are the supermarket chains who do a roaring trade in sausages. There is no comprehensive strategy to leverage the huge increase in visitor numbers to providers outside of the vicinity of Princes Park. Have you approached local businesses to offer discounts or vouchers for EBT attendees? What resources do council produce to be handed out throughout the week to visitors? The approach to EBT is a perfect example of the lack of foresight or initiative at a council level. Most other events in the shire rely heavily on the time, expertise and passion of volunteers to be successful. While it is easy to blame the pandemic for a decrease in volunteer numbers, I feel it is a lack of support from council that is wearing volunteers out. It would be amazing if council could offer administrative support for the inordinate amount of paperwork required to run events (paperwork required by

council). Initiative is another area where the council could be proactive. The huge success of the rodeo this year showed that family-friendly events will be well attended and profitable. Has anyone from council researched similar companies that could bring events to the town? Has anyone reached out to the organisers of the rodeo, Chopped or the Outback Experience to encourage them to return, perhaps make it easier for them to organise? Promotion is another area where the council does next to nothing to actually let people -both locals and visitors - know what is happening in the shire, where people can eat, stay, visit etc? Unfortunately, when compared to our neighbouring shires, it would seem our council has all but given up on investing in events in our area. Our online presence is embarrassing, when planning a trip visitors are taken to a sub-section of Visit Bendigo with an out-of-date calendar. A quick look at the Visit Pyrenees online resources has an attractive website and an interactive travellers' app, linking to all the businesses in the area. Perhaps the most galling issue I have with the Events Strategy is that on the one hand you recognise the importance of events to the community, yet in the same document you abrogate any responsibility for the actual organisation of events. In the 'Clarify Roles' section, you acknowledge council's role is little more than rubber-stamping when compared to the extraordinary workload expected of volunteers. All of the roles described for organisers/volunteers require a high level of expertise and in most organisations would be supported by professionals. While funding is obviously an issue, the council do employ (and pay) professionals in this area, yet few rate-payers or event organisers would know who these people are or what role they play.
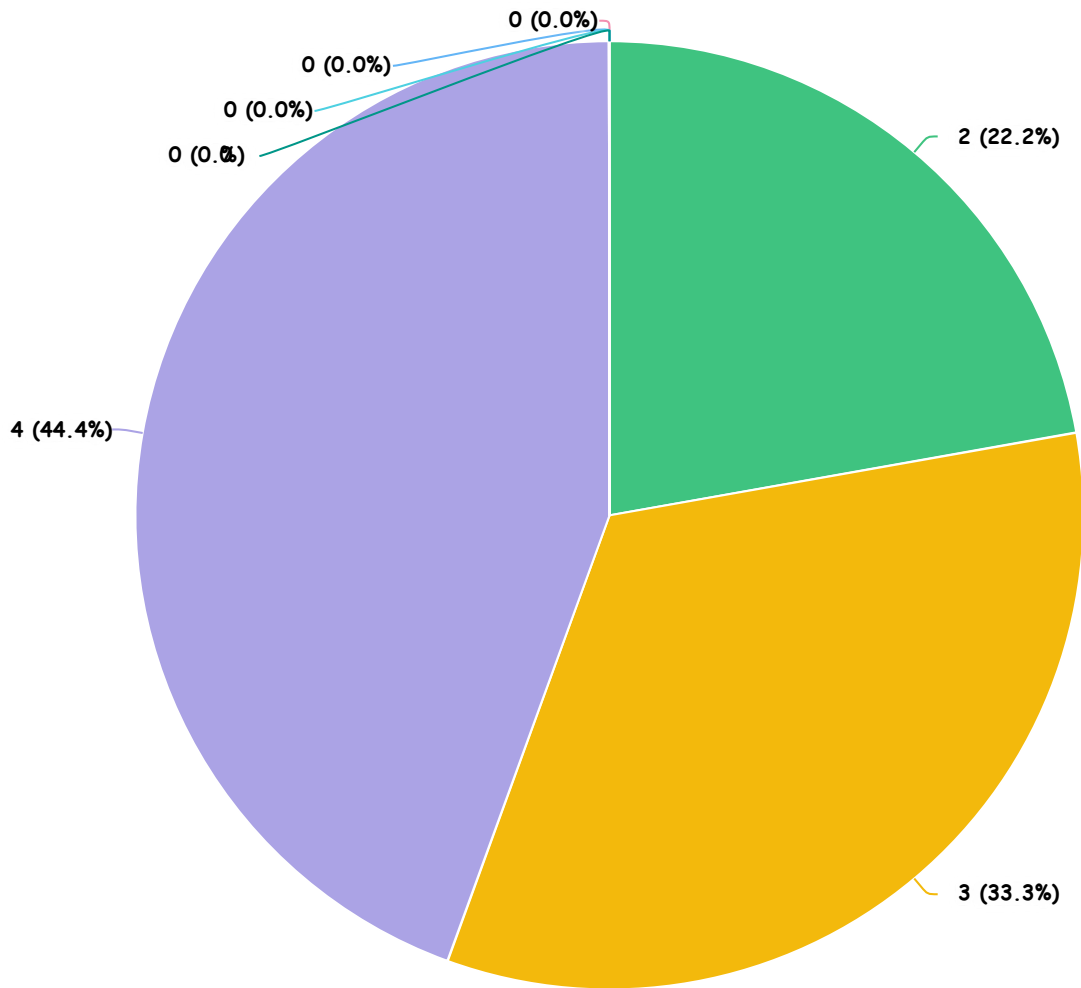
Screen Name
Redacted

8/07/2024 03:39 PM

I think you would so think you need to think about events to invite people into Maryborough and surrounds that invests in small business and how we can engage with other small towns e.g. wineries
(including bus service), theme events etc

Optional question (8 response(s), 3 skipped)
Question type: Essay Question

Events Strategy Feedback : Survey Report for **16 July 2024** to **14 August 2024**

Q7	What age group do you belong to?

0 (0.0%)

0 (0.0%)

0 (0.0%)
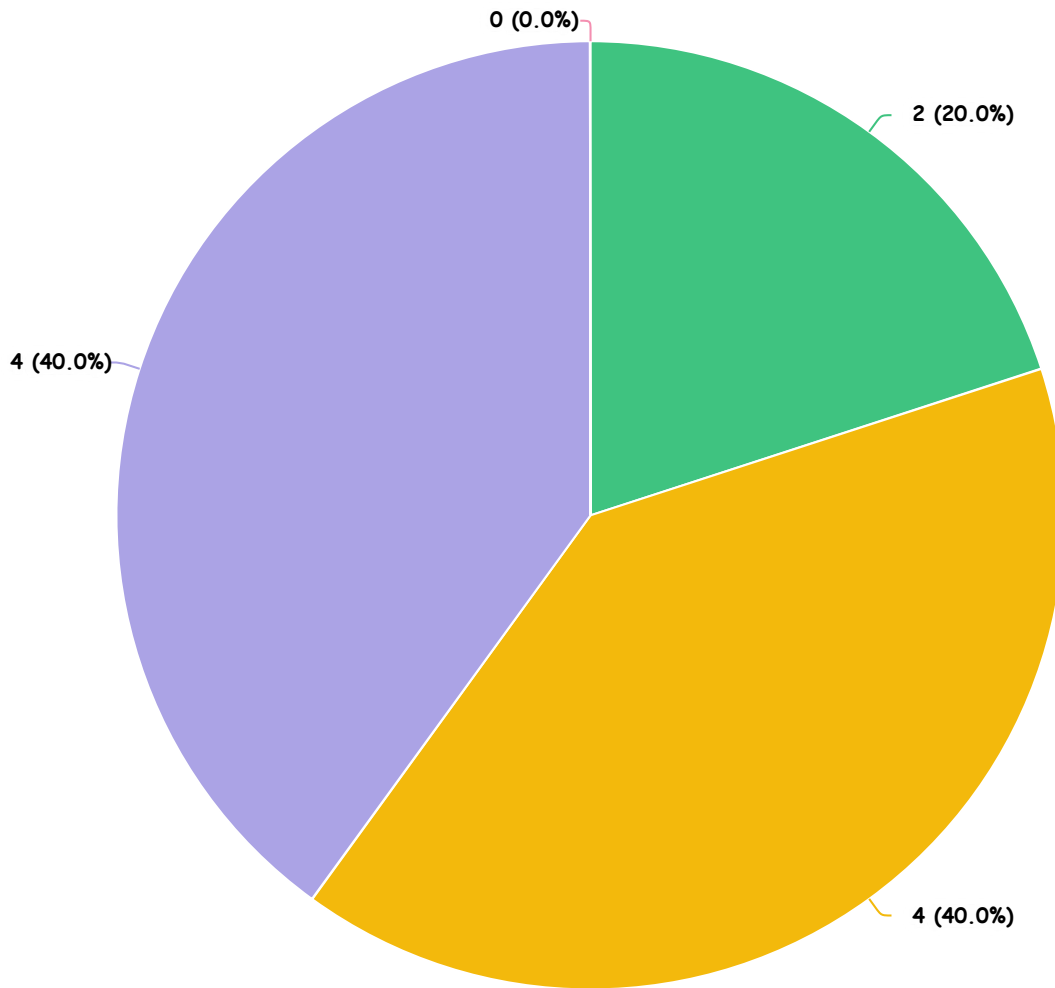
0 (0.0%)

2 (22.2%)

4 (44.4%)

3 (33.3%)

Question options

● 45-54　● 55-64　● 65 and above　● Under 18　● 18-24　● 25-34　● 35-44

Optional question (9 response(s), 2 skipped) Question type: Dropdown Question

Events Strategy Feedback : Survey Report for **16 July 2024** to **14 August 2024**

| Q8 | **How long have you been a resident of Central Goldfields?** |

0 (0.0%)

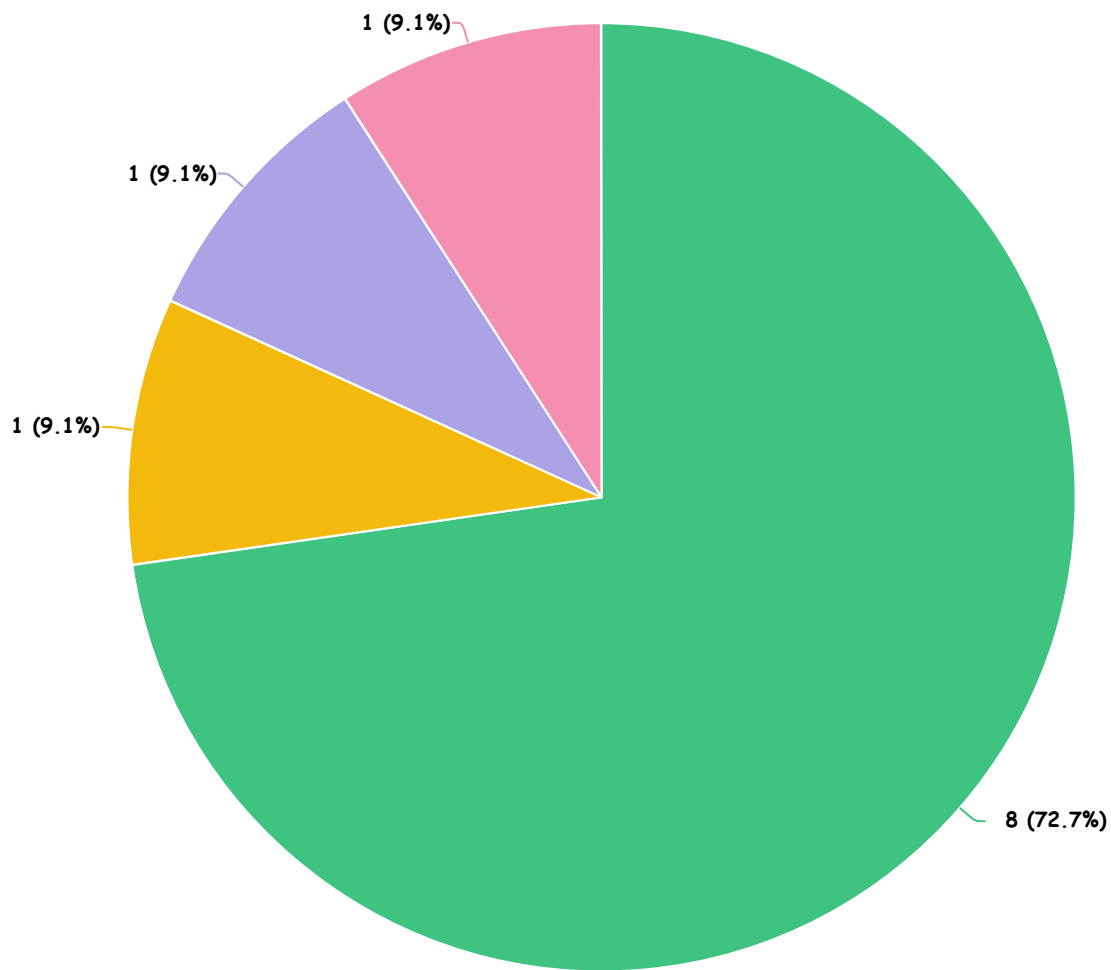2 (20.0%)

4 (40.0%)

4 (40.0%)

Question options

● 1-5 years ● 6-10 years ● Over 10 years ● Less than 1 year

Optional question (10 response(s), 1 skipped) Question type: Dropdown Question

Events Strategy Feedback : Survey Report for **16 July 2024** to **14 August 2024**

Q9	**How often do you participate in community events?**

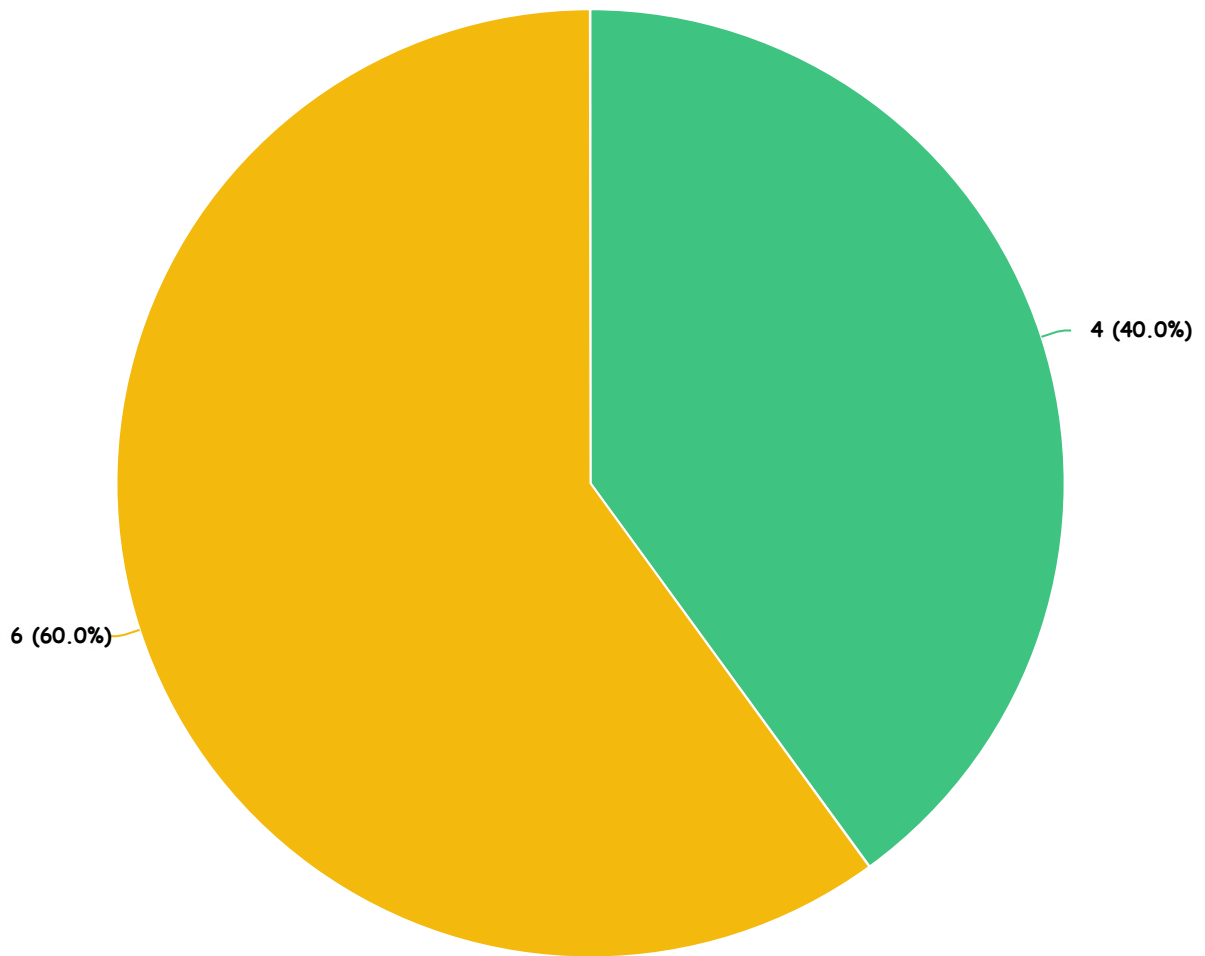**Question options**

🟢 Frequently   🟡 Occasionally   🟣 Rarely   🩷 Never

Optional question (11 response(s), 0 skipped) Question type: Radio Button Question

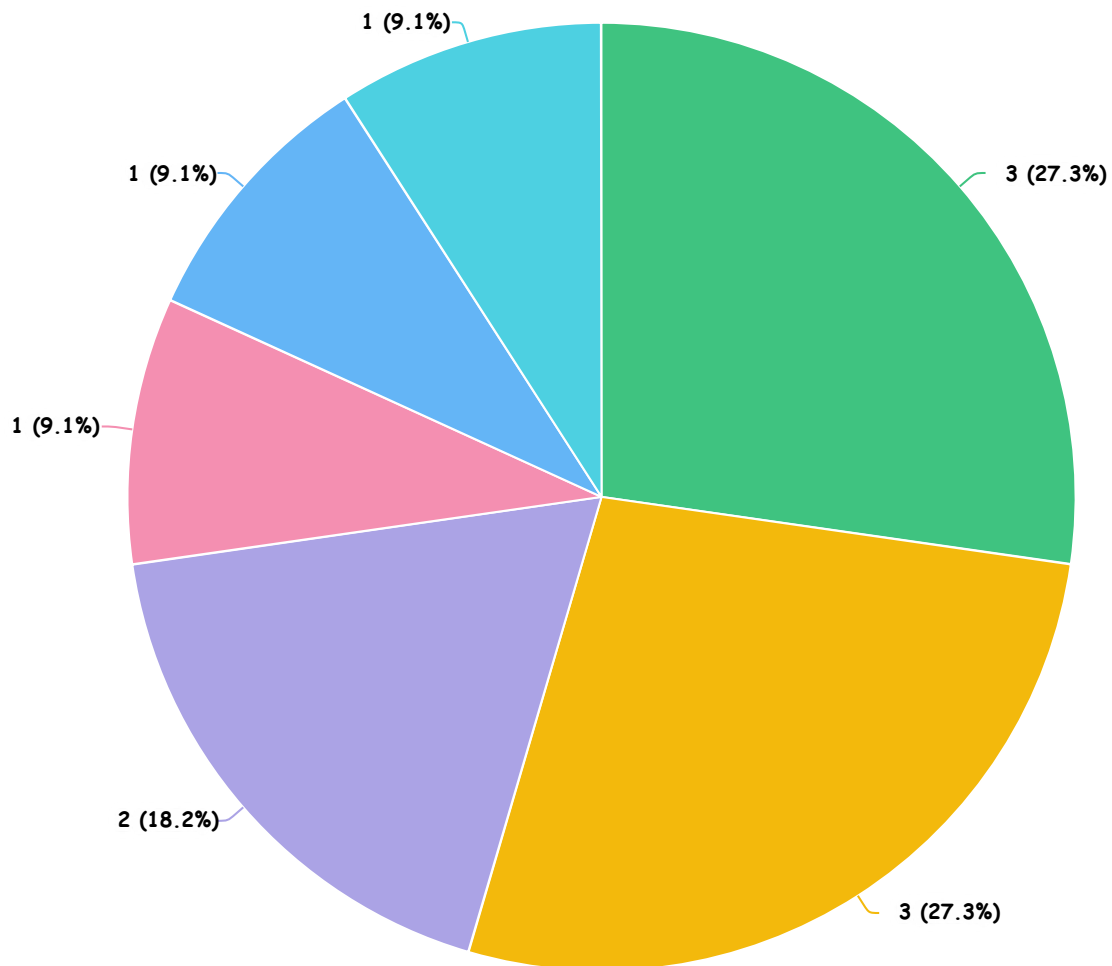**Events Strategy Feedback** : Survey Report for **16 July 2024** to **14 August 2024**

Q10	Do you work in the events industry?

Question options

● Yes ● No

*Optional question (10 response(s), 1
skipped) Question type: Radio Button
Question*

Events Strategy Feedback : Survey Report for **16 July 2024** to **14 August 2024**

Q11	**What is your township?**

Question options

● MARYBOROUGH, VIC ● DUNOLLY, VIC ● TALBOT, VIC ● MAJORCA, VIC ● CARISBROOK, VIC
● DAISY HILL, VIC

Optional question (11 response(s), 0 skipped) Question type: Region Question

8.5 COMMUNITY GRANTS PROGRAM

Author: **Coordinator Community Development**

Responsible Officer: **General Manager Community Wellbeing**

The Officer Presenting this report, having made enquiries with relevant members of staff reports that there are disclosable interests that need to be raised in relation to this report.

SUMMARY/PURPOSE

The purpose of this report is to provide Council with a summary of the 2024-2025 Community Grants Program and to present a recommendation for recipient awarding of grant funding.

RECOMMENDATION

That Council approve the recommendations for the awarding of funds for the 2024-2025 Community Grants Program.

LEGISLATION AND POLICY CONTEXT

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

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

Initiative: Central Goldfields Community Grants Program 2024/2025

BACKGROUND INFORMATION

The annual Community Grants Program provides financial support to organisations for projects and events that provide community benefit to the Shire.

At its Ordinary Meeting on 28th May 2024, Council resolved to adopt a revised Community Support Policy to provide guidance on any Council contribution provided to community organisations, groups and committees for community grants, in-kind support and planning and building fee waivers.

This Policy has informed the delivery of the 2024/2025 Community Grants Program which provided a funding pool of $46,000 across four grant categories – Infrastructure, Creativity/Innovation, Community Development and Climate Action.

Applications for this year's Program opened on 1ˢᵗ July 2024 and closed at 4pm on 26ᵗʰ July 2024.

REPORT

At the closing date, twenty-one applications were received with a total amount of $51,998.00 requested.

Three applications were considered to be ineligible.

Applications were assessed collectively, by members of the Assessment Panel which consisted of the Manager Tourism, Events and Culture, Coordinator Events and Volunteer Development, Acting Manager Community Partnerships and the Sustainability Officer.

The Panel was supported by the Coordinator L2P and FReeZA, who provided overall coordination of the program and the Coordinator Community Development, who supported the application and assessment process.

The assessment panel came together twice to collectively consider applications.

Due to the fact that the number of applications and overall funding request fell just outside the total funding allocation of $46,000.00 (allowing for all eligible applications to potentially receive an amount of funding) a decision was made to forego the usual scoring process and to collectively discuss/assess grants against relevant criteria—checking in with applicants re any funding questions/concerns raised by panel—and arrive at an overarching consensus vote on the success or otherwise of individual applications.

As a result, 18 application requests have been recommended with 16 to be fully funded and 2 to be partially funded.

The 2024/25 total funding recommendation totals $42,998.00.

Name of the organisation	Project title	Amount sought	Recommended funding amount
Maryborough & District Garden Club	Central Goldfields Garden Competition	$1,000.00	$1,000.00
Maryborough Family History Group Inc	Vertical Monitor & Mini Hub	$1,131.00	$1,131.00
Robyn's Nest & All the Rest Animal Rescue Inc	Safe Haven: Community Rescue & Care	$3,000.00	$3,000.00

Talbot Farmers Market Inc	Talbot Farmer's Market Future Growth	$3,000.00	$2,250.00
Pride Goldfields Maryborough	Outburst: Winter Pride Maryborough	$3,000.00	$3,000.00
Dunolly Gilbert & Sullivan Society	Swinging Sixties Cabaret & Trivia Night	$2,000.00	$2,000.00
Strengthening Goldfields Community Radio	Harmonising Community Voices: Goldfields FM	$2,000.00	$2,000.00
Maryborough Midlands Historical Society	Spotlight on Heritage	$1,144.00	$1,144.00
Goldfields Music Club	Vibes on Broadway - Dunolly's Street Festival	$3000.00	$3,000.00
Talbot Action Inc	Light Up Talbot Christmas Festival	$3,000.00	$3,000.00
Bealiba Pony Club	BPC Ready to Ride Safe 'Safe Riding Area'	$3,000.00	$3,000.00
Goldfields Historical & Arts Society	Solar Panels for the Dunolly Museum	$3,000.00	$3,000.00
Daisy Hill Community Centre	Lights, Camera, Community!	$3,000.00	$3,000.00
Maryborough Soccer Club	Maryborough Futsal Championships	$2,430.00	$2,430.00
Words in Winter Central Goldfields Inc	Words in Winter Central Goldfields Festival	$3,000.00	$2,250.00
Maryborough Theatre Company	Theatre Shed Storage	$2,549.00	$2,549.00
St John Ambulance Australia (Victoria) Inc	CPR training equipment for St John Maryborough Division	$2,244.00	$2,244.00

Maryborough & District Horse & Pony Club Inc	Maryborough & District Horse & Pony Club Sustainability Project	$3,000.00	$3,000

CONSULTATION/COMMUNICATION

The 2024/2025 Community Grants Program was advertised through Council's social media platforms, local newspapers, radio and featured on the Central Goldfields Shire Council website. Several direct emails promoting the Program and reminding of the closing date were also sent to individual orgs and groups leading into the application period.

Applicants referred to the updated 2024/2025 Community Grants Guidelines to provide guidance on their project eligibility, assessment criteria and completing the application.

All applicants were required to speak with a nominated Council staff member before submitting an online application, in order to be clear on the project's eligibility and to provide any assistance with the process.

Unsuccessful applicants will be provided with feedback and, where possible, guidance on other options to source funding for their project.

FINANCIAL & RESOURCE IMPLICATIONS

The allocated budget for the 2024/2025 Community Grants Program is $46,000 – of which $5,000 is funded from the Climate Action Plan implementation budget.

All successful applicants will be required to complete an acquittal process as part of the funding agreement.

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 providing financial support to organisations for projects and events that provide community benefit to the Shire and support the viability and capacity building of local organisations.

The Program has been developed and delivered in accordance with the Community Support Policy.

A Conflict-of-Interest Declaration form was completed by each panel member and registered in Council's record system.

Where identified disclosable interests were declared, the relevant panel member did not contribute to the consensus decision making process or have any influence in determining the final outcome of the application/s.

CONCLUSION

The annual Community Grants Program provides financial support to organisations for projects and events that provide community benefit to the Shire.

Twenty-one applications were received for the 2024/2025 Community Grants program. Eighteen projects have been recommended for Community Grant funding totalling $42,998.00.

ATTACHMENTS

Nil.

8.6 CENTRAL GOLDFIELDS FOOD SYSTEMS ROADMAP

Author: **Children and Young People First Project Officer**

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 seek Council's endorsement of the final version of the Central Goldfields Food Systems Roadmap.

RECOMMENDATION

That Council endorse the final version of the Central Goldfields Food Systems Roadmap.

LEGISLATION AND POLICY CONTEXT

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

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

Initiative: VicHealth Local Government Partnership (VLGP) project – Food Systems Roadmap

Local Government Act 2020, part 2, s.9, art.2(b)

Public Health and Wellbeing Act 2008, part 3, div.3, s24

BACKGROUND INFORMATION

Healthy eating is a major factor influencing health and wellbeing outcomes for the community and is therefore a key focus area for planning.

However, the community's ability to eat a healthy diet is strongly determined by their ability to access fresh and healthy food locally, and their level of understanding about nutrition and healthy cooking.

The 'food system' model is a health promotion tool used to assess and understand the different factors impacting on the local food system, from food production, to consumption, to waste and composting.

Some prior work has been undertaken in this space, including the formation of the Central Goldfields Food Network in late 2022 (as a platform to support community action) and Healthy Loddon Campaspe's delivery of projects to support healthy eating such as 'Healthy Sports Clubs'.

In 2023, the Food Network organised a series of workshops to consult with interested stakeholders and community members on local needs regarding food and healthy eating.

This resulted in the development of an Issues and Opportunities paper, outlining the perspectives of participants on priority needs and possible actions that could be undertaken to improve healthy eating locally.

Development of a food systems strategy or plan is an action Central Goldfields Shire Council committed to under the VicHealth Local Government Partnership project – Building Better Food Systems module.

In mid-2023, a tender process was undertaken to contract a suitable consultant to drive the delivery of this work. Sustain Australia, a Victorian firm with extensive experience in delivering similar plans, was engaged to commence the project in December 2023.

Initial community consultations for the Roadmap were completed in June 2024, with the draft document presented to Councillor Briefing on August 6 for endorsement of its release to public comment.

The public comment period on the draft document was held between 9 - 23 August, and minor changes were incorporated into the text following two community submissions. The document was also professionally designed and received minor edits for clarity.

REPORT

The Central Goldfields Food Systems Roadmap comprises an assessment of the food system in Central Goldfields, recognising both local needs and strengths, and aims to showcase a way forward. It includes:

- Data outlining the current food systems landscape in Central Goldfields.
- A summary of feedback from community consultations, including key needs and service gaps, but also highlighting existing assets in the community (in both the social and built environments).
- Outline of key opportunities and ideas to address community needs.
- A summary of the policy and legislative environment, to assist decision-makers with future advocacy and policy decisions.
- A set of recommended actions to be undertaken by community partners.

Importantly, the Roadmap positions Central Goldfields Shire Council not as the lead agency responsible for improving the local food system, but instead as a key partner with community.

This is in recognition of the indirect nature of local government's role in food provision and the Shire's limited resources to deliver further actions.

Council's contribution to the food system is primarily in setting policies that support healthy eating - not in growing food, or feeding the community directly (with some exceptions, e.g. feeding children enrolled in day care).

CONSULTATION/COMMUNICATION

Approximately 230 community members and stakeholders were engaged in consultation for the draft Roadmap between March – June 2024, including:

- Twenty-six attendees of Kitchen Table Talk workshops (facilitated group discussions)

- Twelve individual stakeholder interviews and written submissions via email

- One community submission through the Central Goldfields Engage website

- Engagement with an estimated two hundred community members at 3 "Listening Post" sessions:
    - o Talbot Farmers Market - Sunday, 21 April
    - o Goldfields Community Festival – Saturday, 27 April
    - o Carisbrook Town Hall Market - Sunday, 26 May

Some prior community consultation had occurred in 2022 as part the development of the Central Goldfields Food Network's Issues and Opportunities paper.

A focus of the Roadmap consultation process has therefore been on contacting sectors not involved in prior consultation, as well as the broader community.

The public comment period on the draft document was open from 12 – 23 August and received two submissions.

Feedback from these submissions was incorporated into the document text.

FINANCIAL & RESOURCE IMPLICATIONS

The development of the Food Systems Roadmap has been fully funded through the VLGP project.

Sustain Australia were engaged as consultants to produce the Roadmap at a cost of $32,912 (incl. GST), along with in-kind support from a number of Council officers.

Due to the lack of ongoing resourcing in this space, the Roadmap focuses on recommendations for actions across the community, rather than a Council-owned action plan.

Some recommendations in the Roadmap are intended to be achievable by community without additional resourcing, whilst others are dependent on seeking further funding from other sources.

Some recommended actions may also be achieved with existing VLGP resources and framework during the remaining project funding period until December 2025.

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 providing a framework to address issues surrounding food access, food insecurity, and healthy eating.

The primary risk is reputational - raising community expectations for actions that Council is unable to deliver on, due to a lack of resourcing or other restrictions (legislative, policy or otherwise).

Clear messaging and wording that positions the Roadmap as a community-owned document is necessary to manage this risk.

CONCLUSION

The completion of the Roadmap will fulfil an action under the VicHealth Local Government Partnership project and provide guidance around practical steps forward to improve healthy eating, fresh produce supply and nutrition education locally.

Clear messaging and communication around Council's role as a partner with community is required in order to effectively manage community expectations.

For this reason, the Roadmap document does not include an action plan but includes a list of recommendations for both Council and community.

The Central Goldfields Food Systems Roadmap document has now been finalised. This report seeks Council endorsement of the final document.

ATTACHMENTS

8.6.1 Central Goldfields Food Systems Roadmap

SUSTAIN the Australian food network

Central Goldfields
FOOD
SYSTEMS
ROADMAP

Authorship and acknowledgements

ACKNOWLEDGEMENT OF COUNTRY

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. We express our gratitude in the sharing of this land, our sorrow for the personal, spiritual and cultural costs of that sharing and our hope that we may walk forward together in harmony and in the spirit of healing. We recognise the insight and wisdom shared in DJAARA's Dhelkunya Dja (Healing Country) Plan and the way that it will inform sustainable food systems now, and in the future.

Sustain acknowledges that we work on the traditional lands of the Wurundjeri, Woi Wurrung and Bunurong peoples of the Kulin nation. We respectfully acknowledge the custodianship of the Wurundjeri, Woi Wurrung and Bunurong elders, recognising that they and their ancestors stewarded these lands and their diverse creatures sustainably for tens of thousands of years. We respectfully acknowledge that sovereignty over these lands was never ceded, and that the processes of historical truth-telling and a duly negotiated treaty are essential for justice for First Nations peoples. The path to a better food system for all Australians must begin with the principles of care, respect, justice, healing and regeneration.

ABOUT SUSTAIN

Sustain is a think-and-do network with a mission to create food systems that nourish people and nurture the planet. We know that transitioning to a healthier, more sustainable and equitable food system requires good policy and practice, underpinned by a strong evidence base and inspiring examples that empower communities and governments to work collectively towards a better food future for all.

We believe in the necessity to understand the interconnectedness and mutual interdependence of all elements of food and agricultural systems and their interrelationship with other systems, including education, health, economy, culture and politics. We ground our work in a principled commitment to the human right to adequate, nutritious and culturally appropriate food.

As **connectors**, we facilitate events, networks and communities of practice for sharing knowledge and fostering collaboration amongst diverse food system actors.

As **researchers**, we translate and share our food systems knowledge to build an evidence base for effective food policy and action.

As **policy experts**, we understand the critical issues facing local government and their communities. Our holistic approach aims to cut across the institutional and departmental silos that hinder cohesive and integrated food policy implementation.

As **practitioners**, we design and deliver community food projects (including our two urban farms) that experiment with new approaches to food system transformation and model the change we want to see. Our projects aim to demonstrate in the here and now that, yes, a better future is within our grasp.

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EXECUTIVE SUMMARY

A VISION FOR THE CENTRAL GOLDFIELDS FOOD SYSTEM

WELCOME TO THE CENTRAL GOLDFIELDS FOOD SYSTEM

Our local food system's success directly impacts our health, wellbeing, environment, and economy. There is a strong desire within the community to improve the local food system, supported by engaged citizens, small-scale producers, local businesses and a rich tradition of home gardening.

We know there are challenges. Most food produced locally can't be sold locally, and there is limited access to fresh, healthy produce.

The Central Goldfields Food Systems Roadmap aims to highlight ways we can address these challenges by enhancing local food sustainability and security, building on existing strengths and creating a more resilient and connected community.

HOW HAS THIS ROADMAP BEEN DEVELOPED?

We spoke to retailers, farmers, health workers, community gardeners, disability support workers, community members, businesses, and Council staff.

Community members and leaders organised their own Kitchen Table Talks to discuss the issues most important to them. We spoke to people one on one, in larger groups, and set up listening posts at markets and festivals to hear from many people at the same time.

This Roadmap reflects those conversations and, we hope, is the starting point for many more.

> **"Paddock to plate, production, growing, resale, how people prepare their food or understand how to prepare it, how they access it, and the variety of food they can access."**
>
> **Response from a community member on "What is a food system to you?"**

YOUR VISION

By talking with the community, we came to understand three main goals that community members want to achieve for the Central Goldfields food system, reflecting a shared vision:

HEALTHY EATING

A community where everyone has access to healthy, quality meals. Our goal is to ensure that everybody has at least one good meal a day, and that no one is left hungry, with everyone having affordable access to nutritious produce.

SOCIAL CONNECTION

Food is more than just sustenance; it's a way to bring us together. The social aspects of the local food system are important tour goal of using food to help to foster and strengthen community bonds.

EQUITY

A community where everyone can cheaply and easily buy quality local produce—food that isn't covered in chemicals or poorly stored, but fresh and wholesome. This means long-term, sustainable food programs that don't rely on temporary funding.

> **"An egalitarian community is the goal"**
>
> **Community engagement- interview**

WHAT YOU TOLD US

The community outlined its vision, key messages, and ideas for how the food system could work better for everyone. The main themes were used to guide the way we developed the recommendations in the Roadmap.

FOOD IS SOCIAL IN THE CENTRAL GOLDFIELDS

In all our conversations, the focus was clear: social and community issues are at the heart of the food system in the Central Goldfields. When people talked about issues in the food system, they spoke about the community members affected. When they spoke about solutions, it involved bringing different parts of the community together.

Enhancing social cohesion and connectedness through the food system emerged as a key priority in the Shire.

> **"The social connections are just as important as the food itself."**
>
> **Community engagement- KTT**

> **"Everyone looks at farmers right away because they're farmers, but I think you're perhaps better off focusing on residential, on people growing more veggies in their backyard- that would be a much easier way to do it"**
>
> **Community engagement- interview**

WE SHOULD ENCOURAGE LOCAL FOOD PRODUCTION AT A SMALL SCALE

We discussed the differences between large-scale industrial agriculture operating in the Shire and local, homegrown food. Unlike urban areas, many community members already have gardens and space for growing, and often have surplus produce, which could be shared if programs and infrastructure were better coordinated. While industrial food production in the region is largely influenced by macroeconomic factors that cannot be mitigated by decision making at a municipal level, local opportunities are plentiful.

Connecting with small-scale, low-volume farmers, while encouraging more home growers and gradually involving larger players, was highlighted across stakeholders as a way forward.

SHARING COMMUNITY KNOWLEDGE ABOUT FOOD

There is a wealth of local knowledge about food production, preparation, and nutrition in the Shire, but it's unevenly distributed. Some people know a lot and have many skills, while others have not had the opportunity to learn. We need to design programs that bridge this gap and ensure everyone has access to food system knowledge.

> **"I've got skills and knowledge in a range of areas that are informally learnt: foraging edible weeds, companion planting, improving fruit tree production, grafting and growing plants from cuttings, planning gardens around microclimates, no-dig gardening, drought-resilient drip watering"**
>
> **Community engagement- interview**

DIFFERENT GROUPS HAVE DIFFERENT NEEDS

Different groups in the community have unique needs. New parents deserve healthy and nutritious meals and are open to messages about better nutrition for their children, setting the course for a lifetime of healthy eating. Older adults are often happy with their current food preferences, but are at a higher risk of social isolation- community meals may be a good way for them to stay connected.

For more vulnerable community members, or those recently struggling with the cost-of-living crisis, the focus should be on food security, ensuring local services are healthy, coordinated, and free from stigma. Different cohorts have been considered throughout the Roadmap, rather than assuming one idea is good for everyone.

SMALL-SCALE FOOD PRODUCERS FACE REGULATORY CHALLENGES

We found that some small-scale food producers find regulations, particularly related to food safety, as a barrier to establishing viable commercial operations. For this reason, we heard that some businesses operate outside of formal regulations due to the perceived burden and financial costs. It is important to consider how to assist small-scale food businesses to overcome these barriers, so they can contribute to enhancing the food system for everyone.

"The social connections are just as important as the food itself."

Community engagement- KTT

WHAT WE THINK CAN BE DONE NEXT

Based on information gathered and community input, we've come up with these five key recommendations to improve the food system in Central Goldfields. They are designed to work together to meet the community's goals, but each one can also stand alone to make a difference.

More detail about each recommendation can be found in Section 5 (page 53).

	Recommendations	Action assessment		
		Quick win	Step up	Ambitious
1	**Enhance local food systems governance to achieve the Roadmap goals**			
1.1	Seek funding for a dedicated resource to support Food Systems development and Roadmap implementation.		🧍	
1.2	Formalise governance of the Central Goldfields Food Network and engage community leaders	🏅		
1.3	Promote collaboration among local food businesses, including through existing platforms like the Committee of Maryborough	🏅		
2	**Foster small-scale local growing to support a community-owned shared food enterprise**			
2.1	Encourage home food production	🏅		
2.2	Establish a permanent home for existing Community Gardens then expand the model		🧍	
2.3	Conduct a community food assets and infrastructure audit		🧍	
2.4	Conduct a feasibility study for a local shared food cooperative		🧍	
3	**Community food education programs meeting different needs for different cohorts**			
3.1	Teach practical skills for growing produce at home	🏅		
3.2	Promote and educate on nutrition and healthy eating	🏅		
3.3	Provide social opportunities based around food for older residents		🧍	
3.4	Integrate nutrition education with home gardening to promote a holistic approach to health		🧍	
4	**Explore options to create healthy and diverse food retail in Central Goldfields**			
4.1	Map what kinds of food is being produced locally to understand local supply		🧍	
4.2	Promote existing initiatives, such as the Produce Box, which provide an affordable alternative to major retailers and work to expand their reach	🏅		
4.3	Work with local supermarkets to promote the sale of healthy food/ reduce sale of unhealthy foods		🧍	
4.4	Investigate ways to establish local greengrocer or discount store			🪧
4.5	Conduct a feasibility study to establish a local seasonal market			🪧
5	**Activate broader regional partnerships in developing the local food system**			
5.1	Reduce the perception that barriers are prohibitive	🏅		
5.2	Reduce costs and time involved by encouraging partnerships and collaborations		🧍	
5.3	Reduce barriers through policy and legislative changefood/ reduce sale of unhealthy foods			🪧

02
INTRODUCTION

SETTING THE SCENE
BACKGROUND

Food plays an essential role in supporting the health of communities and our environment, and the Central Goldfields region is no exception. The circular journey our food takes—from paddock to plate and back again—connects people from all walks of life, across industries, ages, and communities. Our food system encompasses the pathways, people and processes involved in feeding our community. Strengthening it has direct benefits for our health and wellbeing, the environment, and the local economy.

Central Goldfields Shire Council, in partnership with VicHealth, is working to improve health and wellbeing outcomes for children and young people in the Shire. A key focus of this work is healthy eating. However, we know that children and young people don't always get to choose what they eat, or what their family buys at the supermarket. One of the best ways to improve the food system for children and young people is to make it better for everyone.

The Central Goldfields Food Systems Roadmap aims to lay out a pathway to enhance the local food system through actionable, community-based solutions. By building community knowledge and engagement with food production, the Roadmap will help create a resilient, connected and healthy community in Central Goldfields over the next decade.

This report consolidates extensive community engagement and analysis of the current food system in the Central Goldfields. From this process we developed five main recommendations with interlinking actions that build on each other. While each recommendation can stand alone to make a positive impact, implementing all five will help achieve the overarching goals of the Food Systems Roadmap and the vision of the community.

AIMS, PURPOSE AND OUTCOMES

The Food Systems Roadmap aims to create a shared understanding of the Central Goldfields food system, food sustainability, food accessibility and food security across Council, local services, community organisations and residents. It will guide coordinated and collective action to build on existing strengths and address key challenges facing the Central Goldfields community.

The Roadmap's purpose is to enable Council and community to work together to build a strong, healthy, sustainable and resilient regional food system, including:

- Dignified food security for all residents
- Celebration of diverse food cultures and traditions
- Increased local economic activity and support for new and established businesses
- Employment and training focused on food growing, value-adding, retail and distribution
- Expanded access to healthy and fresh food
- Increased education and understanding of nutrition
- Improved dietary, physical and mental health
- Stronger local organisations and networks to build community capacity and engagement with the food system

WHAT IS A FOOD SYSTEM?

The 'food system' is everything involved in bringing food from farm to fork: the network of people, processes and interactions involved in growing, processing, distribution, sale and disposal of food on-farm, in retail settings, and at home. It is not a linear supply chain from farm to plate. Rather, it is a complex web of relationships that connects everything and everyone - from soil microbes, plants and animals to health, education and political systems, retail and digital food environments, and the everyday food practices and cultures of nourishment and celebration.

This concept is illustrated in Figure 1, depicting the interconnected elements of a thriving food system, which we will refer to throughout the Roadmap.

FIGURE 1. FOOD SYSTEM MAP

SOCIAL INFLUENCES
POLITICAL INFLUENCES
ECONOMIC INFLUENCES
CONTEXTUAL/ENVIRONMENTAL INFLUENCES

FOOD SYSTEM ELEMENTS

RESOURCE AND WASTE RECOVERY
FOOD PRODUCTION
DISTRIBUTION AND AGGREGATION
PREPARATION & CONSUMPTION
FOOD PROCESSING
PURCHASING
MARKETING
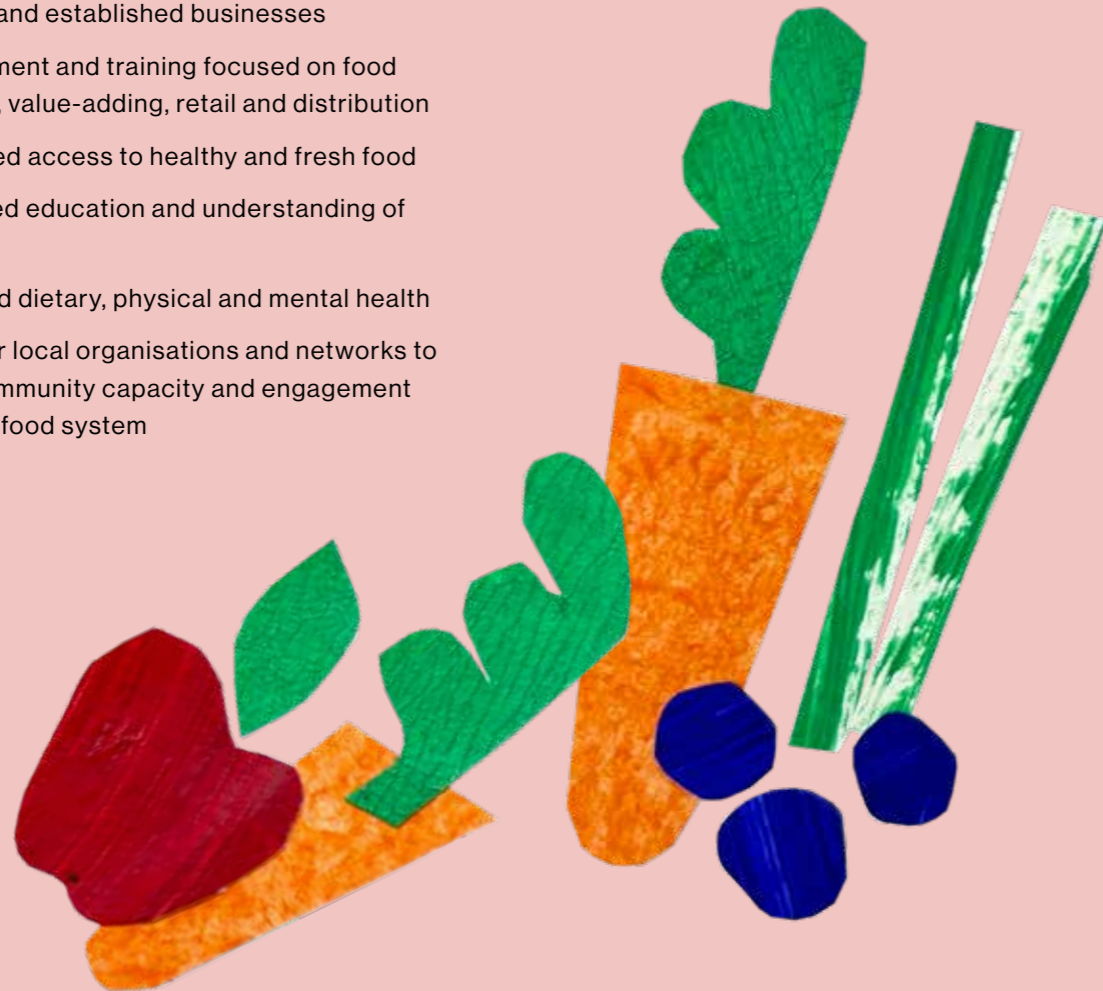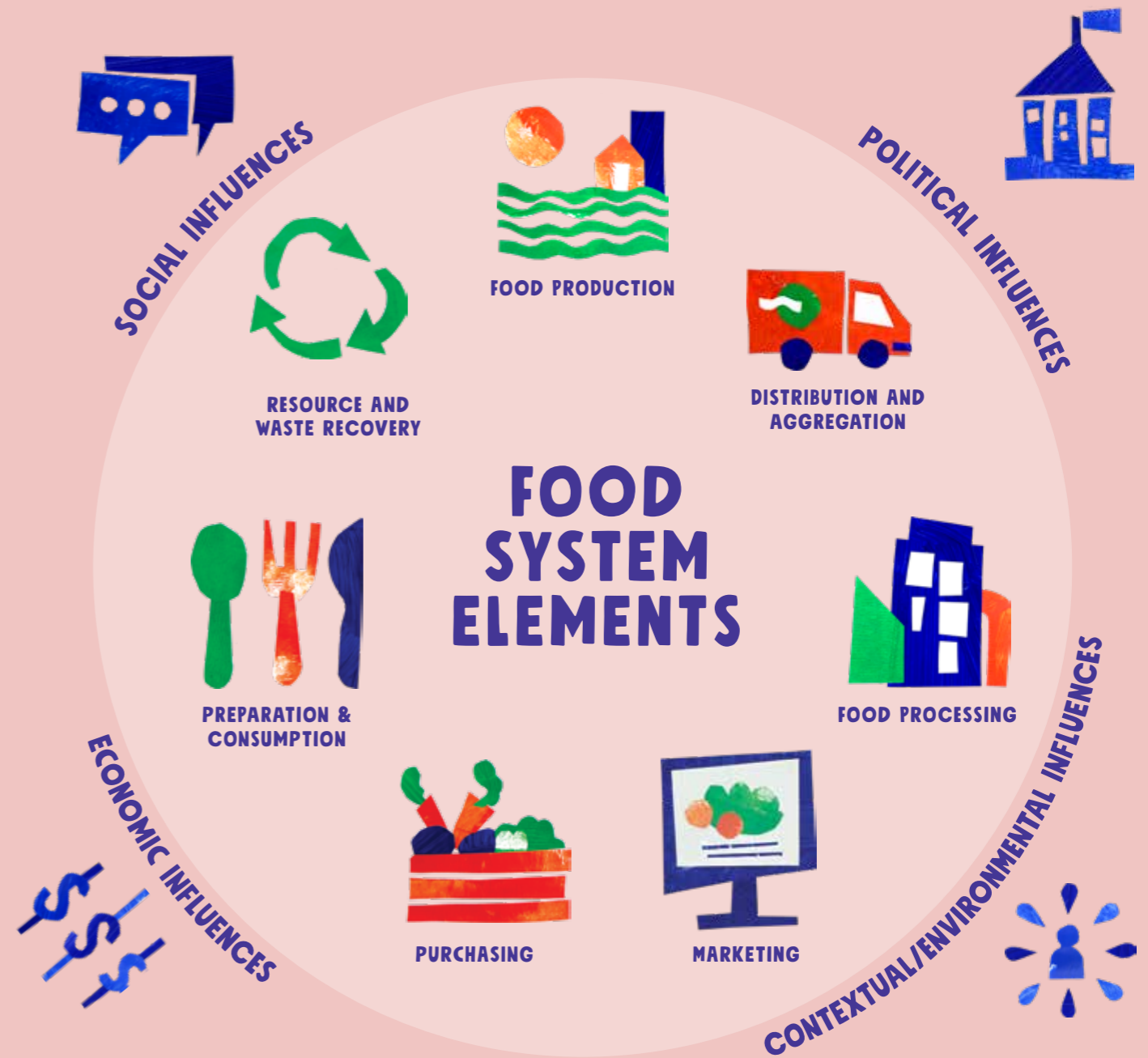
WHY DOES A LOCAL FOOD SYSTEM MATTER?

In a local food system, the focus is on producing and consuming more food locally while working together for the benefit of both people and the environment. Some of the benefits of this approach include:

- Growing and sharing food helps improve both physical and mental health while strengthening connections within the community.

- When food comes from nearby, it takes less energy to reach the community, which means a smaller carbon footprint.

- Producing food locally allows for a wider range of foods through sharing knowledge, diverse seeds, and cooking experiences.

- Families who grow their own food tend to waste less because they understand the effort behind it. In a local system, food waste can even become useful for growing more food through composting.

- Buying local food from local businesses keeps more money circulating within the community, boosting the local economy.

- Greater control over the use of harmful chemicals relative to conventional production processes growing food at a much larger scale, leading to fresher, more nutritious, and tastier produce.

- Local food systems help green community spaces and encourage communities to care for the land and conserve natural resources.

THE ROLE OF LOCAL GOVERNMENT

Council is well placed to contribute to locally relevant, integrated and long-lasting strategies to strengthen the local food system, and to work with key partner organisations to increase access to healthy food in our community. This Roadmap forms part of Council's broader strategic planning, and aligns with other important initiatives like the Climate Action Plan 2022-2030, Flourish Regional Food System Framework 2024, and Municipal Public Health and Wellbeing Plan 2021-2025.

Council can positively influence the food system, particularly in the following areas:

- Public spaces and facilities – ensure healthy food and drink options are available for staff, visitors and in public spaces and facilities managed by local government.

- Regulation and planning – support local food production through the local planning scheme and assist food businesses with regulatory compliance.

- Waste education and recycling – educate the community to avoid, reduce and recycle waste.

- Community development – support community groups and organisations to increase community capacity and individual skills to grow and prepare foods.

- Facilitate partnerships – develop strong relationships with key stakeholders, organisations and government to strengthen the local food system.

- Data and evidence – gather information to support decision-making on the local food system and associated challenges.

- Education and information – provide information and support development of skill ls through communication tools and educators.

THE ROLE OF COMMUNITY AND OTHER ORGANISATIONS

Individuals, community groups, businesses and other organisations influence the operations and impacts of the local food system in many important ways. The daily choices of individuals, and people making decisions within organisations, workplaces, educational settings and sports clubs, all contribute to bringing about change at a local level. Because of this, addressing challenges in our food system requires a collaborative effort, working together to make a difference.

There are multiple projects and many passionate people working across the Shire to tackle challenges of food security, healthy eating, and sustainable food production. Forums such as the Central Goldfields Food Network provide a platform to discuss and coordinate solutions. Initiatives like Healthy Loddon Campaspe and the Network's Issues and Opportunities Paper 2024 are important steps in highlighting the challenges facing the local food system and advocating for more resources to address them.

ABOUT OUR COMMUNITY

MARYBOROUGH

AGE
MEDIAN AGE
52

CULTURE
NON-ENGLISH SPEAKING HOUSEHOLDS
4.1%

ABORIGINAL AND TORRES STRAIT ISLANDERS
2.3%

EDUCATION
COMPLETED YEAR 12
45%

ATTAINED A BACHELOR DEGREE OR HIGHER
7.4%

ECONOMY
UNEMPLOYMENT RATE*
5.9%

LABOUR FORCE PARTICIPATION*
43.3%

SOCIO-ECONOMIC DISADVANTAGE (SEIFA)
SECOND-HIGHEST RATES OF DISADVANTAGE IN VICTORIA[2]

MEDIAN WEEKLY INCOMES IN CENTRAL GOLDFIELDS*

PERSONAL
$503

FAMILY
$1,260

HOUSEHOLD
$904

VICTORIA

AGE
MEDIAN AGE
38

CULTURE
NON-ENGLISH SPEAKING HOUSEHOLDS
30.2%

ABORIGINAL AND TORRES STRAIT ISLANDERS
3.8%

EDUCATION
COMPLETED YEAR 12
63.8%

ATTAINED A BACHELOR DEGREE OR HIGHER
24.3%

ECONOMY
UNEMPLOYMENT RATE*
5%

LABOUR FORCE PARTICIPATION*
62.4%

SOCIO-ECONOMIC DISADVANTAGE (SEIFA)
NA

MEDIAN WEEKLY INCOMES IN CENTRAL GOLDFIELDS*

PERSONAL
$803

FAMILY
$2,136

HOUSEHOLD
$1,759

*PERCENTAGE OF WORKING-AGE POPULATION (15 YEARS AND ABOVE).

Central Goldfields is a resilient community, that has fostered strong grassroots actions to promote healthy eating and address structural barriers to accessing fresh and nutritious foods. Located between the regional centres of Bendigo and Ballarat, the Shire has approximately 13,500 residents, the majority of whom live between the largest township of Maryborough and surrounding smaller communities (such as Carisbrook, Talbot, and Dunolly).

Despite strong community connections, residents face deep-rooted challenges that can make it difficult for individuals to achieve high standards of health and lifestyles.[1]

HEALTH

Heart disease prevalence is higher in Central Goldfields at 6.9%, compared to the state average of 3.9%. Diabetes affects 7.6% of the population in Central Goldfields, nearly double the state average of 3.7%. Mental health conditions, including anxiety and depression, have a prevalence rate of 13.9% in Central Goldfields, compared to the state average of 8.8%.[3]

Key findings from the 2019 Active Living Census for Central Goldfields Shire reveal insights into the community's health and lifestyle:

- 69% of adults are overweight or obese and 51% of adults meet the guidelines for physical activity.

- 85% of people use open spaces in Central Goldfields, with 62% of them utilising these spaces for exercise and fitness

- 70% of 3- to 17-year-olds eat the recommended amount of fruit each day, while only 44% of adults do.

- 14% of 3- to 17-year-olds eat the recommended amount of vegetables, compared to 11% of adults.

- 1 3% of 3- to 17-year-olds consume sugary drinks daily, with 16% of adults doing the same.[4]

The Victorian Public Health Survey (2020) included a single-item measure of food insecurity, measured by the question, 'In the last 12 months, have you run out of money to buy food?', with a much higher percentage of agreement in the Central Goldfield's LGA (13.2%) compared to the rest of Victoria (5.9%), however this data comes from a small sample so should be interpreted with caution.[5]

Notes on the data

There are several factors related to the specific local context of Central Goldfields which may influence this data, including:

Central Goldfields' role in the broader region as a service hub for older people contributes to its disproportionately aged population, potentially skewing demographic, economic, and health statistics.

Limited local opportunities to access higher education also contribute to high numbers of young people leaving the Shire, which may further affect economic and education data.

03
THE LOCAL FOOD SYSTEM

CURRENT FOOD SYSTEM OVERVIEW

STRENGTHS

MANY HOME GARDENERS AND LOTS OF LOCAL KNOWLEDGE TO SHARE

STRONG ESTABLISHED NETWORKS AND PROGRAMS

- The Central Goldfields Food Network (CGFN) is already established
- Community garden initiative integrated with local kindergarten
- Initiatives like the Aboriginal Interpretative Garden at the Central Goldfields Art Gallery
- Meals on Wheels and subsidised food programs in aged care supported by various service providers

LOCAL BUSINESS ENGAGEMENT

- Local businesses already engaged in zero-waste and independent healthy eating offerings

RETAIL AND ECONOMIC ACTIVITY

- Maryborough serves as a mini regional supermarket hub attracting people from surrounding areas
- Local food retailing employment is relatively high due to the presence of supermarkets

CHALLENGES

LIMITED ACCESS TO LOCAL FRESH, HEALTHY PRODUCE

- Limited access to fresh produce with few greengrocers and farmers markets
- Higher costs of fresh produce compared to other areas, and scarcity of organic options
- High availability of fast food and limited healthy lunch options like sushi

ECONOMIC AND STRUCTURAL BARRIERS TO DEVELOPING THE LOCAL FOOD SYSTEM

- Supermarket competition makes it difficult for local food initiatives to thrive
- Lack of local processing and storage facilities for agricultural products, relying on external processing and reducing local availability (noting that most food produced industrially in the area could not be consumed by the community)

VULNERABILITY AND INEQUALITY

- Young couples and long-term unemployed individuals face significant food security challenges
- Talbot Farmers' Market and other local options are not affordable for everyone
- Quality of local housing and kitchen facilities limits the capacity for healthy home-cooking
- Many residents live in caravans or mobile units with limited refrigeration and storage capabilities

NON-LOCAL FOOD PRODUCTION AND DISTRIBUTION

- Large-scale agriculture in the region primarily serves national or international markets, not local ones
- Absence of alternative fresh food grocers and a reliance on supermarkets
- Local producers often operate on a small scale, with limited integration into the broader food system

PRODUCTION, PROCESSING, AND DISTRIBUTION

Agriculture in Central Goldfields is made up of both large-scale industrial production for international and national markets, and smaller, local specialty farming operations. Most large farms in the region focus on high-volume production of livestock or crops such as grains, which are then transported to distant locations for processing and sale. For instance, sheep are sent to the livestock exchange in Ballarat, grain to freight networks via Dunolly and Smeaton, and wool to Geelong. Some products, such as hay, are exported internationally, highlighting the global reach of local farming outputs. However, very little of the produce from these large-scale farms is sold locally, largely due to the prohibitive cost and scale required for local processing and distribution.
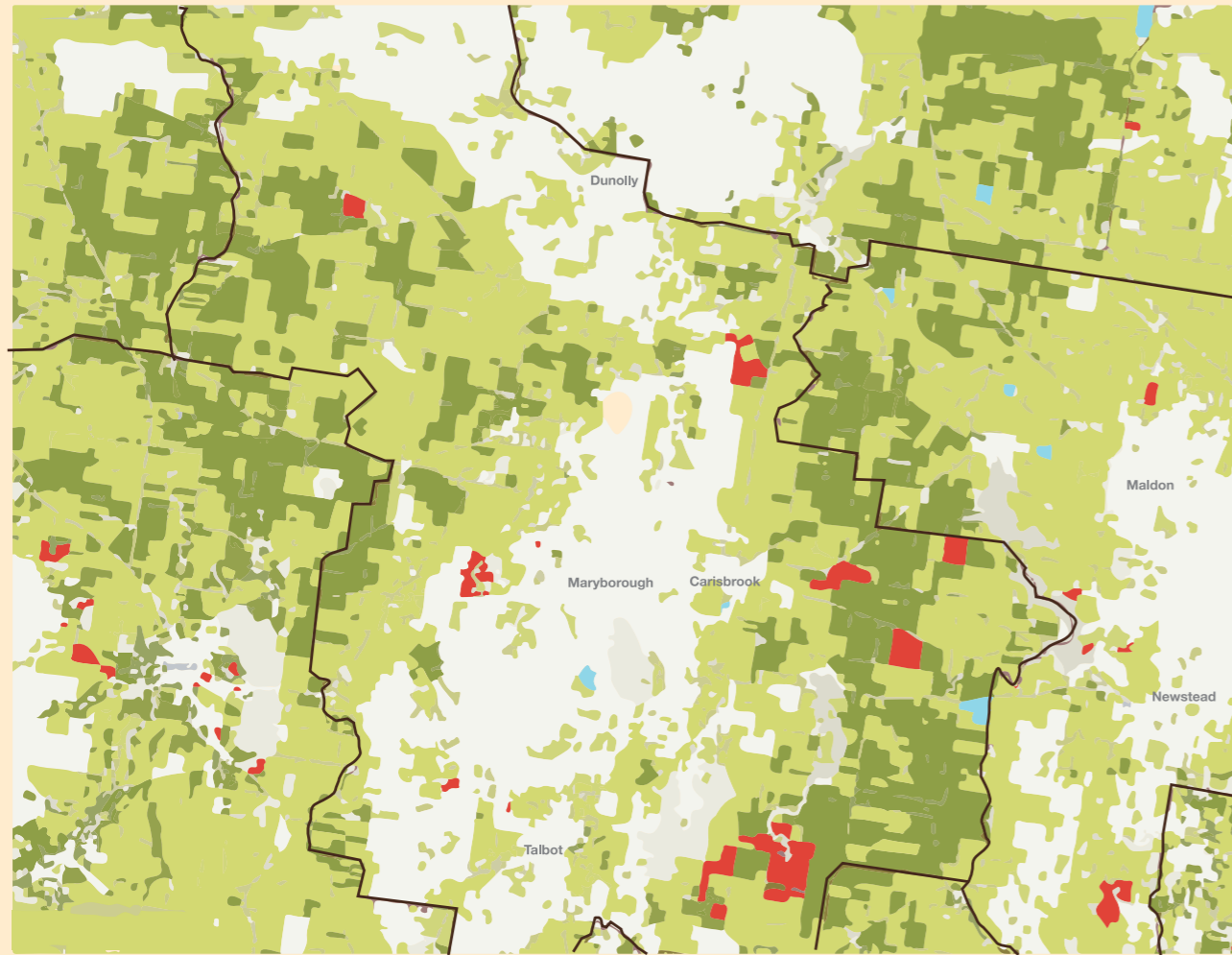
Source: DTV Public Portal- Land Use Area with outline of Central Goldfields Shire in black

FIGURE 2. REGISTERED AGRICULTURAL LAND USE IN CENTRAL GOLDFIELDS SHIRE

●	●	●	●	●
Grazing native vegetation	**Grazing modified pastures**	**Cropping**	**Horticulture**	**Intensive plant and animal industries**

The diversity of crops grown in the region includes canola, oats, wheat, barley, and some legumes, yet the volume of production is geared towards bulk commodity markets. This focus on high-volume crops reflects the broader economic pressures faced by farmers, who must navigate fluctuating market prices driven by global demand. The emphasis on monoculture and bulk commodity production limits the potential for local diversification and resilience.

Farmers generally rely on external facilities for processing and storage, such as GrainCorp in Dunolly, where wheat and oats can be warehoused prior to sale and processing. Historical local processing plants have shut down due to challenges related to scale and economic viability, necessitating the transportation of products to external facilities. Limited small-scale processing exists for local specialty products like honey and meat for farmers' markets. The reliance on external infrastructure creates a gap in capabilities to process the grain produced locally, making it difficult to maintain a truly local food system.

Transport infrastructure in the region, including roads and storage facilities, is seen as outdated and not equipped to handle a high volume of modern agricultural traffic. Further along the supply chain, the region hosts manufacturing companies such as Edlyn Foods and True Foods, which manufacture packaged foods.

Local production also includes hobby farms and specialty producers who sell at farmers' markets. These operations are much smaller in scale than industrial producers, focusing on products like honey. Community agriculture initiatives like the Dunolly Community Garden, integrated with local kindergartens, are micro-producers that promote sustainability and healthy eating at the community level.

RETAIL AND CONSUMPTION

Maryborough serves as a mini regional hub, with four supermarkets (IGA, ALDI, Coles, and Woolworths) attracting people from surrounding areas. However, supermarket food quality is perceived as less fresh and lower quality than greengrocers and other types of food retailers, of which there are limited options in the Shire. There are monthly markets in the Shire, such as Talbot Farmers Market and Carisbrook Town Hall market, which offer fresh food direct from producers. The Produce Box is a local service delivering fresh produce to local residents, providing a convenient and relatively affordable option for fresh produce.

The community faces a high availability of fast food and a lack of healthy options, interacting with a food culture inclination towards convenience foods like McDonald's, KFC, and Subway. Schools, kindergartens, and aged care services provide meals, with programs like Smiles for Miles promoting healthy eating among children. However, there are many skilled and informed community members seeking to change consumption behaviours.
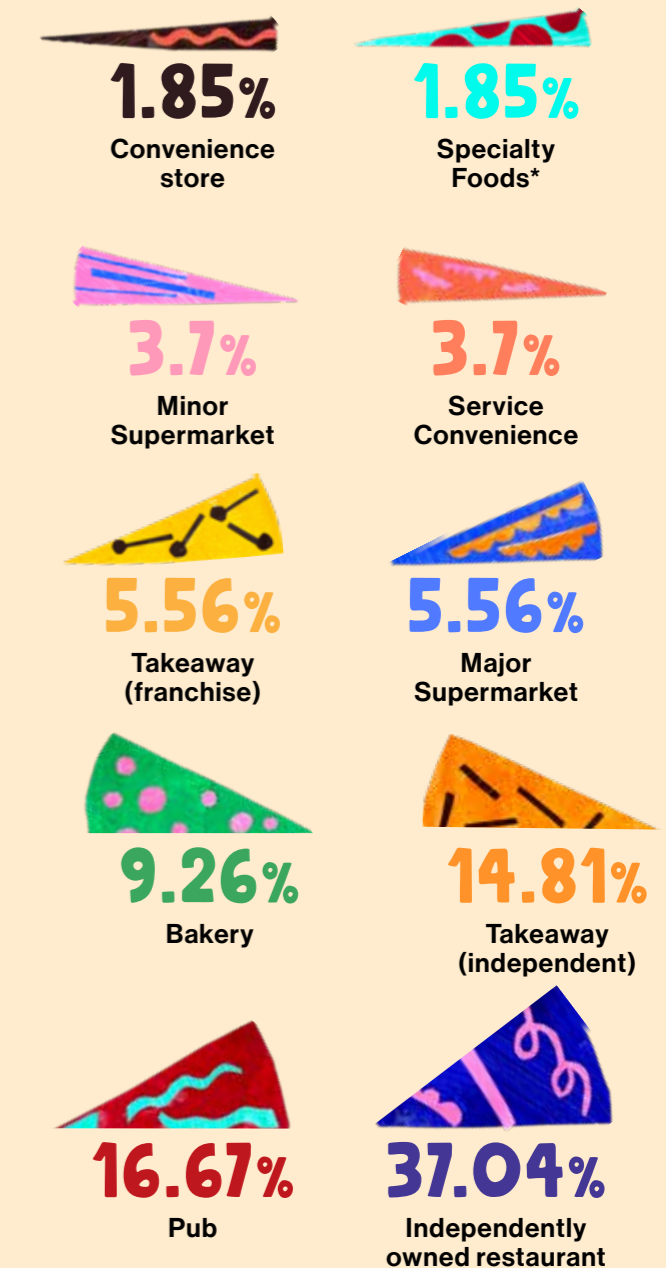
Understanding the food environment context is vital for healthy eating in the Central Goldfields, as ABS data (2021) indicates 5.6% of households at the LGA level have no car, meaning food sources will be dependent on outlets within walkable distance.

Analysis of healthy food outlets was conducted by Deakin University's GLOBE (Global Centre for Preventative Health and Nutrition) research centre, based on a register of food premises supplied by Council in April 2022. GLOBE data uses standard methodologies to classify outlets as providing healthy or unhealthy foods. Classification was based on standard GLOBE categories, although the results outlined below require further validated through research, fieldwork, and consultation. For example, preliminary validation efforts revealed more liquor stores than were listed in the register.

Using standard classification methods, outlets classified with a healthiness score of >5+ are considered healthy. Of the outlets presented in Figure 3 (illustrating types of food outlets in the LGA), only Minor Supermarkets, Major Supermarket and Specialty Core fit into the healthy category (6 outlets, or 11% of the total number listed).

FIGURE 3. FOOD RETAIL OUTLETS IN CENTRAL GOLDFIELDS, BY TYPE

1.85% Convenience store

1.85% Specialty Foods*

3.7% Minor Supermarket

3.7% Service Convenience

5.56% Takeaway (franchise)

5.56% Major Supermarket

9.26% Bakery

14.81% Takeaway (independent)

16.67% Pub

37.04% Independently owned restaurant

*Stores mainly engaged in the sale of a limited line of specialised gourmet food. Needham, C.,2020, Australian Food Monitoring Tool, Australian Food Environment Dashboard, www.foodenvironmentdashboard.com.au/food-retail/

WASTE AND INFRASTRUCTURE

Initiatives like community gardens and local programs aim to reduce food waste through education and redistribution. Some local programs and households engage in composting organic waste, and the Council runs a comprehensive waste reduction program.

The quality of some local housing and kitchen facilities impacts the ability to cook and store healthy food at home, for example, residents who live in caravans or mobile units with limited refrigeration. As described above, there is a lack of local grain storage and processing facilities due to limited commercial viability. The region also lacks sufficient distribution and storage infrastructure to meet demand for food relief, particularly in terms of fresh and refrigerated products.

32

FOOD SYSTEMS ROADMAP

33

04
HEARING FROM COMMUNITY
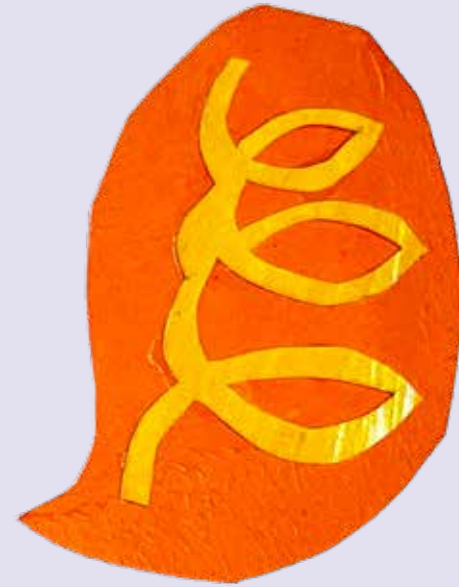
WHO WE SPOKE TO

We started by setting up a project control group including Council representatives (youth work, sustainability, community engagement health promotion, waste), Sustain, Central Goldfields Food Network representatives, Landcare, and representatives from the business community (retail and manufacturing).

The following sectors were identified as priorities to cover in our consultation process to develop the roadmap. This list was based on prioritising those consulted less frequently, who are harder to reach, or whose perspectives are essential for understanding the food system's strengths and challenges.

- Retail
- Manufacturing
- Agriculture
- Waste / resource management and recovery
- Aged care
- Food relief
- Community gardens
- Broader community

HOW WE WENT ABOUT IT

The consultation process was designed to understand the collective vision of the Central Goldfields community for the local food system, tailored to the local context and capturing the community's needs, as well as building a sense of shared ownership for the eventual roadmap and recommendations emerging from the project.

Groups Reached	Number reached
Kitchen Table Talks	
Council Business Waste Community gardens Food relief Agriculture Retail	26
Interviews	
Aged care Community gardens Community members Farmers Food relief Disability services	13
Public engagement	
Talbot Farmers Market Goldfields Festival Carisbrook Town Hall Market	200+

KITCHEN TABLE TALKS (KTTS)

KTT workshops are informal, small group sessions that provide a safe, relaxed atmosphere for discussion about the community's experiences and views about their food system. KTT workshops encourage buy-in for the consultation process and eventual Roadmap itself, as the facilitators are trusted members of the community who understand the best way to connect their communities. KTTs are considered best-practice approach for engaging diverse and hard-to-reach cohorts. Sector-level KTTs across the Shire captured the views, voices and needs of key stakeholder groups.

INTERVIEWS

Where stakeholders or community members couldn't be accessed through KTTs, we placed individual calls and held conversations one-to-one to deep dive into individual views in the community.

PUBLIC CONSULTATION

The Talbot Market, Goldfields Festival, and Carisbrook Town Hall Market were an opportunity to inform the community of the roadmap, and to provide broader education on food systems, while inviting light-touch consultation on the aspect of the food system the community would like to see changed. We also asked community members for their favourite meals to cook, especially if they were made from local produce!

WHAT YOU TOLD US

HOW THIS SECTION IS ORGANISED

We used the Nourish Food System framework as a guide for analysing the feedback from engagement across all sectors. We received more feedback in some areas than others, so where possible have presented the key information in each category. We also identified the cohort the feedback applied to, like older adults, children and youth, farmers, or the whole community.
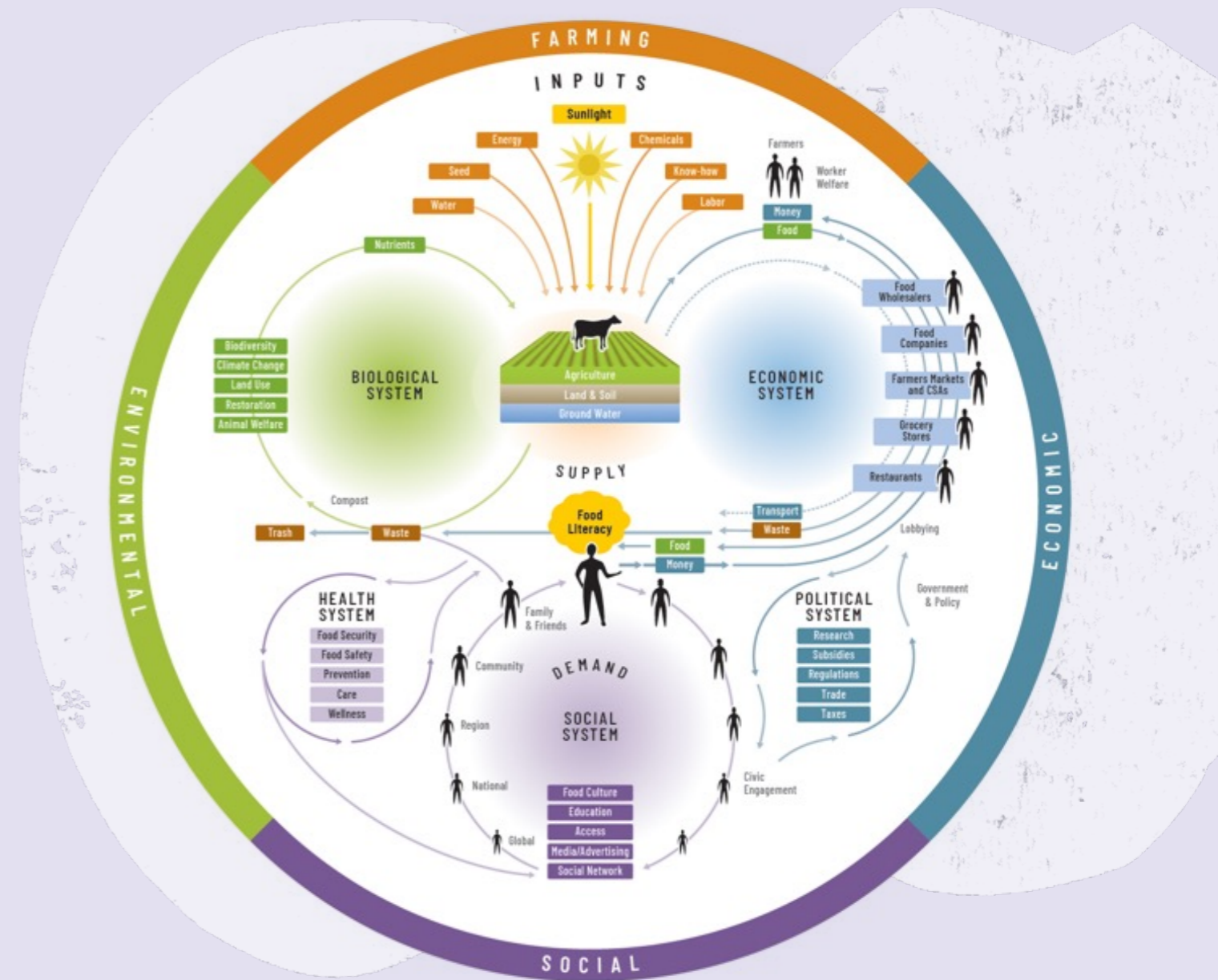
The engagement has been synthesised and presented across six main themes: **Farming, Social, Health, Economic, Political, and Food Security.**

Source: Nourish Food and Community, 2020

FARMING

ELEMENTS: AGRICULTURE (INDUSTRIAL AND COMMUNITY); LAND, SOIL, AND WATER; BIOLOGICAL SYSTEM (BIODIVERSITY, CLIMATE CHANGE, LAND USE, WASTE/COMPOST).

Stakeholders from the farming community in the Central Goldfields told us that their practices are greatly influenced by seasonal cycles and weather conditions. Harvest and seeding periods are particularly intense, demanding long hours and quick action to avoid crop loss from adverse weather. In contrast, winter is a time for maintenance tasks like repairing fences and applying fertilisers. These logistical demands, combined with the need for external processing, create a challenging environment for farmers to participate in additional community-focussed agriculture.

They also mentioned regulatory pressures, with the implementation of carbon credit systems and the need to adopt sustainable practices adding to their workload. Mixed farming operations, especially, find it complex to measure and manage carbon emissions, particularly in animal farming where factors like feed types and animal health significantly affect emission rates. The shift towards mosaic burning practices, aimed at reducing environmental impact and complying with regulations, further complicates the farming landscape.

Soil quality in the Central Goldfields is generally poor, a legacy of historical land use for mining rather than agriculture. This has led to difficulties in maintaining productive farmland.

FARMING IDEAS FROM PUBLIC CONSULTATION

- Farmer incubator program – initiatives supporting aspiring farmers with skills development and access to land e.g. Pop-up Garlic Farmers program in Melbourne
- Support farmers to sell locally by subsidising fuel costs to cover transport of produce from farm to market
- Subsidise farmers for direct sale to public

Community growers told us that community-based food growing in the Central Goldfields holds promise but also faces some significant hurdles. One of the main concerns is the need for secure places to grow and reliable water access for community gardens. They shared a success story about the community garden integrating with a local kindergarten, which provided value for education and food for the community. However, these projects need ongoing support and resources to thrive.

> **"Home growers selling produce are unsure of regulations. Are regulations different for cooked food vs uncooked grown produce?"**
>
> **Community engagement- KTT**

OTHER ISSUES RAISED DURING THE CONSULTATION PROCESS INCLUDED THE FOLLOWING:

- The need for better storage and refrigeration to keep food fresh on shared food relief tables, especially during summer months
- The need for long-term investment in green spaces and community food system elements, such as communal fruit orchards
- The opportunity for edible trees on verges, potentially in partnership with Council's Parks department, Landcare, youth groups and community gardens
- The need for more secure water supply and water capture methods for home and community gardeners

> **"Water is always an issue in our area, so it's important to teach people about more self-watering systems e.g. wicking beds, bathtub growing models."**
>
> **Community engagement- interview**

Businesses expressed interest in waste reduction solutions and more effective waste management practices, which could be tied into Occupational Health and Safety (OHS) and Environmental Protection Agency (EPA) requirements. Businesses like Whiskey June are already aiming for zero-waste operations. The broader community, including groups like Street Harvest, are also encouraging community participation in reducing food waste and sharing surplus produce.

SOCIAL

ELEMENTS: SOCIAL SYSTEM, FOOD CULTURE, EDUCATION AND FOOD LITERACY, MEDIA, COMMUNITY FOOD INFRASTRUCTURE.

The social aspects of the food system in Central Goldfields were a strong theme across all discussions, pinpointing social solutions to local food system development as important for community well-being. Across KTTs, interview, and public consultation, the community framed food systems issues and solutions as largely social phenomena.

> **"Without church as a social focal point, there is no natural alternative gathering space for everyone... sports clubs make up for this a bit but not fully"**
>
> **Community engagement- KTT**

Different parts of the community pointed out social connection and isolation issues when discussing the food system, particularly for older adults. Older adults in the community face several barriers to healthy eating, including affordability, with food being the place where household budgets are tightened, alongside challenges with transport and disability access and a lack of knowledge about affordable healthy options. Our engagement also suggested that preference and behaviour change in older adults is harder to achieve.

Despite efforts from carers, attracting attendance for educational workshops for older adults is difficult. Isolation and the cessation of social outing groups during COVID-19 left many older adults without social meal options, and there is a lack of community gardening programs for older adults. For this cohort, simple shared community meals with hidden nutritious ingredients might work better than formal education aimed at behaviour change.

The Mill House Neighbourhood House (Mill House) has demonstrated two successful models for addressing these challenges – firstly through the Food With Friends program, which involves collaborative and supported cooking classes for community members followed by a shared meal – and through the Friday Feast, a free community lunch offering a two-course meal every Friday. Each of these programs ties food literacy and nutrition to opportunities for social connection, and they maintain robust ongoing attendance. The learnings from these programs could help to inform other models across the Shire in using social connections to promote healthy eating and food education.

IDEAS FROM PUBLIC CONSULTATION:

- Transport support for community members to attend fresh food markets
- Make existing community kitchen facilities available for community hire to support community meals initiatives and clarify availability and rates
- Secure sustained funding for long term impact for community food initiatives
- Incorporate First Nations knowledge and perspectives
- Community cooking classes and meal planning workshops
- Provide education about food growing in a rapidly changing climate
- Life skills workshops on healthy eating
- Increase reliable, accessible (i.e. not just social media) sources of local information
- Starting nutrition education with new parents, ingraining nutrition habits from the start of life
- Explore potential of education and care settings (kindergartens, schools, daycare) as hubs for food-related activities (e.g. veggie garden and chickens at Maryborough Early Childhood).
- Establish community gardening programs aimed at older residents
- More accessible playgrounds and indoor activity spaces for children

> **"Schools have to be the place, but everything gets piled onto them."**
>
> **Community engagement- KTT**

Regional programs like the Grow Cook Share food hub, Cooking for Change, hosted by Bendigo Foodshare, and the VicHealth funded regional food hubs were given as examples of the type of initiatives the community would like to see replicated and supported. These initiatives could play a role in both supporting local growers and promoting food security. Successful local programs in the past have lacked sustained financial support, with the community expressing a desire for more long-term investment.

Feedback also highlighted interest in improved governance and more engagement at the execution level of community projects, though engaging volunteers, both young and old, remains a challenge.

> **"Social connection and isolation are major issues- community members who don't want to admit they need help or aren't able to get out of the house because of mobility issues, other restrictions"**
>
> **Community engagement- KTT**

> "People are terrified of volunteering and committing. Is it that an actual building that would help? In a way we have too many buildings, it's more the volunteers we need."
>
> **Community engagement- interview**

Starting nutrition education with new parents, ingraining nutrition habits from the start of life, was suggested as a positive and effective way to build healthier habits throughout the lifespan of residents.

> "I want to work on nutrition with very young children, to build their exposure from the start."
>
> **Community engagement- interview**

Public social spaces for young people were linked to their food choices, with people pointing out that kids hang out around fast-food places like McDonald's and KFC because there are few other social gathering options for young people, especially when the weather is poor.

THE IMPORTANT ROLE SPORTS CLUBS COULD PLAY IN IMPROVING NUTRITION IN THE SHIRE WAS HIGHLIGHTED IN TERMS OF:

- Opportunities for intervention to promote healthy eating options (like the Maryborough Netball Club has done)
- A need to better understand demand for unhealthy options as treats, and how sports teams might rely on sales of unhealthy food to survive financially

> "Footy clubs provide a lot of food for families throughout the week, there's a clear opportunity to intervene there"
>
> **Community engagement- interview**

> "Freedom swing at Princes Park has been out of use for a long time, when it's cold or raining, where can kids go?"
>
> **Community engagement-Public consultation**
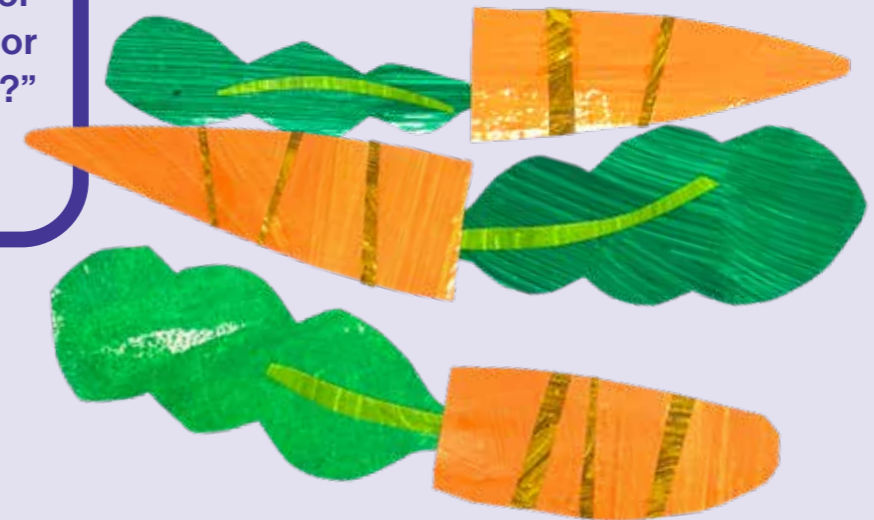
HEALTH

ELEMENTS: PREVENTION (INFRASTRUCTURE, WELLNESS) AND CARE (HEALTHCARE SYSTEM, AGED CARE, YOUTH HEALTH, DISABILITY SERVICES)

Our engagement covered different angles of health and healthcare as it relates to the local food system. We spoke to community members and health care providers about their concerns and opportunities. Successful past health initiatives like the Healthy Loddon Campaspe Initiative were cited as successful but lacking long-term support.

ISSUES AND CHALLENGES IDENTIFIED IN COMMUNITY AND STAKEHOLDER CONSULTATION

Are food additives in ultra-processed foods causing or contributing to allergies and reducing food quality?

Older adults lack knowledge about affordable, nutritious alternatives like chickpeas and nuts

There are affordability issues with Meals on Wheels at $10.50 per meal

Diets among the elderly are now very basic – many now rely on canned soup

Cooking classes for older adults have been poorly attended

Many NDIS clients lack funding for consistent meal preparation support

IDEAS FROM PUBLIC CONSULTATION:

Seek private funding opportunities, such as food companies, for healthy eating programs to reduce reliance on public funding

Greater access to speech pathology to help with swallowing and food aversion in kids

Support social outing groups for older adults – these are essential for nutrition and social interaction

More funding for disability support services to achieve good nutrition outcoems for people living with disabilities

At the Maryborough Community House, access to dietitians is typically through health services to address an immediate health problem. However, there's a lack of long-term behaviour change support and a greater need for preventative community education from nutrition professionals. Private funding opportunities, such as those from food companies, were suggested as an option to help spread healthy eating messages without leaning on public funding. Concerns were raised about the link between gut health and mental health, particularly for teenagers, and the impact of food additives on neurodivergence and behavioural issues.

> **"There is a greater need for community education, preventative approach."**
>
> **Community engagement- interview**

Feedback from CGSC Children and Families indicated that many pregnant young women are surprised to find they need to travel to give birth because they are not within a healthy weight range, and there are few local resources to help new and young parents understand healthy eating and cooking. The Goldfields Family Centre's move to a daycare model was partly driven by the need to ensure kids receive healthy meals during the day. Finally, a farmer pointed out the reality of long workdays during harvest, often leading to poor eating habits like grabbing a bag of chips and a beer after a long day for single farmers.

> **"There aren't many resources locally for new or young parents to understand how to eat and cook healthy"**
>
> **Community engagement- interview**

ECONOMIC

ELEMENTS: FOOD WHOLESALERS, FOOD COMPANIES, RETAIL, SOCIOECONOMIC FACTORS

Maryborough has a robust retail environment with four major supermarkets, making it a regional shopping hub. This has drawn people from surrounding areas like Castlemaine, where local supermarket prices are higher. The retail sector's strength has been a significant boon for the local economy, providing employment and drawing in shoppers from a wider area.

It also presents an opportunity to create leverage for broader social benefits. The Mill House Café initiative harnesses the strength of the food retail sector in a social enterprise program, providing training and support to community members in hospitality skills as part of the café's operations, to assist them in building employment pathways.

ISSUES AND CHALLENGES IDENTIFIED IN COMMUNITY AND STAKEHOLDER CONSULTATION

Supermarket dominance offers convenience but creates dependency on pre-prepared meals

Supermarket dominance squeezes local farmers, producers and food businesses

There is a lack of diversity of fresh produce and ingredients in the supermarkets

The absence of local produce markets and the high cost of food are barriers to healthy eating

Food businesses experience challenges in sourcing local fresh produce in bulk

"The supermarkets compete, it's cheaper and easier, you don't even need to get out of your car anymore, it's chopped up for you and half cooked"

Community engagement- interview

Maryborough's relatively low socioeconomic status affects food choices, with tight budgets often resulting in poor dietary habits. The promotion of unhealthy foods in local retail, such as displays of fairy floss and sweets, were also mentioned as contributing to poor eating habits. The need for healthy to-go meals was identified as a significant gap in Central Goldfields.

"We could speak directly with our local (supermarket) owner about providing healthier food"

Community engagement- interview

IDEAS FROM PUBLIC CONSULTATION:

More support for local food businesses to reduce dependence on supermarkets

Explore viability of a local discount "Not Quite Right" market, to provide seconds as a more affordable grocery option

There is a need to invest in local businesses and infrastructure to cushion against global shocks

Explore the opportunity to revive a local farmers' market based on previous experience with the Maryborough Farmers Market

"There should be a local NQR (Not Quite Right) market to provide factory seconds and discount groceries."

Community engagement- Public consultation

POLITICAL

ELEMENTS: POLICY AND REGULATIONS, INFORMATION AND DATA, GOVERNANCE

Home gardeners and small businesses have faced regulatory issues when it comes to selling home-produced food. Regulations require food to be produced in commercial kitchens, which has been a barrier, e.g., those making pickles at home cannot sell them due to regulations. However, there have been successful collaborations, such as the partnership between the kindergarten and the community garden. There is potential for the Council and the Central Goldfields Food Network to help connect various community entities, like primary schools and aged care facilities, to streamline and support these initiatives.

ISSUES AND CHALLENGES IDENTIFIED IN COMMUNITY AND STAKEHOLDER CONSULTATION

Regulatory frameworks place barriers on home and small-scale producers and businesses

There is confusion about the regulatory implications of the difference between selling cooked vs fresh produce

The decentralised community leadership in Central Goldfields presents challenges

"When we had a shop and restaurant we weren't allowed to sell food we grew."

Community engagement- KTT

Farmers shared their worries about the numerous rules and regulations they must comply with, especially with the impact of EU regulations on markets such as canola. While some farmers engage with community initiatives, these are often hobby or boutique small producers rather than large-scale operations.

It is necessary to work through barriers like child safety and governance to co-locate services and activities. CGSC Children and Families noted that while child safety is a significant concern, it's manageable with the right strategies.

IDEAS FROM PUBLIC CONSULTATION:

Council and Central Goldfields Food Network to help connect community groups together e.g. schools and aged care facilities

Strengthen community involvement in governance of local food systems and food security initiatives – identify and engage with community leaders

Strengthen coordination and networking among local food system and food security groups, initiatives, businesses and projects Clarify and simplify regulations about the sale of home / small-scale food growing / processing

Make public land available for edible gardening to support food security

Work with the Committee for Maryborough to better support local food businesses

"Committee For Maryborough is thinking of developing a business and events directory, maybe food could be a category"

Community engagement- KTT

FOOD SECURITY

ELEMENTS: AVAILABILITY, ACCESS, UTILISATION, AGENCY, SUSTAINABILITY, STABILITY

Food security came up often during consultation, justifying its own section in these findings. Food relief providers asked for more data and mapping to better understand existing services and local food programs, with would help with improving coordination between services. Assessing and utilising community assets for food storage and distribution, and forming partnerships with local businesses, schools, and other community groups could also enhance these efforts. Establishing a governance structure to initiatives and ensure community involvement was also highlighted.

ISSUES AND CHALLENGES IDENTIFIED IN COMMUNITY AND STAKEHOLDER CONSULTATION

There is a lack of coordination and information sharing in the food relief sector

Though stigma associated with accessing food relief services has reduced, more needs to be done to tackle this key issue

Community gardens experience severe challenges due to short-term funding

During one public consultation, someone suggested that the availability of food support services in Central Goldfields is not as robust as in other regional centres like Bendigo and Ballarat. Stigma around accessing community pantries and services remains a barrier, and the quality of local housing and rental stock limits people's capacity to cook healthy meals at home.

Another participant working the disability support sector noted that they see a continuous need for nutritious cooked meals in the community, with some community members requiring food assistance several times each week. They suggested a mobile food bus, or similar service that could provide hot meals to different parts of the Shire, could help to alleviate this need. Many of those needing support were living on the Disability Support Pension.

Feedback from the Maryborough Community House highlighted that if a person has nothing in their cupboard, trying to cook from scratch based on a recipe that requires buying everything can be very costly. They suggested that government support for new parents should include food assistance.

People can access food relief at the Community House three times before being referred to other services for longer-term support. The House collects minimal information to reduce the stigma of accessing relief and has storage cupboards for food donations from Bendigo Foodshare, reinforced by volunteers. The Mill House's 'Mill House Market' also provides a free market for local residents to access fresh produce and key grocery items.

Initiatives such as share tables of produce and Dunolly's Community Meals (which utilises produce from the share table) are popular but face funding shortages. There is a desire to make these initiatives sustainable in the long term.

A local disability service provider mentioned that some participants board and thus have limited capacity to cook at home, relying on ready-to-eat meals. The high cost of living and rent means people often use up their budget just to survive, leaving little for nutritious food.

IDEAS FROM PUBLIC CONSULTATION:

Investigate initiatives like Street Harvests, community gardens, and cooking classes as ways to support community food security

There is a need for more data and mapping to better coordinate food security services

Mapping should include storage and other facilities in various settings, i.e. creation of a community food infrastructure map

Establish more accessible locations for the Sharing Trolley initiative and expand its scope to allow local gardeners to drop off excess produce

Advocate for more funding for community gardens and grassroots initiatives

05
RECOMMENDATIONS

KEY RECOMMENDATIONS AND ACTIONS

Taking together all the information presented above, including analysis of the Central Goldfields current food system, policy review, and extensive community engagement, we have developed the following recommendations.

We have developed five main recommendations with interlinking actions that build on each other. Implementing all five recommendations would achieve the goals of the Food Systems Roadmap and the vision of the community, but each recommendation is intended to provide its own pathway to an improved local food system.

RECOMMENDATION 1: ENHANCE LOCAL FOOD SYSTEMS GOVERNANCE TO ACHIEVE THE ROADMAP GOALS

1.
SEEK FUNDING FOR A DEDICATED RESOURCE TO SUPPORT FOOD SYSTEMS DEVELOPMENT AND ROADMAP IMPLEMENTATION

Having a central role to provide a touchpoint for different levels of community coordination, as well as implement recommendations, will assist in achieving the Roadmap. Presumably this role would also hold responsibility for policy following endorsement of the Roadmap, such as the development of a strategy or action plan.

ACTION
Seek funding for a dedicated resource.

INTERIM MEASURE
Allocate the food systems portfolio to a single role to ensure focused attention.

1.2.
FORMALISE GOVERNANCE OF THE CGFN (CENTRAL GOLDFIELDS FOOD NETWORK) AND ENGAGE COMMUNITY LEADERS

Central Goldfields enjoys a significant strength in already having an established Food Network. Handing leadership to the community, broadening its profile, and resoucing the Network effectively will create a key partner for implementation of the Roadmap. Suggested activities for strengthening the Network include:

- Identify and engage local community leaders to maintain momentum and drive initiatives.

- Leverage relationships built from the CGFN Issues and Opportunities Paper and this Roadmap, which have united community members and leaders interested in ongoing discussions.

- Organise a kickoff forum that brings together stakeholders engaged throughout this process, such as community gardens, health organisations, CGFN, businesses, and farmers to collaborate and share ideas for achieving the Roadmap recommendations.

- Utilise existing community events, like the Goldfields Festival, to promote the Roadmap's agenda, focusing on healthy eating and local food systems.

- During public consultations, continue to engage the community through questions such as "What's your favourite thing to cook?" and specify the use of local ingredients to foster community involvement and interest in the Food Network.

- Recognise the challenges in engaging broadacre agriculture due to time constraints and instead, focus on connecting with smaller scale, low production volume farmers.

ACTION
Formalise governance of the CGFN and actively engage community leaders to ensure sustainability.

INTERIM MEASURE
Use the Roadmap to bring decentralised local leaders together more frequently

1.3.
PROMOTE COLLABORATION AMONG LOCAL FOOD BUSINESSES, INCLUDING THROUGH EXISTING PLATFORMS LIKE THE COMMITTEE OF MARYBOROUGH

Taken directly from consultation with food businesses, we recommend strengthening ways for businesses to discuss, collaborate, and support the local food system initiatives effectively. One avenue is to further connect local food businesses via the Committee of Maryborough to facilitate communication and collaboration.

ACTION
Work with Committee of Maryborough on ways to strengthen collaboration of local food businesses in supporting local food initiatives

INTERIM MEASURE
Bring food businesses into CGFN meetings.

RECOMMENDATION 2: FOSTER SMALL-SCALE LOCAL GROWING TO SUPPORT A COMMUNITY-OWNED SHARED FOOD ENTERPRISE

A community-owned shared food enterprise, or cooperative, pulls together mutiple aims of the roadmap and draws on strengths identified through engagement, while recognising resource constraints faced by Council. The initiative would encourage community engagement in local food systems, address food security concerns, and work within realistic parameters (e.g., likelihood of involvement by large scale industrial agriculture)

The steps towards achieving this recommendation are outlined below, involving: establishing a permanent community garden space, creating opportunities for small growers to sell produce, harnessing existing community food infrastructure, and community education (addressed in Recommendation 3). This initiative will help address challenges identified by addressing regulatory barriers, lowering costs, and leveraging existing partnerships.

2.1.
ENCOURAGE AND ENABLE INCREASED HOME FOOD PRODUCTION

Develop and implement a comprehensive program to encourage and enable increased home food production. This program should focus on providing education, distributing home growing kits, sharing local knowledge, and involving children in gardening activities.

One example of how this could work is from Bendigo Foodshare, who run 'growing drives' encouraging home growers and schools and community gardens to grow staple crops for donations by giving out seed stock e.g. seed potatoes. The resulting produce and seeds can then stay in the community as ongoing resource. One example is the Axedale community garden, who have continued to grow stock from seed potatoes provided by Foodshare to support the community there.

ACTIONS

- Launch workshops and online tutorials (linked to Recommendation 3) that teach residents how to start and maintain home gardens.

- Provide resources on sustainable gardening practices, seasonal planting guides, and tips for maximising small spaces. Resources and online webinars are already available through the Council-funded Melbourne metropolitan program, My Smart Garden.

- Distribute home growing kits to households, including seeds, soil, and basic tools needed to start a garden.

- Partner with local nurseries and gardening stores to offer discounted or free supplies.

- Create a community platform (online or physical) where experienced gardeners can share tips, advice, and success stories.

- Organise neighbourhood gardening clubs to facilitate knowledge exchange.

- Integrate gardening activities into school curriculums and after-school programs to teach children about food production and sustainability.

- Encourage families to involve children in home gardening by providing kid-friendly gardening kits and resources.

INTERIM MEASURE

Pilot a small-scale version of the program to gauge interest and gather feedback. This pilot can include a limited distribution of home growing kits, educational workshops, and establishing informal communication between members (e.g., WhatsApp group). Use the lessons gained from this pilot to refine and expand the program across the entire region.

2.2.
ESTABLISH A PERMANENT HOME FOR EXISTING COMMUNITY GARDENS THEN EXPAND THE MODEL

Community gardens will be a crucial partner in carrying forward the Roadmap and linking different sections of the community in a physical space. Secure tenancy will be essential prior to handing over any programming responsibilities to the group.

ACTIONS

- Secure permanent locations for community gardens in Central Goldfields to provide stable and sustainable spaces for local food production, education, and community engagement.

- Increase the number of community gardens in additional areas such as Dunolly, Carisbrook, and Bealiba.

- Implement a system where garden workers receive a share of the produce, with excess going to share tables and eventually to cooperatives.

- Coordinate and schedule regular programs and workshops across Dunolly, Maryborough, and Talbot to share knowledge and skills.

- Replicate at other locations like Cal Gully Kindergarten.

- Integrate education initiatives (linked to Recommendation 3) into these programs to enhance community learning about gardening and sustainability.

INTERIM MEASURES

Boost the visibility and accessibility of information about existing garden in Talbot, ensuring that community members are aware of and can engage with local gardening efforts.
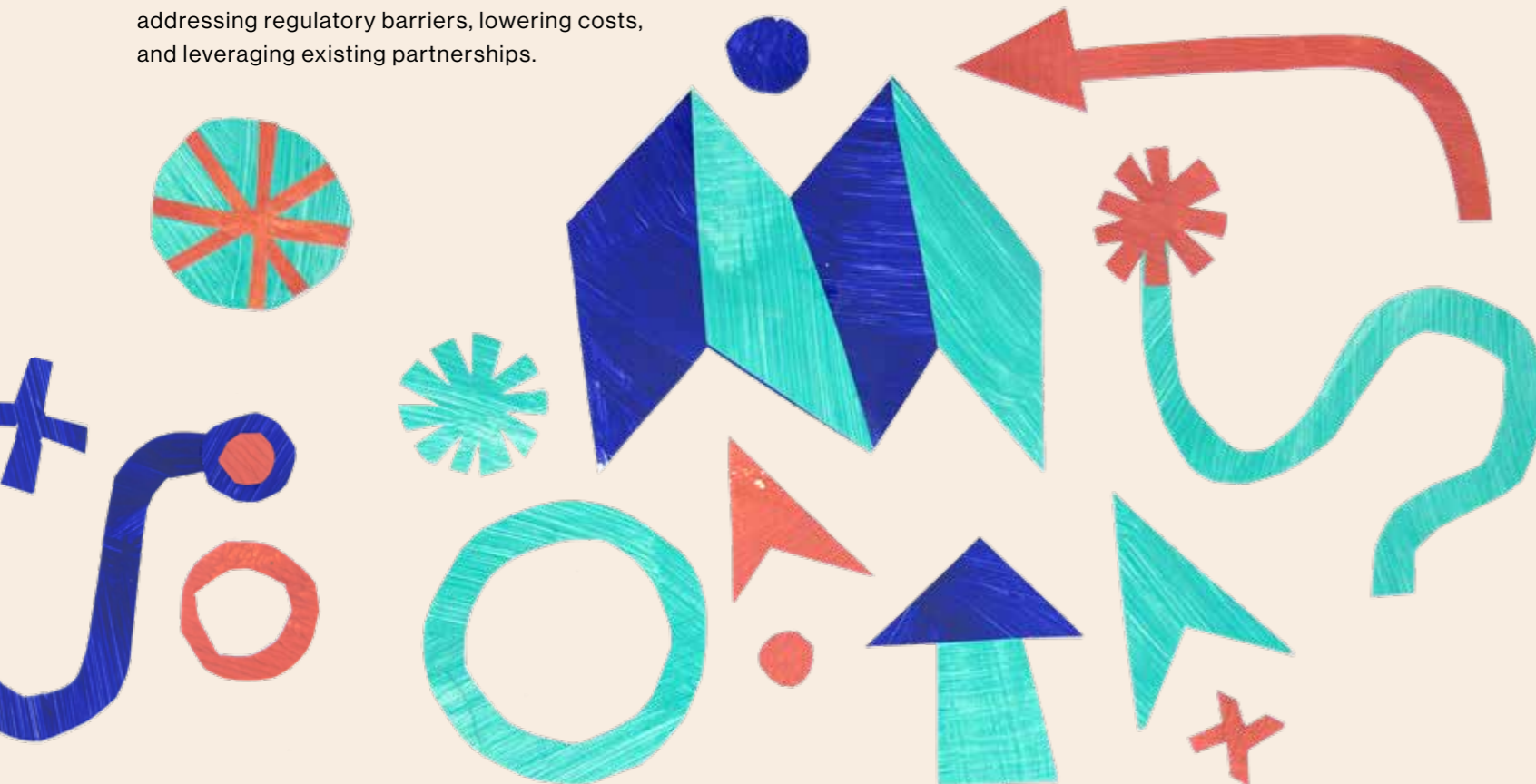
2.3.
CONDUCT A COMMUNUITY FOOD ASSETS AUDIT TO IDENTIFY AND PUBLICLY LIST AVAILABLE RESOURCES

ACTION

Perform an audit of community food assets to identify and publicly list available resources. The results of the audit will identify spaces such as churches, empty buildings, and registered kitchens that may be used for community meals and food infrastructure. Steps include:

- Perform a thorough assessment of all available community food assets, including churches, empty buildings, and public land as potential sites that could be scoped for community food growing and other initiatives.

- Identify and document the availability and access to registered kitchens that can be used for community purposes.

- Partner with local organisations to activate identified spaces for community meals and other food-related activities.

- Identify public spaces for youth to begin explore ways to involve them in community food initiatives.

- Identify gaps in storage infrastructure for food and work on solutions to fill these gaps, ensuring that food can be stored safely and efficiently for community use.

- Identify public land suitable for growing food and partner with local organisations, such as Community House, to cultivate these spaces.

- Develop community gardens and other food-growing initiatives on this land to increase local food production and community engagement.

INTERIM MEASURE

Create and define 'community food assets and infrastructure' template with input from Communit Gardens and CGFN.

2.4.
CONDUCT A FEASIBILITY STUDY FOR A LOCAL SHARED FOOD COOPERATIVE

The steps above could run parallel to commissioning a feasibilty study into establishing a local shared food cooperative. This could involve home growers selling excess produce, community gardens produce, and small-scale farmers.

One option discussed was the 'Grow a Row' concept. 'Grow a Row, Pick a Branch' is a program run by Bendigo Foodshare which has a simple objective - to involve the community in positive action towards building food security in our region, through the simple acts of growing, harvesting and sharing food.

It does this by encouraging backyard, community and school gardens, as well as local farms to grow an extra plant or row of plants, or to donate any extra produce they might have to Bendigo Foodshare to share with people who are less fortunate in the community. Some school food gardening programs in Greater Bendigo have been involved over several years, which helps teachers give an extra purpose to the school garden program by giving back to those less fortunate in the community. Some schools and groups in Central Goldfields have also been involved in these programs in the past.

One possible way to expand on this idea could be to ask farmers to donate excess produce, or to grow an extra paddock, but this option has not been previously explored. Feedback from farmers in consultation was that this would likely not be financially viable, and an inefficient way to . However, Grow a Row could be pitched to regenerative farmer groups with the possibility to opt-in once operations were scaled, slowly bringing in larger producers rather than trying to establish industrial capacity immediately.

ACTION

Initiate a feasibility study to explore the best model for a local food cooperative in Central Goldfields, focusing on partnerships, economic viability, and overcoming regulatory barriers.

STEPS TO IMPLEMENT

Scope potential partners

- Identify and engage potential partners, including home growers, community gardens, small-scale producers, and regenerative farmer groups.

- Encourage the use of existing garden spaces for local food production.

- Promote the expansion of existing initiatives like the Produce Box.

- Explore partnerships with the Talbot Farmer's Market, encouraging members to contribute volunteer time.

Investigate regulatory barriers

- Research and address regulatory barriers involved in selling versus donating food from community gardens.

- Ensure compliance with local health and safety regulations to facilitate smooth operation of the cooperative.

Establish the best model for economic viability

- Engage with organisations like the Prom Coast Collective to learn from their experiences and challenges in establishing a financially viable cooperative model

- Explore the feasibility of veggie box subscriptions to provide a steady income stream for the cooperative.

- Consider a social enterprise model to balance economic sustainability with community benefits.

- Develop a business plan outlining the cooperative's structure, revenue streams, and operational costs.

RECOMMENDATION 3: COMMUNITY FOOD EDUCATION PROGRAMS MEETING DIFFERENT NEEDS FOR DIFFERENT COHORTS

Education, including home gardening and nutrition, was identified through consultation as a priority for improving healthy eating in the Shire. All education should be approached with a positive rather than punitive tone, and specifiying material benefits (to health and spending) will encourage participation.

3.1. TEACH PRACTICAL SKILLS FOR GROWING PRODUCE AT HOME (LINKED TO 2.1)

ACTION

Teach practical skills for growing produce at home, with local experts such as community gardeners conducting workshops covering various aspects of home gardening, including propagation, pest control, and natural gardening techniques.

- This will need to be accompanied by realistic guidance on necessary purchases (fertiliser, trellises, tools) and create sample budgets to illustrate initial setup costs and potential yields.

- Simultaneously, educate on the cost-saving benefits of home gardening, highlighting potential savings in fresh produce per year.

3.2. PROMOTE AND EDUCATE ON NUTRITION AND HEALTHY EATING

Acknowledging that behaviour change is difficult and a long-term endeavour, aim education at incremental progress and positive reinforcement, including the health benefits of a varied diet and the long-term value of healthy eating habits.

A priority cohort for targeted education should be new and/or young parents. This education could focus on prenatal nutrition, infant nutrition, and budget-friendly cooking for new mothers and families.

ACTION

Explore partnership opportunities with organisations like The Nest to deliver education programs targeting prenatal and infancy nutrition.

Cooking classes gradually introducing new ingredients and nutrition information would be an interactive and hands on way of engaging the community across multiple cohorts, though parents and workers may not have the time or energy to attend.

INTERIM MEASURE

Short, informal, online, and regularly scheduled drop-in sessions may be a better way to engage with time-poor members of the community.

3.3. PROVIDE SOCIAL OPPORTUNITIES BASED AROUND FOOD FOR OLDER RESIDENTS

Community consultation and engagement indicated that direct education on e.g., nutrition information will be less effective for older adults, so tailored programs centring conviviality and including a meal will be a way to engage this cohort without the stigma of food relief or providing information that does not match food preferences or budgets.

ACTION

Work with existing community centres and hubs to design and deliver a program of social meals and gatherings to connect older residents, reduce social isolation, improve dieatary quality and strengthen community.

3.4. INTEGRATE NUTRITION EDUCATION WITH HOME GARDENING TO PROMOTE A HOLISTIC APPROACH TO HEALTH

ACTION

Engage local experts such as community gardens, for their expertise in promoting fruit and vegetable gardening, and utilise Community House resources to organise integrated growing and cooking classes.

- Promote sustainable gardening practices, such as self-watering systems, to ensure long-term viability and environmental benefits.

INTERIM MEASURE

Connect with perinatal health programs to include education on infant and young child nutrition.

RECOMMENDATION 4: EXPLORE OPTIONS TO CREATE HEALTHY AND DIVERSE FOOD RETAIL ENVIRONMENTS

4.1.
MAP WHAT KINDS OF FOOD IS BEING PRODUCED LOCALLY TO UNDERSTAND LOCAL SUPPLY

ACTION

Develop a map and database of what kinds of food is produced within the municipality to understand local supply, as well as capacity to supply local markets.

4.2.
PROMOTE EXISTING INITIATIVES, SUCH AS THE PRODUCE BOX, WHICH PROVIDE AN AFFORDABLE ALTERNATIVE TO MAJOR RETAILERS AND WORK TO EXPAND THEIR REACH

ACTION

Encourage uptake via promotional activity of The Produce Box as an affordable delivery service for fresh produce, and look at ways to expand this model.

4.3.
WORK WITH LOCAL SUPERMARKETS TO PROMOTE THE SALE OF HEALTHY FOOD/REDUCE SALE OF UNHEALTHY FOODS

ACTION

Engage with local supermarkets, including the IGA, on evidence-based ways they could promote healthy food purchases and disincentivise promotion of unhealthy foods.

4.4.
INVESTIGATE WAYS TO ESTABLISH A LOCAL GREENGROCER OR DISCOUNT STORE

ACTION

Investigate ways that local institutions could support the establishment of a local greengrocer or discount store as more affordable options to purchase groceries.

4.5.
CONDUCT A FEASIBILITY STUDY TO ESTABLISH A LOCAL SEASONAL MARKET

The desire for a revival of local farmers markets was a recurring theme throughout public engagement, however these markets need to be viable for businesses and offer seasonal produce at competitive prices. The previous Maryborough Farmers Market was highlighted as a successful model that could be revisited. Produce from the Shire that could be sold at the market potentially includes fruits, vegetables, preserves, honey, bread, and baked goods.

ACTION

Conduct a feasibility study looking at the commercial viability of a local seasonal market in Central Goldfields, from the perspective of different stakeholders including producers, distributors and potential consumers. This process should include mapping existing market options and understanding more about the previous Maryborough Farmers Market.

RECOMMENDATION 5: ACTIVATE BROADER REGIONAL PARTNERSHIPS IN DEVELOPING THE LOCAL FOOD SYSTEM

The Flourish Framework provides an incentive and collaborative goals for regional projects outside of the Central Goldfields Shire. Throughout consultation, prohibitive costs and regulatory barriers to food production - or at least those perceived as prohibitive - mean players operate outside the system (we had heard of potentially unregistered meat processing, worm farming, and fruit tree production in the region) Sharing costs through partnerships with other Shires may bring some of these players in. We outline some big-picture ways to achieve this.

The insight and wisdom shared in DJAARA's Dhelkunya Dja (Healing Country) Plan should also guide regional partnership opportunities, acknowledging the critical role of sustainable food systems in meeting the goals and aspirations by the Dja Dja Wurrung Peoples to care for Country.

5.1. REDUCE THE PERCEPTION THAT BARRIERS ARE PROHIBITIVE

ACTION
Offer support services to help food producers understand and meet regulatory requirements, such as help and assistence navigating bureaucracy.

5.2. REDUCE ACTUAL COSTS AND TIME INVOLVED BY ENCOURAGING PARTNERSHIPS AND COLLABORATIONS

ACTION
Encourage collaboration to obtaining licenses and permits that share the load, including reaching out to organisations in Ballarat and Bendigo.

5.3. REDUCE ACTUAL BARRIERS THROUGH POLICY AND LEGISLATIVE CHANGE

ACTION
Advocate for policy and legislative changes that reduce actual regulatory barriers, including working with State policymakers to streamline processes and reduce the financial and time burdens associated with food production regulations.
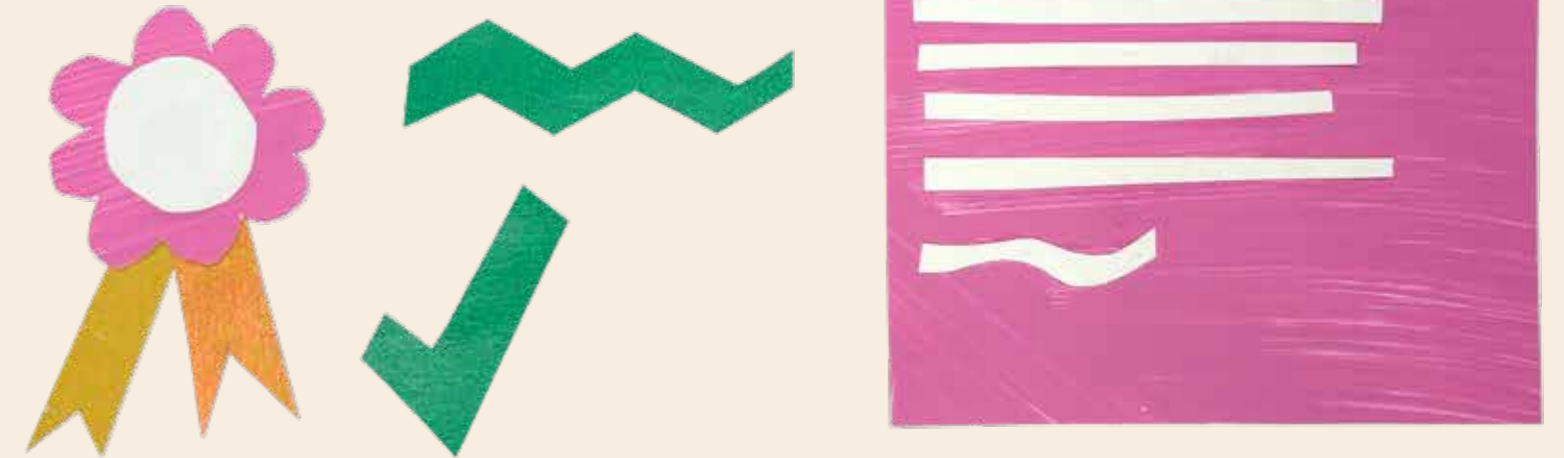
06
WHERE TO FROM HERE?
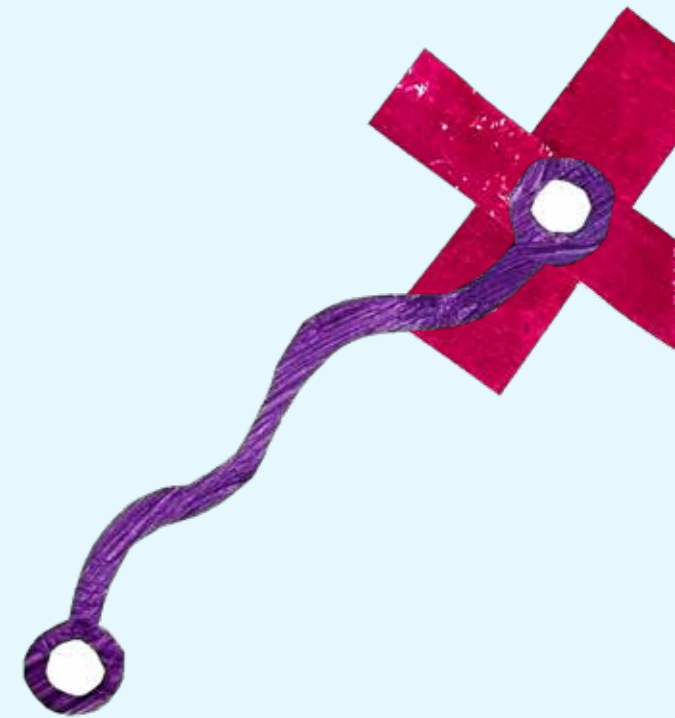
While the challenges facing the Central Goldfields food system are real, the breadth of the existing work, expertise, and passion evident in the Roadmap consultations demonstrate the community's significant strengths and willingness to support change. There is a clear appetite and energy to make a difference in this space, and many people are already working towards the community's vision for a healthy, and equitable food system.

This Roadmap highlights opportunities in three key areas: collaboration, coordination, and advocacy.

The complexity of the local food system illustrates the need for collaborative action. The choices we make all contribute to growing the healthy, social, and equitable food system we want to see in the region. While some may have a more direct role to play than others, we will need to work together to achieve meaningful change.

The recommendations outlined in Section 5 highlight some key pathways and opportunities to begin this process. In recognition of the limited resources available for action in this space, they are designed to be flexible, able to be implemented individually or in combination, and in whichever sequence they can be resourced.

Many of the early stages of this work are already happening in the community - we are by no means starting from scratch. Better coordination of these efforts will help make the most of existing work and resources, reduce the load on individual stakeholders, and provide better outcomes for the community.

The Central Goldfields Food Network is one key forum for action moving forward. Although in its early stages, its role as a point of connection and coordination will be crucial as a basis for further work. The Food Network will be the leading forum to identify and prioritise Roadmap recommendations.

Finally, achieving the level of change necessary to address community needs will require ongoing advocacy for greater resources. This provides another incentive to increase coordination between partners, as the more united the community can be in advocating to government and other funders, the greater the likelihood of success.

This document provides an outline of the path forward- it is up to all partners in the community to work towards it together.

A
APPENDIX

CENTRAL GOLDFIELDS
POLICY CONTEXT

As the tier of government closest to the community, local government has a vitally important role to play in community health, wellbeing, and food security. To capture the Central Goldfields policy context relating to food systems, we have drawn on two tools: the Australian Local Food System Policy Database and the Local Food – EPI+ self-assessment tool .

THERE ARE SEVERAL KEY POLICIES RELEVANT TO FOOD SYSTEMS IN THE CENTRAL GOLDFIELDS:

CENTRAL GOLDFIELDS CLIMATE ACTION PLAN 2022-2030

ECONOMIC DEVELOPMENT STRATEGY 2020-2025

TOURISM AND EVENTS STRATEGY 2020-2025

WASTE MANAGEMENT STRATEGY

The boxes below highlight existing goals, priorities, and opportunities identified in the above policies.

GOALS AND OPPORTUNITIES RELEVANT TO FOOD SYSTEMS IN THE CLIMATE ACTION PLAN

Goals: 'Our food systems are equitable, healthy and sustainable', 'Our community composts and grows its own food' and 'Our land use industries are adaptive, innovative and sustainable'. Opportunities contained in the Climate Action Plan include:

- Seek funding to deliver a community food festival or forum and support the creation of a local food coalition in partnership with Dja Dja Wurrung Traditional Owners, businesses, community organisations and individuals.

- Introduce the State Government legislated four waste stream system to expand existing waste and recycling collection in the Shire (general waste, food and garden organics, co-mingled recycling, glass recycling).

- Increase promotion of Council's FOGO (food organics garden organics) kerbside collection.

- Edible food project identifying opportunities to transform unused land into community gardens/planter boxes/fruit trees.

OPPORTUNITIES RELATED TO FOOD SYSTEMS IDENTIFIED IN THE ECONOMIC DEVELOPMENT STRATEGY

- Prepare an investment strategy for the food manufacturing industry, targeting businesses to establish in Maryborough to create a regional food cluster.

- The potential to grow the agriculture industry by improving supply chains, providing greater water security and stability of supply and harnessing value-add opportunities such as downstream processing, food manufacturing and diversified farming activities.

- Grow the intensive agricultural and horticultural industry. Undertake an assessment for the expansion of intensive agricultural and horticultural uses in the Shire, such as hydroponics. This should consider availability of water, power, gas and other services.

- Support agricultural activities in the Shire, particularly in addressing supply chain inefficiencies which may exist (e.g. road, transport infrastructure), as well as promoting market opportunities locally (e.g. supermarkets wholesalers, farmers markets), interstate and internationally.

TOURISM AND EVENTS STRATEGY 2020-2025 FOOD SYSTEMS RELATED OPPORTUNITIES

- Develop a signature food and wine event (Villages on Show Festival) in conjunction with the other Goldfields Villages (as identified in the Goldfields Villages DMP). This could be a paddock-to-plate style long lunch developed in conjunction with Talbot Provedore and/or Talbot Farmers Market.

- Assisting the Talbot Farmers Market in the creation of aligned one off events or short events series such as a Winter in July Market, moonlight cinema (which could include local produce food offering from the Talbot Provedore), etc.

- Strengthen and facilitate diversification for the agribusiness and food processing sectors.

- Identify infrastructure upgrades to improve the visitor experience at events such as the Talbot Farmers Market.

- Identifying core products and narratives across arts and culture, history and heritage and food and wine that should be enhanced and promoted as part of the Goldfields Way Touring Concept is a key opportunity for Central Goldfields Shire.

- Investigate development of a Providore Trail through Talbot, Maryborough and Dunolly which connects and promotes existing key operators and leverages from the recent designation of Bendigo as a UNESCO Creative City (and region) of Gastronomy.

WASTE MANAGEMENT STRATEGY OPPORTUNITIES TO IMPROVE THE WASTE COMPONENT OF THE LOCAL FOOD SYSTEM

- Implement waste reduction strategies throughout Council operations (e.g. recycling and FOGO increased in Council offices and depots, compost from transfer stations used in Council garden maintenance, increased public place recycling bins).

- Proactively advocate and demonstrate support for legislation, policies, processes and practices that encourage increased waste reduction via the waste hierarchy and the circular economy (e.g. product stewardship, container deposit legislation).

LOCAL FOOD EPI+ STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT

Strengths:

- Strong 'collaboration between Council departments, robust procedures to identify and manage conflicts of interest, and active participation in relevant networks in efforts to create healthy, equitable and environmentally sustainable food systems, improve population nutrition and prevent diet-related diseases'.

- 'Support for a thriving, diverse and resilient agricultural sector where sustainable land management practices ensure natural resources are protected and enhanced, and sustainable farming is promoted'

- Accessibility of free drinking water

- Coordinated support for community initiatives, including the Food Systems Network

- The 'INFANT' program to support breastfeeding and healthy eating in first time parents.

Prioritiy recommendations for improvements identified in the Local Food EPI+:

- Introduction of overarching goals for creating and maintaining healthy, equitable and environmentally sustainable food systems, improving population nutrition, and preventing diet-related diseases.

- Increase funding to support community-led initiatives and allocate ongoing budget to lead initiatives to support efforts for creating healthy, equitable and environmentally sustainable food systems, improving population nutrition, and preventing diet-related diseases.

- Develop and adopt specific targets for the proportion of food and beverage procured by Council (across all relevant operations) that is healthy and environmentally.

- Develop and implement programs that support provision of simple nutrition-related information at point of purchase.

[5] *The Australian Local Food System Policy Database* is a collection of policies from New South Wales (NSW) and Victorian local governments that relate to healthy, sustainable, and equitable food systems, and is searchable by Council name and keyword search for relevant policy text.

The Local Food Systems Policy Index (Local food EPI+) self-assessment tool is funded by VicHealth and "designed to benchmark local governments on their implementation of policies to improve the healthiness, equitable and environmental sustainability of food systems to increase accountability and stimulate action".

B
APPENDIX

YOUR FAVOURITE MEALS

AT PUBLIC CONSULTATIONS,
WE ASKED PEOPLE IN THE
SHIRE ABOUT THEIR FAVOURITE
THINGS TO EAT.

PUMPKIN RISOTTO (YUM!)

PUMPKIN SOUP, COOKED WITH
RISOTTO RICE AND CHICKEN STOCK

BANANA IN PORRIDGE

TOMATO SOUP WITH OUR OWN
(HOMEGROWN) TOMATOES

MASHED SWEET POTATO
WITH BUTTER

STRAWBERRIES

(STEWED) PLUMS IN PORRIDGE

COOKIES

**CHARGRILLED BROCCOLI
SEASONED WITH LEMON JUICE,
CAPERS, FETA / HALLOUMI, DILL**

**RAISIN BREAD
AND PANCAKES**

**CHICKEN NUGGETS WITH
SWEET & SOUR SAUCE**

**PORK WRAPPED SAUSAGE
WITH PROSCIUTTO
AND BAKED VEGGIES**

**STEAK, MASHED POTATO,
BROCCOLI BAKED WITH MUSHROOMS,
SAUTEED POTATO**

**APRICOT CHICKEN AND
GOLDEN SYRUP DUMPLINGS
FOR DESSERT**

8.7   GROWING REGIONS FUND – ROUND TWO DELEDIO RECREATION RESERVE PAVILLION PROJECT.

Author: **General Manager Infrastructure Assets and Planning**

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 that Council support an application to the Federal Governments' Growing Regions Fund Round Two for the Deledio Recreation Reserve Pavilion project.

RECOMMENDATION

That Council:

1. Supports an application to the Federal Governments' Growing Regions – Round Two fund for the Deledio Recreation Reserve Pavilion project, and

2. Commits a co-contribution of $500K in future borrowings as supported in the adopted 2024/25 Annual Budget.

LEGISLATION AND POLICY CONTEXT

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

The Community's vision   3. Engaging places and spaces for people to live, work, play and connect.

Initiative: Priority Projects Plan

                          Dunolly and District Community Plan

                          Deledio Recreation Reserve Masterplan

                          Recreation and Open Space Strategy

BACKGROUND INFORMATION

The Growing Regions Program will run over 3 years from 2024-25 to 2026-27 and will provide investment in community-focused infrastructure which creates and enhances amenity, liveability, and social cohesion throughout regional Australia.

The objectives of the program are:

- constructing or upgrading community infrastructure that fills an identified and immediate gap or unmet need for community infrastructure, particularly for communities that have experienced substantial growth

- contributing to achieving social outcomes and increased community cohesion, liveability, and accessibility
- delivering increased amenity, liveability, and community connectedness in line with the Investing in Places priority focus area of the Australian Government's Regional Investment Framework to deliver targeted and place-based investment.

The intended outcomes of the program are:

- to enhance liveability and amenity in regional communities

- provision of multi-use infrastructure which benefits a broad cross-section of the community by improving access, equity, and social inclusion

- contribute to the achievement of Government priorities supporting the resilience, adaptability, accessibility, sustainability, and liveability of communities including in First Nations communities

- delivery of diverse project types and a balance of large and small projects

- supporting and encouraging projects from lesser-resourced project proponents and low rate-based councils (see Appendix E of the program guidelines).

The program offers grant funding between $500K to $15M to cover 50% of eligible project expenditure.

Applications close on Thursday 10 October 2024 at 5pm.

REPORT

There is an opportunity for Council to increase its' potential for further external funding to see the Deledio Recreation Reserve Pavilion project realised through making an application to the Federal Governments' Growing Regions Fund – Round Two.

Upgrades to the Deledio Recreation Reserve Pavilion have been a long-standing priority for the Dunolly community and is identified in the Dunolly and District Community Plan, Deledio Recreation Reserve Masterplan, and the Priority Projects Plan.

In early 2024, officers collaborated with a small community working group representing the Deledio Recreation Reserve Committee to prepare an application to the Victorian Governments' Regional Community Sport and Infrastructure Fund.

The application was supported by Council in its' March Meeting and submitted.

The Council resolution supported an application for $1M in grant funding with a $1.5M co-contribution from Council through future borrowings.

Council was notified in early July 2024 that it was successful in receiving $1M from the Victorian Government.

Officers subsequently sought support from Council to make an application to the Federal Governments' Play Our Way Fund to increase its chance for funding for the project and reduce Councils overall borrowings.

A resolution of Council in April supported an application for $2M in funding from the Federal Government and a $500K co-contribution from Council through future borrowings.

Unfortunately, in August 2024, Council was notified by the Federal Government that it was unsuccessful.

Council must commit $1.5M in future borrowings in line with its' original resolution in March 2024 regarding its' application to the Victorian Governments' Regional Community Sport and Infrastructure Fund.

There is now an opportunity for Council to support an additional application for Deledio Recreation Reserve Pavilion under the Federal Governments' Growing Regions Fund – Round Two to increase external funding for the project and reduce Councils borrowings.

Officers are proposing that for the purpose of this application, the overall project budget be increased to $3M.

Given the current financial sustainability climate across the local government sector, it would be opportunistic to increase the budget in this application to allow for potential cost escalations and mitigate any unforeseen project overruns which would need to be underwritten by Council.

The proposing funding strategy is outlined below:

Project Budget $3M	
Growing Regions	$1.5M
Victorian Government	$1M (confirmed)
Council (future borrowings)	$500K (budgeted)

If successful, this funding strategy will reduce Councils' overall borrowings in delivering the project and still provide a brand-new sporting pavilion in Dunolly which is inclusive and meets contemporary standards.

The project scope will remain the same as put forward in the Victorian Government application, in that the project will be a design and construct prefabricated and modularised build.

The scope includes construction of a new club pavilion building featuring:

- Female friendly change facilities,
- Four primary change rooms suitable for all sports,
- Accessible change facilities,

- Separate umpire change rooms and facilities,

- Trainers' rooms,

- A first aid room,

- Office space,

- Social rooms,

- Kitchen and Kiosk Facilities,

- Storeroom,

- Cleaners Store,

- Public access WC facilities,

- Viewing decks,

- Accessible ramp,

- Rainwater harvesting infrastructure to connect with existing irrigation system, and

- Accessibility/DDA upgrades to the site to facilitate universal access.

CONSULTATION/COMMUNICATION

Officers consulted with the Executive Management Team in the preparation of this report.

The Community Partnerships team have consulted with the community and key stakeholders through the development of various strategic plans which identify both projects presented as priorities for the Central Goldfields Shire community.

Officers are continuing to collaborate with the community working group who represent the Deledio Recreation Reserve Committee in preparing an application to the fund.

FINANCIAL & RESOURCE IMPLICATIONS

Applications to the fund require a 50% co-contribution. Officers are proposing a revised project budget of $3M, having received $1M from the Victorian Government.

An application to the Growing Regions Fund – Round 2 would be for $1.5M.

Council will be required to commit a co-contribution of $500K through future borrowings. Making an additional application for this project to an alternative fund increases the opportunity for additional external funding, reducing Councils borrowings for the project by $1M and strengthening Councils financial position.

Proposed borrowings have already been committed in Councils 2024/25 Annual Budget; therefore, no additional funds are recommended in this report.

In July 2022, the Council established a Project Management Office which has three staff dedicated to the delivery of major projects.

Through the addition of sufficient project delivery staff, the establishment of an approved supplier panel for specialist project services, and the recent development of a project management framework, the Council have the required resources in place to deliver the projects recommended in this report.

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 and upgrade critical community facilities.

Recently, Council has undertaken work on its Draft Risk Management Framework and Policy, including the development of a Draft Risk Appetite Statement.

These documents were presented to the March Audit and Risk Committee meeting for consideration and a subsequent Risk Management Policy has been adopted by Council for the purposes of public consultation at its' August Council meeting.

In Councils Draft Risk Appetite Statement, Council has committed to an "Accepting Risk" Appetite for High-Risk Projects and Property and Assets.

An Accepting Risk Appetite is defined as "Willing to consider all options and choose the one that is most likely to result in successful delivery while also providing a reasonable degree of protection from high risks."

An accepting risk appetite is required to commit to the funding strategy outlined in this report. However, an additional funding application to renew this critical community asset both increases the opportunity for success, and potentially improves Councils financial position.

CONCLUSION

An application to the Federal Governments' Growing Regions – Round Two program is an opportunity for Council to potentially increase external funding for the Deledio Recreation Reserve Pavilion and decrease its' borrowings committed to the project.

The funding strategy requires an accepting risk appetite from Council which aligns with the Draft Risk Appetite Statement for High-Risk Projects and Property and Assets.

If successful receiving the funding, Council will be able to reduce its' overall borrowings for the project and still deliver a brand-new sporting pavilion in Dunolly which is inclusive and meets contemporary standards.

Officers are recommending that Council supports an application to the Federal Governments' Growing Regions Fund – Round 2 for the Deledio Recreation Reserve Pavilion project and commit $500K in future borrowings as a co-contribution.

ATTACHMENTS

NIL

8.8 MARYBOROUGH LEARNING HUB - REGIONAL UNIVERSITY STUDY HUBS APPLICATION

Author: **Senior Economic Development Officer**

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 seek Council endorsement for an application to the recently opened 2024 application round of the Federal Government's Regional University Study Hubs (RUSH) program.

RECOMMENDATION

That Council endorse the submission of an application to the Federal Government's Regional University Study Hubs (RUSH) program for funding to establish and operate a Maryborough Learning Hub.

LEGISLATION AND POLICY CONTEXT

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

The Community's vision   2. A vibrant and thriving economy with a growing population

Initiative: Develop a skilled and diverse workforce.
Support existing and new and emerging business and industry.
Retain, grow, and attract our population.
Co-Designing Maryborough's Learning Hub White Paper

The following table outlines the strategic actions that establishment of the Maryborough Learning hub will deliver upon:

Strategy	Strategic Action
Community Vision 2031	Develop a skilled and diverse workforce to support economic growth Access to local education and training options including trade training, traineeships,

	apprenticeships and tertiary through video and face to face delivery
Economic Development Strategy 2020-2025	1. Improve education and training pathways 8. Attract and retain population to stimulate economic growth 9. Invest in people to support a 'job ready' labour force 17. Strengthen strategic partnerships, encourage regional collaboration, and prioritise advocacy
Central Goldfields Early Childhood Education Workforce Plan 2024-2029	Support development of the Maryborough Learning Hub
Central Goldfields Shire Advocacy Strategy 2024	A contemporary and ambitious adult learning facility to drive high quality learning outcomes and promote different educational pathways (such as university, vocational courses, and training) to grow employability skills.

BACKGROUND INFORMATION

The journey towards the establishment of a Maryborough Learning Hub has its genesis in a series of strategic studies, workshops, reports, and surveys from 2020 to today.

The critical gaps in pathways to employment and the capability to deliver a skilled workforce to meet the demands of local businesses, industries sectors and key organisations have been highlighted in numerous actions which were outlined in the previous briefing report to council in July 2024.

The key reports are: 2020-2025 Economic Development Strategy; Community Vision 2031; Central Goldfields Shire Council Recruitment and Retention of Staff in the Shire; Transitioning Innovation Leadership Transformation (TILT); and Working Future: The Australian Government's White Paper on Jobs and Opportunities.

The Council Meeting of 18th April 2023 moved and carried the following Motion: "That Council endorses the La Trobe University-commissioned White Paper on Advancing Regional Skills & Innovation Leadership in Central Goldfields incorporating the Co-Designing of a Maryborough Learning Hub.

Regional University Study Hubs (RUSH) Program

The Federal Government announced the $66.9 million RUSH Program in 2023 to double the number of Study Hubs across the country.

The RUSH funding requirements include the establishment of a specific body corporate to deliver and administer the facility to an acceptable standard, staff the facility and to operate the program on an ongoing basis.

In order to comply with the guidelines of the RUSH program, the CUC Network has agreed to partner with us to provide support to enable a competitive submission, based on their experience with many successful applications.

La Trobe University continues to undertake multiple reports and surveys to provide current data, analysis, and evidence around the need for a Learning Hub.

A local Leadership Group has also been formed to add strategic and practical advice.

At the 9 July Councillor briefing, an update was presented on the work done to date to prepare for an application to the RUSH program and the recent $75,000 funding from the State Government's Local Skills Partnership Program to develop practical delivery model/s to provide vocation training through the Maryborough Learning Hub.

A further briefing on 10 September provided a presentation from representatives of True Foods Pty Ltd and Maryborough District Health Service as to the likely benefits of establishing the Maryborough Learning Hub to their organisations.

REPORT

RUSH Program Application

The fifth round of the RUSH Program (named Cohort 5) opened for applications on 21 August 2024 and closes on 18 October 2024.

The application form and guidelines outline four main areas that are required to be addressed in order to present a competitive application to the fund. These are:

- Evidence of Need - how will a Hub address the gaps in support and access to tertiary education and improve participation and outcomes within the community?
- Partnerships
- Governance arrangements
- Study Hub proposed site with capital and operational requirements

Updates and progress against each area is as follows:

Evidence of Need for a Maryborough Learning Hub

Students at MEC and Highview College undertaking Years 10, 11 and 12 were invited to participate in a comprehensive survey around work and study aspirations over the next 10 years. Analysis is currently being completed by La Trobe University with high level results being provided for the RUSH application by mid-September.

In addition to the students' initiative a separate and slightly amended survey has been forwarded to businesses. It is seeking participation by staff to articulate their aspirations for work and study and the value of having a Maryborough Learning Hub to undertake their tertiary education or vocational training for either/both upskilling and reskilling.

It aims to better understand how to meet the changing workforce requirements with the investments in new technologies and equipment by local businesses.

Both survey results will underpin the bespoke work done to demonstrate the local situation and meet the emphasis on "Upskilling and Reskilling" for this round of the RUSH Program (outlined by the Departmental staff at the August grant information session).

Since the CUC presentation on Country Universities Centres and its model in October 2023, a comprehensive range of reports and survey activities have been undertaken to quantify the level of need for improved access to tertiary education in Central Goldfields and region.

These activities include:

- December 2023 Business and Industry Staff Recruitment and Training Survey
- Leadership Group development
- Pilot Projects (TILT)
- Young People's and Student Study and Work Survey 2024
- Local Skills Partnership Program: Maryborough Learning Hub
- Work and Study staff survey 2024
- Preliminary Review of Data on CGS Disadvantage, Employment and Education (May 2024) - including findings from SEIFA and ABS Data and On Track Survey of Students who Existed School in 2020 and 2021

The findings from each of these activities builds the evidential case for both the gaps that exist and the opportunities that can be provided should a Hub be established.

Partnerships

A TILT Steering Group was formed, following the 18 April 2023 Council Meeting's endorsement, with a key role to find opportunities to fund a Learning Hub. La Trobe University identified the CUC initiative that operates with a network of facilities in Victoria, NSW, and Queensland.

This led to a presentation in October 2023 by the CUC on their model, which resonated with the vision articulated in the White Paper.

Leadership Group

This group was established in February 2024.

The composition of this group is based on a broad representation of senior staff in critical industries/organisations most likely to need staff having access to tertiary and/or vocational qualification.

Secondary School Principals, Councillors, Council staff, business/industry senior staff, State Government representative and the CEO of CUC are integral members of this group.

There have been three meetings to date centred on understanding the RUSH project and the CUC model; touring of the Community Hub to understanding the options within the site as the preferred location; and feedback on the various activities, reports and proposed surveys that will form components of the final submission.

Governance arrangements

A "CUC Maryborough Ltd" will need to be set up as a community-driven, community-owned organisation for the specific purpose of establishing a Regional University Centre affiliated with the Country Universities Centre.

It will need to be incorporated as a company limited by guarantee, with a constitution provided in template form which is in use by other CUC Centres.

The objects of its constitution will need to include pursuit of the following charitable purposes: to advance education by facilitating, delivering, promoting, and providing access to university and higher education, including but not limited to:

(i)   serving as a primary point of contact for the delivery of university education and higher education in the central Victoria Region.

(ii)   (ii) facilitating and promoting education and career pathways between schools, vocational education and training providers, universities, higher education providers and industry.

(iii)   (iii) coordinating and supporting research and partnerships, especially those which assist in the sustainable development of the central Victoria Region.

(iv)   (iv) promoting and assisting lifelong learning and raising (regional) community aspirations.

Incoming Board and members of the organisation will be community members and community leaders from the Maryborough/central Victoria region.

All membership and board positions will be voluntary, and volunteers will have leadership skills, experience from the community, business, local government, not for-profit and education (Secondary, TAFE and/or University) sectors.

There is a need for a representative group to form the initial Body Corporate.

Representatives from MDHS, Highview College, MEC, Goldfields LLEN, Havilah Hostels, Asteria Services and Sonac Australia, have agreed to have their names submitted as willing to take on a Director role if funded.

A profile of those who have expressed a willingness to be a Director will form part of the mandatory section within the RUSH submission.

Maryborough Learning Hub proposed site

Recommended hub requirements

Provision of flexible private/individual study spaces, improved soundproofing, flexible and multiple meeting rooms, office (3-4 staff), kitchen, disability accessible, multiple toilet amenities, and access to minimum 100mbps internet capability are key components under the RUSH guidelines and CUC model.

The predicted student numbers for the Tertiary Education component are 170 within the first couple of years.

Additional space may be needed to accommodate the Vocational Training options for TAFE students and/or students undertaking industry training provider courses.

Consequently, the advice is that a space of around 450-500 square metres would be ideal.

Maryborough site proposed options

Multiple site options were explored, in consultation with the CUC, for a Maryborough Learning Hub.

The Maryborough Community Hub, Maryborough Railway Station, Maryborough Branch Library, and the Maryborough District Health Service were all considered.

Maryborough Railway Station, Maryborough Branch Library and the Maryborough District Health Service offerings are not conducive to the operations for tertiary and vocational training opportunities proposed for the Maryborough Learning Hub.

Through these investigations, the Maryborough Community Hub is the only feasible location for the Maryborough Learning Hub that meets the recommended requirements for a hub site.

Site Options

Option 1 - A split ground floor (336m2), which excludes the radio station space, plus the office space (95m2) on the first floor – shaded in green and totalling 431m2.

Option 2 - First floor with a total of 571m2.

The Community Hub has the potential to provide post-secondary tertiary education and additional vocational qualification opportunities under the Country Universities Centre model under either option.

Key requirements include highly visible enquiry point for access to Centre staff expertise; secure staff offices; collaborative seating/meeting facilities; quiet work and study areas; computer terminal room – Internet 100mbps; hot desking facilities that offer students varying places to work; accessible washrooms; kitchen facilities; printing station or stationary room; and storage room.

Vocational training using bespoke models, following the Victorian Skills Authority's approved funding, would provide another Maryborough point of difference from other locations seeking to compete for the final 2024 round of RUSH funding.

The CUC has access to architects, on a pro bono basis, who provide a design and costing estimates to comply with RUSH capital works budget requirements.

The design options and costing estimate for the preferred option (first floor) is currently in progress and will be incorporated into the application.

CONSULTATION/COMMUNICATION

The past 24 months have included multiple workshops with a plethora of representatives of local businesses, schools, secondary school students, Universities and TAFE together with Government Agencies directed to achieving the successful delivery of the Theme1 actions from the 2020-2025 Economic Development Strategy and the Community Vision 2031.

Letters of support will be sought from neighbouring LGAs, Federal and State local Members of Parliament, education, health, aged care, manufacturing, disability services, finance, First Nations, and La Trobe University for inclusion in the RUSH application for funding.

The CEO of the Country University Centre organisation has been a key advisor to both the Leadership Group and Council staff through attendance at meetings.

This sharing of experiences and outlining the specific support around governance models, pro bono architectural design/costings, access to other CUC operations to build the business case is another feature of the consultation and communication within this initiative.

FINANCIAL & RESOURCE IMPLICATIONS

The following table outlines the estimated costs and income of the proposed Maryborough Learning Hub model:

Hub Budget Item	Council		RUSH Grant
	Costs	Income	
Hub premises (Maryborough Community Hub upper floor)		Options range from peppercorn to $40,000 p/a (commercial valuation)	
Capital cost of Hub fit-out	Project Management		$350,000 (est.)
Annual Operational Costs			$300,000 (est.)

The RUSH grant provides multiple years of operating funds with a "once-off" capital component to refit or build Study Hubs to an appropriate standard.

The indicative amount of one-off capital works funding is between $300,000 to $350,000 (The design options and costing estimate are scheduled to be presented at the briefing)

The average operating grants are just over $300,000 annually for approved RUSH sites. Ongoing operational funding appears to be an important outcome of the RUSH program, best demonstrated by the original CUC which commenced in Cooma in 2013 and still continues today.

The Capital Grant funding, together with operating funds to employ up to three staff, would be directed to the Body Corporate.

Additional funding, including in-kind contributions such as a suitably sized venue, are expected from multiple sources.

This is likely to include the provision of project management by Council of the capital works project.

The total income from hire fees for the whole of the Community Hub over the past seven years has been $23,125.62.

The highest level, $6,580, was in 2018-2019 and the lowest levels were over the Covid 19 pandemic years.

The only current non-casual hirer on the first floor is the Maryborough Historical Society, who have paid $1000 hire fees annually up until 2019.

Should the application be successful, Council would work with the Society to determine suitable alternative accommodation and there may be some costs associated with this.

A current valuation was commissioned, using the company that undertook Council's annual valuations of properties, to obtain an annual commercial lease estimate for the first floor of the Community Hub.

This valuation advised a rental value for the first floor of $40,000 net per annum exclusive of GST.

A key change in the final RUSH round of funding is the opportunity for universities to be including in the eligibility for funding.

This will increase the level of competition which saw some sixty-five applications in the December 2023 round.

The balance between income foregone and the prospects of funding to refurbish the first floor needs to be considered when deciding on the value of a lease to the Hub's Body Corporate.

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 the changing nature of future workforce requirements particularly relating to tertiary and vocational online learning at post-secondary levels.

The potential funding options from the RUSH funding program, in partnership with the CUC network, could meet the demands of local businesses to attract and retain residents to their respective local enterprises; and provide a high-quality facility for students of various ages to undertake tertiary studies in the Central Goldfields Shire.

CONCLUSION

The critical gaps in pathways to employment and the capability to deliver a skilled workforce to meet the demands of local businesses, industries sectors and key organisations is a significant risk for the Central Goldfields community.

Council and other leading organisations and businesses have been working in partnership across recent years to gather evidence on the issue and to develop solutions.

Establishment of a Maryborough Learning Hub has been identified as a significant step towards improving opportunities for tertiary and vocational education and providing workforce training and development.

Council has an opportunity to play a leading role in seeking Federal Government funding under the RUSH Program to establish a Maryborough Learning Hub in 2025.

The RUSH Program (Cohort 5) has recently opened and the guidelines and application focus on four specific areas that need to be addressed. Progress is being made across each area in readiness for endorsement of an application being submitted.

ATTACHMENTS

NIL

8.9   CENTRAL GOLDFIELDS SHIRE COUNCIL REFLECT RECONCILIATION ACTION PLAN 2024-2025

Author: **Acting Manager Community Partnerships**

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 'Reflect' Reconciliation Action Plan (RAP) for consideration of adoption.

RECOMMENDATION

That Council adopts the Central Goldfields Shire Council Reflect Reconciliation Action Plan 2024-2025.

LEGISLATION AND POLICY CONTEXT

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

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

Initiative: Provide a safe, inclusive, and supportive workplace.

BACKGROUND INFORMATION

Australia's journey towards reconciliation formally commenced in 1991 when the Royal Commission into Aboriginal Deaths in Custody presented its final report and recommendations to the Australian Parliament, including calling for a process of national reconciliation.

The Australian Parliament unanimously passed the Council for *Aboriginal Reconciliation Act 1991*, formally launching a process of national reconciliation and formally establishing the Council for Aboriginal Reconciliation (CAR).

The CAR's vision was for 'A united Australia which respects this land of ours; values the Aboriginal and Torres Strait Islander heritage; and provides justice and equity for all.'

Since 1991, the following steps towards reconciliation have taken place:

- 1992: The High Court recognised native title in the landmark Mabo v Queensland (No.2) (1992)

- 1993: Australian Parliament passed the Native Title Act. The first National Week of Prayer for Reconciliation is supported by Australia's major faith communities.

- 1995: The Australian Government officially recognises the Aboriginal and Torres Strait Islander flags.

- 1996: CAR expands the Week of Prayer for Reconciliation to launch Australia's first National Reconciliation Week.

- 1997: The *Bringing Them Home* report on Australia's Stolen Generations is launched at the inaugural Australian Reconciliation Convention in Melbourne.

- 2000: The CAR presented its final reports to the Australian people: *The Australian Declaration towards Reconciliation* and *The Roadmap for Reconciliation.*

- 2001: Reconciliation Australia is established from recommendations of CAR's final report.

- 2006: The Close the Gap campaign for Indigenous health equality is developed following the release of the *Social Justice Report 2005*. Reconciliation Australia's Reconciliation Action Plan program begins.

- 2007: Australia celebrates the 40th anniversary of the 1967 referendum.

- 2008: Prime Minister Kevin Rudd formally apologises to the Stolen Generations on behalf of the Australian Parliament.

- 2009: Australia supports the United Nations Declaration on the Rights of Indigenous People.

- 2010: The National Congress of Australia's First Peoples is established.

- 2011: The Expert Panel on Constitutional Recognition of Aboriginal and Torres Strait Islander peoples lead wide-ranging public consultations and delivers its findings in January 2012.

- 2012: 'Recognise', Reconciliation Australia's campaign to recognise Aboriginal and Torres Strait Islander peoples in the Constitution, begins.

- 2016: The first State of Reconciliation in Australia report is published.

- 2017: The *Uluru Statement From the Heart* is released by delegates to an Aboriginal and Torres Strait Islander Referendum Convention. The Turnbull Government rejected the *Uluru Statement from the Heart* and the 'Recognise' campaign is disbanded after the Federal Government ceases to fund it.

- 2018: Victoria becomes the first Australian state to pass Treaty legislation when it passes the Advancing the Treaty Process with Aboriginal Victorians Act 2018 (VIC).

- 2020: Australians attend Black Lives Matter marches in cities across the country to protest Aboriginal and Torres Strait Islander deaths in custody and high rates of incarceration of First Nations peoples. Mining company Rio Tinto destroys two 46,000-year-old sites in the Juukan Gorge, Pilbara.

- 2023: On 14 October 2023, Australians will vote in a referendum about whether to change the Constitution to recognise the First Peoples of Australia by establishing a body called the Aboriginal and Torres Strait Islander Voice.

Council's journey commenced by identifying the development of a RAP in its Council Plan Annual Action Plan.

To support this work, an Aboriginal Reconciliation Officer (a temporary position) was recruited through the Working for Victoria Program (an initiative to support local jobs caused by job losses related to the COVID-19 Pandemic).

The Aboriginal Reconciliation Officer was instrumental in the following activities:

- Acted as Council's representative on the Bendigo and District Aboriginal Co-operative's (BDAC) Community Hub group and the Central Victorian Local Government Reconciliation Network

- Established working relationships with Traditional Owners and key Indigenous community stakeholders

- Provided advice to the Procurement team regarding establishing a Supply Nation membership and during the review of Council's Procurement Policy to include clauses that support engagement with First Nations businesses in the region

- Developed and implemented the Local Mobs Digital Literacy project (funded through the State Government's Community Activation and Social Isolation (CASI) program)

- Led the planning for Reconciliation Week 2021

- Participated in discussions supporting the development of the Indigenous Interpretive Garden at the redeveloped Art Gallery

- Engaged with the local Aboriginal community including leading the development and monitoring of the Local Mobs social media engagement, and

- Led the development of the Draft 'Reflect' RAP, which included cross-organisational consultation with Managers, Executive team, and Councillors to start the conversation about reconciliation.

The purpose of the 'Reflect' RAP is to provide the organisation with a framework to contribute to the reconciliation movement.

RAPs deliver tangible and substantive benefits for First Nations peoples and increase cultural safety in the workplace.

There are four types of RAP's: Reflect, Innovate, Stretch and Elevate; each allowing organisations to continuously develop their reconciliation commitments.

Each type of RAP is designed to suit an organisation at different stages of their reconciliation journey.

A 'Reflect' RAP focuses on scoping capacity for reconciliation.

Typically, 'Reflect' RAPs are for 12–18 months and are right for organisations new to reconciliation and unsure how to get started.

They set out steps to prepare organisations for reconciliation initiatives in future RAPs.

Recognition and Settlement Agreement

A Recognition and Settlement Agreement (RSA) between Dja Dja Wurrung Clans Aboriginal Corporation (DDWCAC) and the State of Victoria was signed in March 2013.

The 4th Deed of Amendment to the Agreement was signed in December 2022.

The Agreement is an important starting point for the self-determination of Dja Dja Wurrung. It allows for continued recognition of the Djaara people through protocols, acknowledgements and Welcomes to Country, and signage on Dja Dja Wurrung Country.

It also provides Djaara with legal rights to practice Culture, access, and use of land and resources, and to have a say in what happens on Country.

The Agreement gives Aboriginal title to some of the traditional lands of the Djaara, including the right to actively manage Country.

The Agreement advises that the State must facilitate the development of relationships, both formal and informal, between DDWCAC and the twelve local governments within the Settlement area.

The Agreement includes a Local Government Engagement Strategy, which outlines activities for parties to work together in the areas of recognition, education and relationship building, engagement in strategic planning, business support, employment, management of council owned or controlled land, participation in planning scheme processes and funding opportunities.

A number of these activities are contained within the actions of the Draft 'Reflect' RAP. Others require further consultation through the State Government led facilitation process, which has not occurred to date.

REPORT

By committing to a 'Reflect' RAP, Council will scope and develop relationships with Aboriginal and Torres Strait Islander stakeholders, deciding on our vision for reconciliation and exploring our sphere of influence. The RAP will further demonstrate Council's commitment and therefore support stronger partnerships with Traditional Owners and the local Aboriginal community.

To further support Council's reconciliation journey, the 'Reflect' RAP can be endorsed by Reconciliation Australia.

Endorsement by Reconciliation Australia enables more effective monitoring on how Australia is tracking on its reconciliation journey through a formal reporting mechanism.

The steps typically involve:

- Submitting an EOI to register the intention to develop a RAP

- Paying a development/registration fee which covers the development process for up to 12 months

- Developing the Draft RAP using provided template(s) which provide the minimum actions and deliverables

- Submitting the Draft RAP for review, which may include several rounds of feedback.

- After the review process Reconciliation Australia provide conditional endorsement

- Once the content is approved, the official RAP logo is provided for inclusion in the RAP

- Presenting to Council for endorsement

- Submitting the final RAP which must be designed appropriately, and

- Formal endorsement by Reconciliation Australia.

The Draft 'Reflect' RAP has undergone a series of revisions with feedback at each stage from Reconciliation Australia.

The main points of feedback were focused around advice on correct language, ensuring specific dates were included and all updated actions in the template were addressed.

Reconciliation Australia has now provided conditional endorsement to the Draft 'Reflect' RAP.

The document has also been redesigned in alignment with the design guidelines provided by Reconciliation Australia and updated with current imagery, including from the recent Central Goldfields Art Gallery Indigenous Garden launch.

Following adoption of the Draft 'Reflect' RAP, the RAP Working Group will be formed. This working group will plan and guide the implementation of the RAP.

CONSULTATION/COMMUNICATION

In 2021, the Aboriginal Reconciliation Officer and Manager Community Partnerships conducted cross-organisational consultation with Managers, Executive team, and Councillors to start the conversation about reconciliation.

This process involved confirming actions for implementation through a series of one-on-one meetings and workshops.

Subsequent to the reviews of the draft Plan by Reconciliation Australia, relevant managers with responsible actions in the Plan have been consulted to revise the actions and timelines.

The Manager Community Partnerships represents Council on the Maryborough and District Health Service's Reconciliation Action Plan group and attends the Shire's Aboriginal Engagement Group (along with the Manager Go Goldfields).

Both these groups can support and provide advice to RAP implementation.

The Draft RAP has been provided for input and discussed with staff at Djaara, with suggested feedback provided.

Staff will continue to liaise with Djaara across further revisions of the RAP, particularly in respect to local government obligations within the RSA.

FINANCIAL & RESOURCE IMPLICATIONS

$5,000 is allocated in the operational 2024-2025 Council Budget to support implementation of the 'Reflect' RAP.

Implementation of the 'Reflect' RAP will be led by the RAP Working Group and will require implementation support from across Council, particularly those roles that are nominated to lead the delivery of specific actions.

Implementation costs required outside of the budgeted allocation will need to be considered and funded from within existing budgets if approved.

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 building the capacity and capability of Council staff, volunteers, and Councillors to create a culturally safe workplace.

CONCLUSION

The purpose of the 'Reflect' RAP is to provide the organisation with a framework to contribute to the reconciliation movement and focuses on scoping capacity for reconciliation.

The 'Reflect' RAP has been developed using the template and processes provided by Reconciliation Australia and involved consultation across Council and staff at Djaara.

The Draft 'Reflect' RAP has been reviewed by Reconciliation Australia and their suggested changes have been incorporated into the current version that has received conditional endorsement.

The final version of the Central Goldfields Shire Council Reflect Reconciliation Action Plan 2024-2025 is presented to Council for adoption.

ATTACHMENTS

8.9.1 Central Goldfields Shire Council Reflect Reconciliation Action Plan 2024-2025

8.9.1 Central Goldfields Shire Council

Reconciliation Action Plan

DRAFT

September 2024 – December 2025

RECONCILIATION
ACTION PLAN
REFLECT

**CENTRAL
GOLDFIELDS**
SHIRE COUNCIL

Central Goldfields Shire Council
Reflect Reconciliation Action Plan 2024

Contents

Cover Image credit: to be inserted

Cover photo credit: Bill Conroy

Acknowledgement of Country

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 Elder's past, present and emerging for they hold the memories, the traditions, the culture and the hopes of all Dja Dja Wurrung People.

We express our gratitude in the sharing of this land, our sorrow for the personal, spiritual and cultural costs of that sharing and our hope that we may walk forward together in harmony and in the spirit of healing.
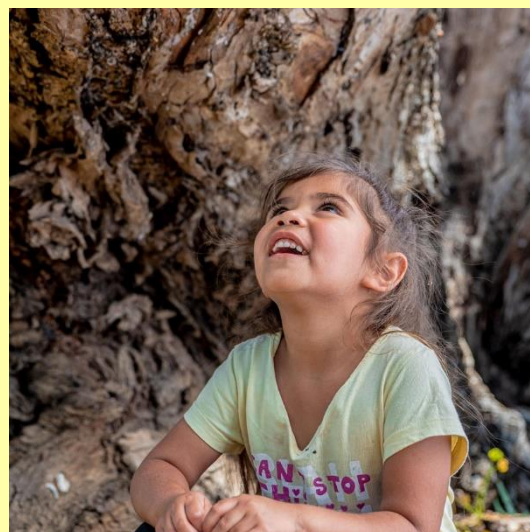
Statement from CEO of Reconciliation Australia

Reconciliation Australia welcome Central Goldfields Shire Council to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Central Goldfields Shire Council joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — *Reflect*, *Innovate*, *Stretch* and *Elevate* — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Central Goldfields Shire Council to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Central Goldfields Shire Council, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Business

Our Vision

To be an engaged, flourishing, lively and inclusive community.

Our Purpose

Central Goldfields Shire Council is a public statutory body that operates under the legislative requirements of the Local Government Act 2020. The Act sets out the role of Council as an elected body to provide leadership for the good governance of Central Goldfields. Council's elected members and employees work within a framework of systems and processes, to ensure they comply with the Act and follow good business practice.

Council's stated purpose is 'To seek, capture and develop opportunities to make our Shire a place of choice to live, work, visit and enjoy.' The Council Plan 2021-2025 provides a framework to achieve this purpose through actions relating to four strategic objectives:

- Our Community's Wellbeing
- Our Growing Economy
- Our Spaces and Places
- Leading Change

Council has varying roles in the delivery of the Council Plan and often relies on community partnerships, networks, other key organisations and State and Federal Government:

- **Provider** - Council is a leading provider of a wide range of services to the community
- **Facilitator** - Council facilitates, partners and plans with others to achieve these strategies
- **Statutory** Authority - Council is responsible for legislative requirements
- **Advocate** - Council advocates on behalf of/with the community to achieve these strategies

Our Community's Vision Statement

In 2031, we are an inspiring, thriving and prosperous community of choice, we've taken bold steps towards growing our economy and our community is full of optimism and opportunities. We are kind, connected and inclusive and we nurture creativity, leadership and innovation. We value and invest in our young people and our health and wellbeing is high. We live sustainably, cherish and protect our environment and heritage and we have access to outstanding jobs, education, health, community services, infrastructure, and affordable housing.
(Council Plan 2021-2025)

Central Goldfields Shire Council

Central Goldfields Shire Council currently employs 238 staff and at present does not have staff who have identified to the organisation as Aboriginal and/or Torres Strait Islander people.

Permanent Full-Time	95
Permanent Part-Time	97
Temporary Full-Time	9
Temporary Part-Time	14
Casual	23
First Nations	0
Councillors	7
Total	**238**

Djandak

Central Goldfields Shire Council (CGSC) is located on Djandak, the land of The Dja Dja Wurrung clans (Djaara) and we acknowledge their rights as Traditional Owners under the Recognition and Settlement Agreement made with the State of Victoria (2013). Council is working in partnership with Djaara to recognise their rights and aspirations as outlined in the Agreement and the Dhelkunya Dja Country Plan.

The Djaara have lived on their traditional lands and cared for Djandak over many thousands
of years.

For the Djaara, Djandak is more than just a landscape, it is more than what is visible to the eye; it is a living entity which holds the stories of creation and histories that cannot be erased.

Their Martinga kuli (Ancestors) looked after this country and it is for this reason, they are duty bound to look after it for the future generations.
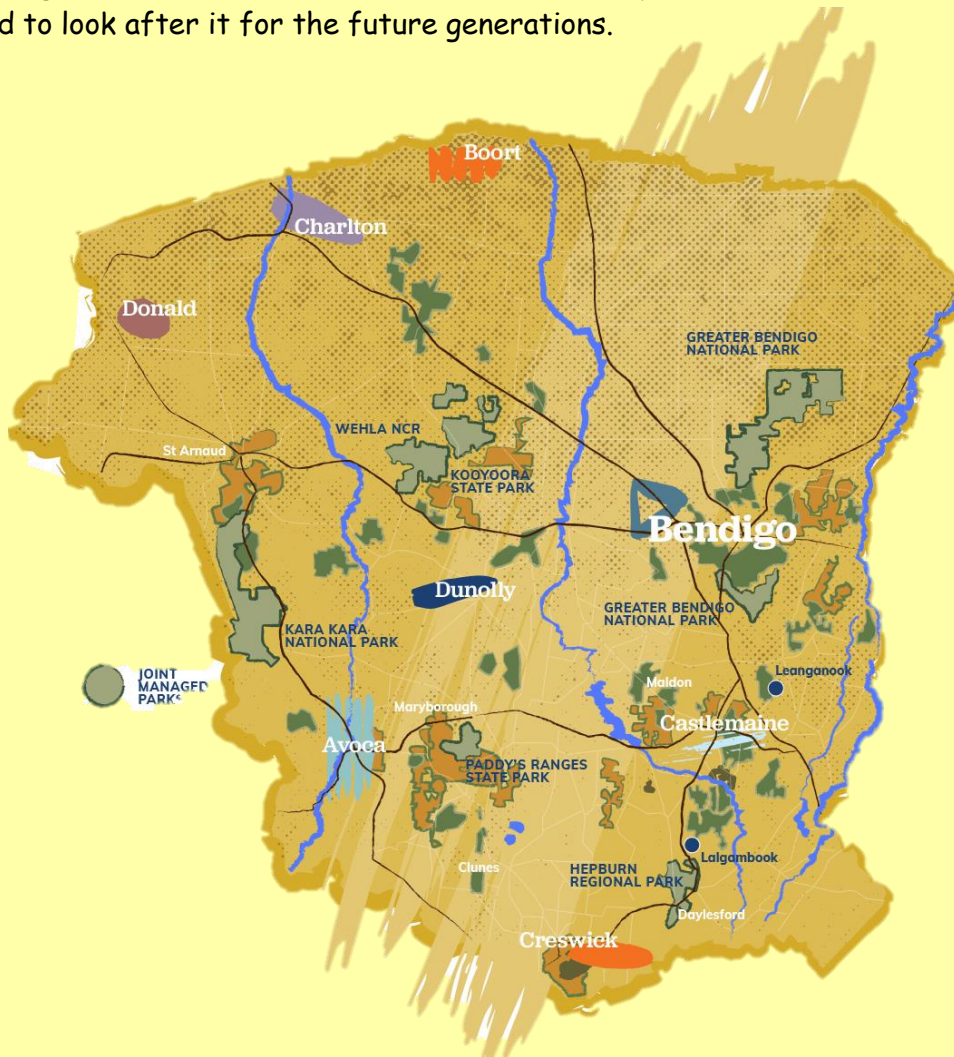
Central Goldfields Shire

Central Goldfields Shire covers an area of 1,532 square kilometres and is home to an estimated population of 13,483 people. Central Goldfields Shire is bounded by Loddon Shire in the north, Pyrenees Shire in the west, Mt Alexander Shire in the east and Hepburn Shire to the south. Maryborough is the shire's major business centre where 61% of the population call home
(approximately 8,160). Other smaller townships include Bealiba, Carisbrook, Dunolly, Majorca, Talbot, Bowenvale-Timor, Daisy Hill.

First Nations people make up approximately 2.25% of the population of the Central Goldfields community, compared to the Victorian population data where First Nations people make up approximately 1.0% of the state population (Census 2021, ABS).
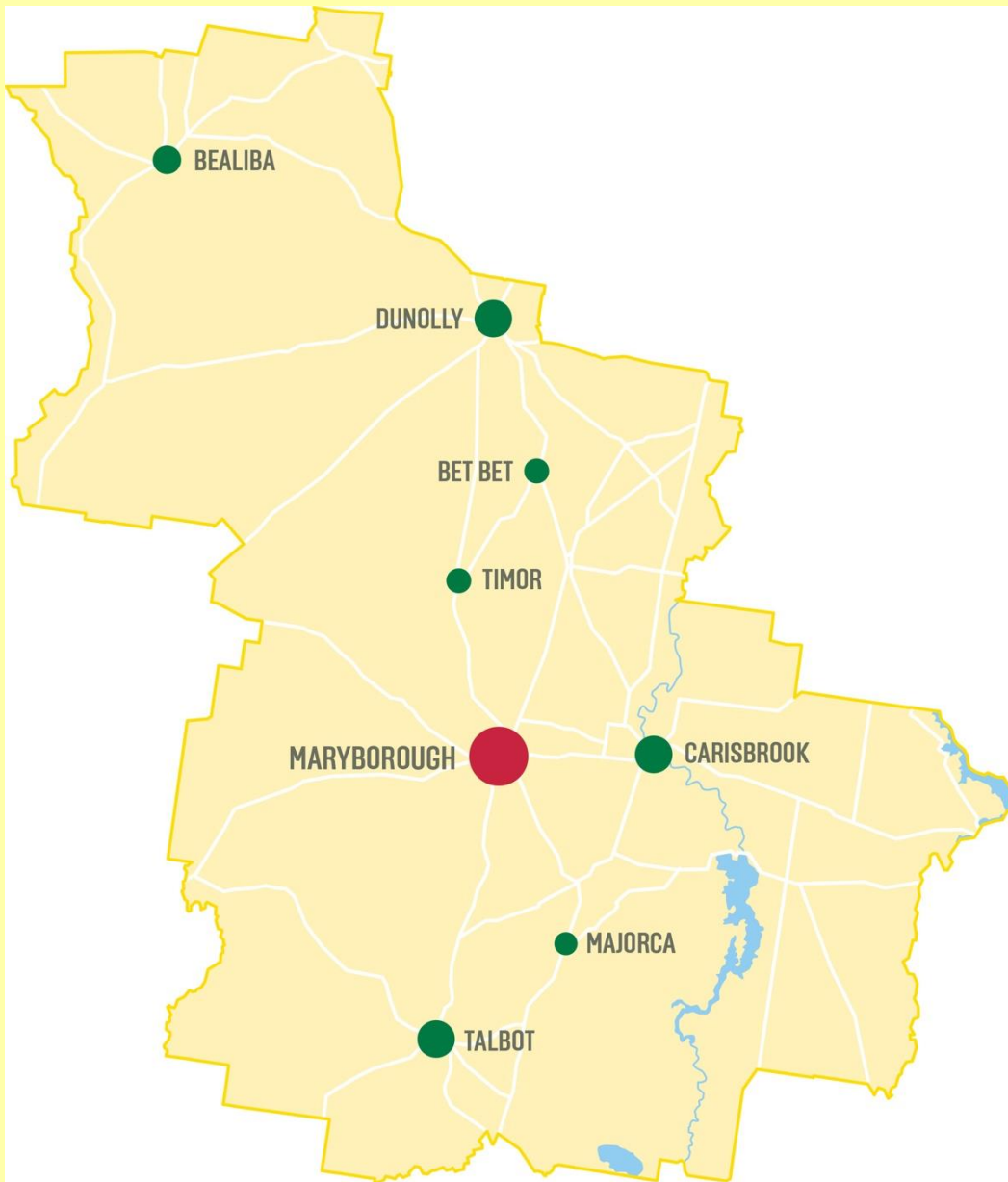
Our Reconciliation Action Plan

Vision for Reconciliation

Our vision for reconciliation is for an inclusive community that values and recognises First Nations cultures and heritage and builds historical knowledge of the wrongs of the past and their impact. A community where First Nations people feel culturally safe and supported with equitable access to opportunities and participation in community life.

Why we have developed a Reflect Reconciliation Action Plan

Developing and implementing this Reconciliation Action Plan enables Council to clearly articulate to staff and our community the actions we're taking to advance reconciliation and provides a platform for further conversations and initiatives to take place.

Council Plan 2021-2025 Strategic Priority 6: *Value, celebrate and actively engage First Nations culture and people*. The Priorities' actions are:

- Create culturally safe places and support self-determination.
- Promote and pursue improved engagement with First Nations Peoples.
- Work with Traditional Owners to develop ways of formalising Council's commitment to reconciliation.
- Work with key stakeholders to close the gap in First Nations life outcomes, particularly through program delivery in the areas of maternal and child health and early childhood education.

Council identified the importance of a Reconciliation Action Plan and Cultural Awareness training for staff, as part of its *Communications and Engagement Strategy 2021-2022* to build more efficient and supportive relationships with First Nations community and stakeholders.

How we will implement our Reflect Reconciliation Action Plan

Implementation of the Plan will be coordinated through establishing a Reconciliation Working Group including key internal roles and First Nations representation to be facilitated by Council's RAP Champion (Manager Community Partnerships). This will be supported by Council's Leadership Group taking accountability for the Reconciliation Action Plan deliverables and leading the cultural change in the organisation. In addition, Council will access and participate in reconciliation networks with other local governments, Djaara and key stakeholders in our community.

Our Reconciliation journey

Council actively participates in National Reconciliation Week and NAIDOC Week events and flies the Aboriginal flag outside the Council offices in Maryborough. It identified the need for a Reconciliation Action Plan in 2020 and recruited an Aboriginal Reconciliation Officer (a temporary position) through the Working for Victoria Program (an initiative to support local jobs caused by job losses related to the COVID-19 Pandemic). Since then, Council has taken the following actions:

- established working relationships with Traditional Owners and key First Nations community stakeholders through membership of the Central Goldfields Shire Aboriginal Engagement Group

- participates in the Central Victorian Local Government Reconciliation Network

- allocated budget for the development of this Plan

- established a Supply Nation Membership and is joining Kinaway

- works with local First Nations Stakeholders to facilitate community NAIDOC celebrations

- flies the Aboriginal Flag outside our main office in Maryborough

- has a collaborative working relationship with Bendigo and District Aboriginal Coop (BDAC)

- reviewed its procurement policy to include clauses that support engagement with First Nations businesses in the region

- is a member of the Aboriginal Business Capability Building Initiative being led by the City of Greater Bendigo. This initiative seeks to strengthen local, social and economic outcomes by maximising local spend in the region with identified Aboriginal businesses and focusing on creating local jobs, including jobs for Aboriginal people

- Council worked closely with Djandak (the enterprises arm of Djaara) on the development of a Welcome Stranger digital animation for the Visitors Centre that hopes to build awareness, respect and appreciation for the impacts of the gold rush on Djaara and Djandak

- The Central Goldfields Art Gallery's Indigenous Interpretive Garden was designed collaboratively with Dja Dja Wurrung community representatives and artists, aiming to weave important cultural elements and references into the design. The Garden was completed and launched in August 2024

Our Actions

Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with First Nations stakeholders and organisations	▪ Continue to identify First Nations stakeholders and organisations within our local area or sphere of influence	March 2025	Manager Community Partnerships
	▪ Support First Nations community capacity to participate in Shire activities through community engagement strategies, council planning and service delivery	March 2025	Manager Community Partnerships
	▪ Research best practice and principles that support partnerships with First Nations stakeholders and organisations	June 2025	Manager Community Engagement
2. Build relationships through celebrating National Reconciliation Week (NRW)	▪ Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff	May 2025	Manager Community Engagement
	▪ RAP Working Group members to participate in an external NRW event	27 May – 3 June, 2025	RAP Working Group Chair
	▪ Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	27 May – 3 June, 2025	CEO
3. Promote reconciliation through our sphere of influence	▪ Communicate our commitment to reconciliation to all staff	May 2025	CEO
	▪ Promote Reconciliation through internal communication networks, including email and Workplace	May 2025	Manager Community Engagement
	▪ Explore opportunities to engage with Djaara and other external stakeholders to drive reconciliation outcomes	March 2025	Manager Community Partnerships
	▪ Identify RAP and other like-minded organisations that we can collaborate with on our reconciliation journey, including Djaara	November 2024	Manager Community Partnerships

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies	▪ Research best practice and policies in areas of race relations and anti-discrimination	March 2025	People and Organisation Development Specialist
	▪ Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	October 2025	People and Organisation Development Specialist

Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning	▪ Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation	March 2025	Manager People and Culture
	▪ Conduct a review of cultural learning needs within our organisation	November 2024	Manager People and Culture
	▪ Develop a cultural learning program for employees, volunteers and councillors in the organisation	December 2024	Manager People and Culture
6. Demonstrate respect to First Nations peoples by observing cultural protocols	▪ Further our understanding of Djaara, the local Traditional Owners of the lands and waters within our Council's operational area	January 2025	Manager Community Partnerships
	▪ Partner with Djaara to establish a consistent approach to observing cultural protocols as part of our core business and activities	February 2025	Manager Community Partnerships
	▪ Investigate including cultural protocol guidelines for activities funded and/or supported by Council	February 2025	Manager Tourism, Events and Culture
	▪ Develop a cultural protocols inclusion policy for tourism and events including the annual Energy Breakthrough event	February 2025	Manager Tourism, Events and Culture
	▪ Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	May 2025	CEO

Action	Deliverable	Timeline	Responsibility
7. Build respect for First Nations cultures and histories by celebrating NAIDOC Week	▪ Raise awareness and share information amongst our staff about the meaning of NAIDOC Week	June 2025	Manager Community Engagement
	▪ Introduce our staff to NAIDOC Week by promoting external events in our local area	June 2025	Manager Community Engagement
	▪ RAP Working Group to participate in an external NAIDOC Week event	July 2025	Manager Community Partnerships
	▪ Support First Nations Staff to attend community NAIDOC events as part of our core business	July 2025	CEO

Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing First Nations recruitment, retention and professional development	▪ Build understanding of current First Nations staffing to inform future employment and professional development opportunities	December 2024	Manager People and Culture
	▪ Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation	June 2025	Manager People and Culture
9. Increase First Nations supplier diversity to support improved economic and social outcomes	▪ Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	March 2025	Manager Governance, Property and Risk
	▪ Use Supply Nation membership to engage with businesses	April 2025	Manager Governance, Property and Risk

Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	▪ Form a RWG to govern RAP implementation	November 2024	Manager Community Partnerships
	▪ Draft a Terms of Reference for the RWG	November 2024	Manager Community Partnerships
	▪ Establish and appropriately resource First Nations representation on the RWG	November 2024	Manager People and Culture
11. Provide appropriate support for effective implementation of RAP commitments	▪ Define resource needs for RAP implementation and develop and source funding for an appropriate implementation budget	November 2024	Manager Community Partnerships
	▪ Engage senior leaders in the delivery of RAP commitments	November 2024	Manager Community Partnerships
	▪ Appoint a senior leader to champion our RAP internally	November 2024	Manager Community Partnerships
	▪ Define appropriate systems and capability to track, measure and report on RAP commitments	December 2024	Manager Community Partnerships
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	▪ Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence	June annually	Manager Community Partnerships
	▪ Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	1 August annually	Manager Community Partnerships
	▪ Complete and submit the annual RAP Impact Survey to Reconciliation Australia	September 2024	Coordinator Community Development
13. Continue our reconciliation journey by developing our next RAP	▪ Register via Reconciliation Australia's website to begin developing our next RAP	October 2025	Coordinator Community Development

Council welcomes any enquiries in relation to the Reconciliation Action Plan.

Please contact mail@cgoldshire.vic.gov.au or 03 5461 0610.

8.10 Annual Action Plan 2024/2025

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 present Council with the final Draft Council Plan Annual Action Plan 2023-24 for endorsement.

RECOMMENDATION

That council adopt the Councill Plan Annual Action Plan 2024-25

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 90 of the Local Government Act 2020 requires Council to prepare a Council Plan for a period of at least the next four financial years which includes:

  a. the strategic direction of the Council.

  b. strategic objectives for achieving the strategic direction

  c. strategies for achieving the objectives for a period of at least the next 4 financial years

  d. strategic indicators for monitoring the achievement of the objectives.

  e. a description of the Council's initiatives and priorities for services, infrastructure and amenity.

  f. any other matters prescribed by the regulations.

A Council must develop or review the Council Plan in accordance with its deliberative engagement practices and adopt the Council Plan by 31 October in the year following a general election.

The council is also required to report annually on its progress against its Council Plan.

To facilitate this reporting requirement, Council develops an Annual Action Plan which is reported each quarter at Council Meetings.

REPORT

The Manager Governance Property and Risk has worked with the organisation to review the status of items from the 2023-24 Council Plan Action Plan.

The 39 actioned complement in the 2023-24 Council Action Plan. This means 112 actions completed in the life of the Council Plan to date. The completed actions have been removed from the Annual Action Plan. Completed 2023-24 actions include:

- Develop and deliver Indigenous Interpretive Gardan adjacent to Central Goldfields Art Gallery in partnership with Dja Dja Wurrung artists and community

- Upgrade the electrical system in the Maryborough Town Hall

- Reconstruct Octagonal Pool at Maryborough Olympic Pool Complex

- Seek external funding to support activation of the Art Space and Courtyard at Maryborough Station

- Adopt Central Goldfields Art Gallery Strategic Plan 2023 – 2026 and implement Year One actions.

- Work with the Commonwealth and State funding bodies to transition out of in-home aged care services, carry out the transition plan to transition clients to the new provider/s by the exit date.
  Assist the 26 Community care staff to mitigate the impact of the decision by providing options such as outplacement, redeployment, redundancy, and introduction of new provider/s.

- Deliver a local 'This Girl Can' campaign to encourage and support women and girls to be active.

- Implement the Municipal Public Health and Wellbeing Plan 2021-2025

- Work with Dja Dja Wurrung Corporation (in line with the Reconciliation Action Plan) to deliver Cultural Awareness Training across the organisation

- Finalise the Reflect Reconciliation Action Plan

- Develop an Events Strategy which clarifies Council's priorities for events across the Shire and outlines how Council will support community and other event providers

- Complete the new Visitor Centre at the Maryborough Railway Station and position as a key attraction for visitors to the Victorian Goldfields

- Complete and activate the extended co-working space of the Maryborough Railway Station Activation Project

- Redesign Council's website including enhancing the content and accessibility of the platform

- Develop and implement a Risk & Assurance system and culture change

This is the final action plan for the Council Plan 2021-2025 – Leading Change.

Therefore, the focus of the annual action plan was consolidated and completion of actions. There was a strict criterion that each action needed to pass before it was included in the plan.

1. Related to strategic direction set in the Council Plan 2021-2025 – Leading Change

2. Was a funded / budget project or was seeking funding to implement a strategy

3. Clearly defined deliverables

23 new or changed actions have been added, and a number of multiyear actions have been updated to reflect the expected delivery for the 2024-25 year.

Capital Works projects relating to the Council Plan have also been added to the Action Plan, leaving 57 items to be addressed over the current financial year.

The format of the report has been updated to match the structure of the Council Plan, to facilitate easier annual reporting.

New or changed actions have been identified by the blue text.

CONSULTATION/COMMUNICATION

Extensive community consultation was undertaken in the development of the Council Plan, from which this annual plan is developed. Council reports quarterly on its progress against the annual action plan.

FINANCIAL & RESOURCE IMPLICATIONS

The development of the annual action plan is met from existing budgets.

RISK MANAGEMENT

This report addresses Council's strategic risk Governance - Failure to transparently govern and embrace good governance practices by providing a framework for tracking and reporting delivery of the Council Plan.

CONCLUSION

The Annual Action Plan presented for adoption provides an outline of actions Council will undertake to deliver the strategic goals of its Council Plan.

ATTACHMENTS

10.10.1 Proposed Council Plan 2021-25 – Annual Action Plan 2024-25

8.10 ANNUAL ACTION PLAN

Action Code	Theme	Council Plan Reference	Action Name	Responsible Position	Q4 Progress from 23/24	Due Date
1	1. Our Community's Wellbeing	1.1 Strengthen and build inclusion and community and intergenerational connections	Undertake a feasibility study for alternative locations for the men's shed to allow it to expand and increase membership	Manager Community Partnerships	In Progress	2024-2025 Q2
2	1. Our Community's Wellbeing	1.2 Nurture and celebrate creativity	Implement Year two actions for Central Goldfields Art Galley Strategic Plan 2023 - 2026	Manager Tourism, Events & Culture	In Progress	2024-2025 Q1
3	1. Our Community's Wellbeing	1.3 Support positive life journey development for all residents.	Advocate for ongoing investment and support for Go Goldfields	CEO	In Progress	2024-2025 Q2
4	1. Our Community's Wellbeing	1.3 Support positive life journey development for all residents.	Develop Early Years Infrastructure Masterplan implementation plan with stakeholder to determine funding sources and sites requirements.	Manager Children and Families	New	2024-2025 Q4
5	1. Our Community's Wellbeing	1.3 Support positive life journey development for all residents.	Undertake further investigative work to determine the most appropriate location for the Early Years Integrated Hub	Manager Children and Families	In Progress	2024-2025 Q4
6	1. Our Community's Wellbeing	1.4 Encourage, support and facilitate healthy and safe communities.	Implement the Flood Recovery Action Plan	Manager Community Partnerships	In Progress	2024-2025 Q4
7	1. Our Community's Wellbeing	1.4 Encourage, support and facilitate healthy and safe communities	Complete the Maryborough Flood Study and gain approval for implement plan from Councillors	Manager Project Service & Asset Management	In Progress	2024-2025 Q3
8	1. Our Community's Wellbeing	1.4 Encourage, support and facilitate healthy and safe communities	Local Laws adopted	Manager Statutory Services	In Progress	2024-2025 Q3
9	1. Our Community's Wellbeing	1.5 Maximise volunteer efforts.	Update the Volunteer Strategy in partnership with the Maryborough Volunteer Resource Centre	Coordinator Events & Volunteer Development	In Progress	2024-2025 Q4
10	1. Our Community's Wellbeing	1.6 Value, celebrate and actively engage First Nations culture and people.	Adopt and Implement the Reflect Reconciliation Action Plan Multi year	Manager Community Partnerships	In Progress	2024-2025 Q4
11	1. Our Community's Wellbeing	1.4 Encourage, support and facilitate healthy and safe communities.	Implement the "Escape the Vape" project to prevent or reduce the uptake of vaping by young people	Manager Community Partnerships	In Progress	2024-2025 Q4
12	1. Our Community's Wellbeing	1.4 Encourage, support and facilitate healthy and safe communities.	Implement the 'Keeping Cool in the Central Goldfields' project to minimise the impact of extreme heat events on our community.	Manager Statutory Services	In Progress	2024-2025 Q4
13	1. Our Community's Wellbeing	1.1 Strengthen and build inclusion and community and intergenerational connections	Seek funding for Maryborough learning hub	Manager Children and Families	New	2024-2025 Q4

8.10 ANNUAL ACTION PLAN

14	1. Our Community's Wellbeing	1.4 Encourage, support and facilitate healthy and safe communities. 1.3 Support positive life journey development for all residents	Implement Healthy Loddon Campaspe funded projects 24-25	Manager Children and Families	New	2024-2025 Q4
15	1. Our Community's Wellbeing	1.1 Strengthen and build inclusion and community and intergenerational connections	Implement the strategies identified in Early Childhood Education Workforce Plan	Manager Children and Families	New	2024-2025 Q4
16	1. Our Community's Wellbeing	1.4 Encourage, support and facilitate healthy and safe communities	Develop Project Plan and engagement form developing Domestic Animal Management Plan - 25/26	Manager Statutory Services	New	2024-2025 Q4
17	1. Our Community's Wellbeing	1.4 Encourage, support and facilitate healthy and safe communities	Implementation of Carisbrook Compost facility	Manager Statutory Services	New	2024-2025 Q3
18	1. Our Community's Wellbeing	1.4 Encourage, support and facilitate healthy and safe communities.	Implement the Safer Together program to support community preparation and resilience in emergency events	Manager Statutory Services	New	2024-2025 Q4
19	2. Our Growing Economy	2.1 Retain, grow and attract our population.	Complete the Land Use Framework Plan for Maryborough North, Flagstaff and Carisbrook	Senior Strategic Planner	In Progress	2024-2025 Q4
20	2. Our Growing Economy	2.1 Retain, grow and attract our population.	Adoption of Review of Heritage Overlay in Central Maryborough	Senior Strategic Planner	In Progress	2024-2025 Q3
21	2. Our Growing Economy	2.1 Retain, grow and attract our population.	Adopt Urban and Residential Land Opportunities Study	Senior Strategic Planner	In Progress	2024-2025 Q2
22	2. Our Growing Economy	2.2 Capitalise on tourism opportunities.	Participate in the development of the Central Victorian Visitor Economy Partnership	General Manager - Community Wellbeing	In Progress	2024-2025 Q2
23	2. Our Growing Economy	2.2 Capitalise on tourism opportunities.	Adopt and implement the Central Goldfields Events Strategy 2024 - 2028	Manager Tourism, Events & Culture	In Progress	2024-2025 Q4
24	2. Our Growing Economy	2.2 Capitalise on tourism opportunities.	Implement stage 4 of the Maryborough Railway Station Activation Program	Manager Tourism, Events & Culture	New	2024-2025 Q4
25	2. Our Growing Economy	2.2 Capitalise on tourism opportunities.	Deliver official visitor guide (OVG) for Maryborough and Surrounds	Manager Tourism, Events & Culture	New	2024-2025 Q4
26	2. Our Growing Economy	2.2 Capitalise on tourism opportunities.	Endorse and implement action from Local Area Action Plan - a subplan of the Bendigo Region Tourism Destination Management Plan	Manager Tourism, Events & Culture	New	2024-2025 Q4
27	2. Our Growing Economy	2.4 Develop a skilled and diverse workforce	Develop library programming and engagement for young people and for seniors	Manager Tourism, Events & Culture	New	2024-2025 Q4
28	3. Our Spaces and Places	3.1 Provide engaging public spaces	Deliver the design and planning works for the Bristol Hill Urban Bike Park Project	Manager Project Service & Asset Management	In Progress	2024-2025 Q4
29	3. Our Spaces and Places	3.1 Provide engaging public spaces	Develop a Play Spaces Strategy and Splash Park Feasibility Study	Manager Project Service & Asset Management	In Progress	2024-2025 Q4

8.10 ANNUAL ACTION PLAN

30	3. Our Spaces and Places	3.1 Provide engaging public spaces	Review the Outdoor Dining and Footpath Trading policy and develop engagement plan and program of works	Manager Statutory Services	In Progress	2024-2025 Q3
31	3. Our Spaces and Places	3.2 Provide infrastructure to meet community need	Prepare a business plan to scope the reintroduction of the Central Goldfields Youth Hub	Manager Community Partnerships	In Progress	2024-2025 Q2
32	3. Our Spaces and Places	3.4 Manage and reduce and reuse waste.	Undertake a review of kerbside waste collection program	Manager Statutory Services	In Progress	2024-2025 Q2
33	3. Our Spaces and Places	3.2 Provide infrastructure to meet community need.	Develop project plan, in consultation with Maryborough Aerodrome Consultation Committee and based on Maryborough Aerodrome Business Plan	Manager Project Service & Asset Management	In Progress	2024-2025 Q2
34	3. Our Spaces and Places	3.3 Value and care for our heritage and culture assets.	Upgrade the electrical system in the Maryborough Town Hall	Manager Project Service & Asset Management	In Progress	2024-2025 Q2
35	3. Spaces and Places	3.1 Provide engaging public spaces	Develop and deliver Indigenous Interpretive Garden adjacent to Central Goldfields Art Gallery in partnership with Dja Dja Wurrung artists and community	Manager Project Service & Asset Management	In Progress	2024-2025 Q1
36	3. Our Spaces and Places	3.2 Provide infrastructure to meet community need.	Complete design for Goldfields Reservoir / Dam Stabilisation	Manager Project Service & Asset Management	In Progress	2024-2025 Q3
37	3. Our Spaces and Places	3.1 Provide engaging public spaces	Complete Whirrakee Rise Open Space Enhancement	Manager Project Service & Asset Management	In Progress	2024-2025 Q3
38	3. Our Spaces and Places	3.1 Provide engaging public spaces	Complete Bowenvale Playground Works	Manager Project Service & Asset Management	In Progress	2024-2025 Q4
39	3. Our Spaces and Places	3.3 Value and care for our heritage and culture assets.	Complete Rene Fox Gardens Toilet Refurbishment	Manager Project Service & Asset Management	In Progress	2024-2025 Q2
40	3. Our Spaces and Places	3.3 Value and care for our heritage and culture assets.	Complete Dunolly Town Hall Scoping and Design	Manager Project Service & Asset Management	In Progress	2024-2025 Q4
41	3. Our Spaces and Places	3.3 Value and care for our heritage and culture assets.	Complete Talbot Town Hall Scoping and Design	Manager Project Service & Asset Management	In Progress	2024-2025 Q4
42	3. Our Spaces and Places	3.3 Value and care for our heritage and culture assets.	Complete Carisbrook Town Hall Scoping and Design	Manager Project Service & Asset Management	In Progress	2024-2025 Q4
43	3. Our Spaces and Places	3.3 Value and care for our heritage and culture assets.	Complete Princess Park Historic Grandstand Scoping and Design	Manager Project Service & Asset Management	In Progress	2024-2025 Q4
44	3. Our Spaces and Places	3.1 Provide engaging public spaces	Seek funding for Gordon Gardens Open Space Enhancement works	Manager Operations	In Progress	2024-2025 Q4
45	3. Our Spaces and Places	3.1 Provide engaging public spaces	Complete Princes Park Cricket Wicket Rebuild Project	Manager Project Service & Asset Management	New	2024-2025 Q4
46	3. Our Spaces and Places	3.2 Provide infrastructure to meet community need.	Complete year one actions for the Capital TAC Road Safety Program	Manager Project Service & Asset Management	New	2024-2025 Q4

8.10 ANNUAL ACTION PLAN

47	3. Our Spaces and Places	3.1 Provide engaging public spaces	Meet year one milestones for the Deledio Sports Pavilion	Manager Project Service & Asset Management	New	2024-2025 Q4
48	3. Our Spaces and Places	3.1 Provide engaging public spaces	Meet the year one milestones for the Maryborough Tennis Centre Multi Use Courts Development	Manager Project Service & Asset Management	New	2024-2025 Q4
49	3. Our Spaces and Places	3.1 Provide engaging public spaces	Work collaboratively with Carisbrook Community to implement the Carisbrook levee review implementation plan	Manager Project Service & Asset Management	New	2024-2025 Q4
50	3. Our Spaces and Places	3.2 Provide infrastructure to meet community need.	Meet year one milestone for the Carisbrook Flood Study	Manager Project Service & Asset Management	New	2024-2025 Q4
51	4. Leading Change	4.2 Provide financial sustainability and good governance.	Implement the policy review program, to ensure policies that need to be reviewed are updated.	Manager Governance Risk and Property	In Progress	2024-2025 Q4
52	4. Leading Change	4.4 Advocate and partner on matters of community importance.	Support the Early years providers to extend provision of kindergarten sessions to priority cohorts in alignment with state government reforms	Manager Children and Families	In Progress	2024-2025 Q2
53	4. Leading Change	4.2 Provide financial sustainability and good governance.	Design a compliant the Councillor induction and professional development program	Manager Governance Risk and Property	New	2024-2025 Q4
54	4. Leading Change	4.2 Provide financial sustainability and good governance.	In partnership with Pyrenees Shire Council, start the implementation of the software replacement program including the new Customer Request system.	Manager Technology and Customer Service	New	2024-2025 Q4
55	4. Leading Change	4.2 Provide financial sustainability and good governance.	Implement Payroll software and outsource service delivery	Manager Finance	New	2024-2025 Q4
56	4. Leading Change	4.2 Provide financial sustainability and good governance.	Produce cyber security strategy incorporating a delivery program	Manager Technology and Customer Service	New	2024-2025 Q4
57	4. Leading Change	4.2 Provide financial sustainability and good governance.	Design and implement a deliberative engagement process to capture community feedback which will enable the drafting of the visions and set the strategic director for councils as outline in the 2025 – 2029 Council, Health and Wellbeing plans.	Manager - Community Engagement	New	2024-2025 Q3

8.11 S5 INSTRUMENT OF DELEGATION FROM COUNCIL TO CEO UPDATE

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 recommend to Council, that the updated S5 Instrument of Delegation under which Council delegates its powers under various Acts to the CEO, be adopted.

RECOMMENDATION

In the exercise of the power conferred by s 11(1)(b) of the *Local Government Act 2020* (the Act), Central Goldfields Shire Council (Council) resolves that:

1. there be delegated to the person holding the position, or acting in or performing the duties, of Chief Executive Officer the powers, duties and functions set out in the attached *Instrument of Delegation to the Chief Executive Officer*, subject to the conditions and limitations specified in that Instrument;

2. the instrument comes into force immediately upon this resolution being made and is to be signed by the Council's Chief Executive Officer and the Mayor;

3. on the coming into force of the instrument all previous delegations to the Chief Executive Officer are revoked; and

4. the duties and functions set out in the instrument must be performed, and the powers set out in the instruments must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.

LEGISLATION AND POLICY CONTEXT

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

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

The *Local Government Act 2020*, and a variety of other legislation, make express provision for the appointment of delegates to act on behalf of Council and delegation of powers is essential to enable day to day decisions to be made and for the effective operation of the organisation.

BACKGROUND INFORMATION

The S5 Instrument of Delegation from councillors to the CEO is a crucial governance tool that facilitates efficient local government operations.

It allows councils to delegate operational matters while ensuring strategic decisions remain within the purview of elected officials.

This delegation, when properly managed with appropriate checks and balances, leads to smoother functioning of the council without undermining the role of councillors.

REPORT

With the resignation of Lucy Roffey as CEO and the appointment of Sally Jones as Interim CEO, the S5 Instrument of Delegation must be updated to reflect the change and keep the instrument current and relevant.

This will allow the Interim CEO to delegate powers, duties and functions to Council Executives, Managers and Officers.

CONSULTATION/COMMUNICATION

Community consultation is not required for this change; however, instruments of delegation are made available for inspection to members of the public.

FINANCIAL & RESOURCE IMPLICATIONS

Council subscribes to the Delegations and Authorisations service provided by Maddocks Lawyers, the cost of which is provided for in Council's budget.

There are no other financial implications in reviewing the Instrument of Delegation, as it does not change financial delegations but clarifies the status quo.

RISK MANAGEMENT

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

CONCLUSION

It is recommended that the attached Instrument be adopted by Council to ensure it reflects best practice and supports the continued delivery of services.

ATTACHMENTS

8.11.1 S5 Instrument of Delegation from Council to CEO.

S5 Instrument of Delegation to Chief Executive Officer

Central Goldfields Shire Council

Instrument of Delegation

to

The Chief Executive Officer

Instrument of Delegation

In exercise of the power conferred by s 11(1) of the *Local Government Act 2020* (**the Act**) and all other powers enabling it, the Central Goldfields Shire Council (**Council**) delegates to the member of Council staff holding, acting in or performing the position of Chief Executive Officer, the powers, duties and functions set out in the Schedule to this Instrument of Delegation,

AND declares that

1.   this Instrument of Delegation is authorised by a Resolution of Council passed on 19 December 2023;

2.   the delegation

2.1   comes into force immediately it is signed by the Chief Executive Officer and the Mayor are affixed to the Instrument;

2.2   is subject to any conditions and limitations set out in the Schedule;

2.3   must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and

2.4   remains in force until Council resolves to vary or revoke it.

Signed by the Chief Executive Officer of   )
Council in the presence of:)

....
Witness

Date:

Signed by the Mayor in the presence of:)
)

....
Witness

Date:

SCHEDULE

The power to

1.   determine any issue;

2.   take any action; or

3.   do any act or thing

arising out of or connected with any duty imposed, or function or power conferred on Council by or under any Act.

Conditions and Limitations

The delegate must not determine the issue, take the action or do the act or thing

1.   if the issue, action, act or thing is an issue, action, act or thing which

involves 1.1   entering into a contract exceeding the value of $500,000.00 (GST Inclusive).

1.2

making any expenditure that exceeds $500,000.00 (ex GST), unless it is expenditure:

1.2.1   made under a contract already entered into; or

1.2.2   which Council is, by or under legislation, required to make; or

1.2.3   made to pay salaries, wages, allowances and associated amounts to members of Council staff;

1.2.4   is for insurance premiums

in which case it must not exceed $2,000,000 (ex GST));

1.3   making funds transfers between Council bank accounts that exceed $2,000,000 (ex GST);

1.4   appointing an Acting Chief Executive Officer for a period exceeding 28 days;

1.5

electing a Mayor or Deputy Mayor;

1.6

granting a reasonable request for leave under s 35 of the Act;

1.7

making any decision in relation to the employment, dismissal or removal of the Chief Executive Officer;

1.8

approving or amending the Council Plan;

1.9

adopting or amending any policy that Council is required to adopt under the

1.10

Act;

1.11

adopting or amending the Governance Rules;

1.12

appointing the chair or the members to a delegated committee;

making, amending or revoking a local law;

       1.13   approving the Budget or Revised Budget;

       1.14   approving the borrowing of money;

       1.15   subject to section 181H(1)(b) of the *Local Government Act 1989,* declaring general rates, municipal charges, service rates and charges and specified rates and charges;

2.   if the issue, action, act or thing is an issue, action, act or thing which is required by law to be done by Council resolution;

3.   if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;

4.   if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a

      4.1 policy; or

      4.2 strategy

      adopted by Council;

5.   if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation, whether on account of s 11(2)(a)-(n) (inclusive) of the Act or otherwise; or

6.   the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.

8.12   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 and feedback received from community consultation.

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 adopt the Risk Management Policy.

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

As a result of releasing the policy for community feedback, there were four responses to the survey.

All four responses agreed that monitoring and reporting on our risks was important and three were supportive of the policy's need to manage risk.

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.

The policy was approved by Council at the 20 August 2024 Council Meeting to invite community feedback.

The policy was made available for community feedback from 26 August 2024 to 9 September 2024.

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

8.12.1 Risk Management Policy

8.12.2 Survey Responses

RISK MANAGEMENT POLICY

Directorate:	Corporate Performance
Responsible Manager:	Manager Governance, Property and Risk
Review Due:	September 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

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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

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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.

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☐ 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

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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 - (last reviewed August 2024)

- ☐ Risk Management Policy

- ☐ Risk Management Procedure

- ☐ Strategic Risk Register - (last reviewed August 2024)

- ☐ 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

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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

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8.12.2

Survey Responses

25 August 2024 - 09 September 2024

Risk Management Feedback

Engage Central Goldfields Shire Council

BANG THE TABLE
engagementHQ®

VISITORS
5

CONTRIBUTORS			RESPONSES		
	4			4	
0	0	4	0	0	4
Registered	Unverified	Anonymous	Registered	Unverified	Anonymous

Respondent No: 1

Login: Anonymous

Responded At: Aug 28, 2024 21:52:50 pm **Last Seen:** Aug 28, 2024 21:52:50 pm

Q1. **As part of the development of the Draft Risk Management Policy, Councillors and Executive staff participated in a workshop around risk and risk management. At the workshop, the following key risks were identified for Council and the community. How would you rate these risks?**

Emergencies (e.g. flood, fire, pandemic, cyber events) Health and safety (of staff and community)	High risk
	Extreme risk
Financial sustainability (e.g. balancing service delivery with key projects)	High risk
Climate change (impact on assets e.g. flood affected roads)	High risk
Government mandate and political environment	Low risk
Community wellbeing (impact of changing social and economic conditions on the community))	Extreme risk

Q2. **Are there any other risks you think are important to consider for the community?**

not answered

Q3. **Risk management approach This provides the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving Risk Management throughout the organisation.An example of how this is relevant to you:Borrowing money is sometimes necessary for all the good things we want, like the outdoor pool. Paying the money back may impact future services we are able to offer, or create rate increases. Risk management will help these types of decisions, making sure we avoid negatively impacting the community wherever possible.Are you supportive of the policy's need to manage risk?**

Other (please specify)
Supportive in theory but it must be done holistically and given the ongoing attention it requires.

Q4. **Risk monitoring and reporting This means risks are reported to the Executive Management team and Independent Audit and Risk Committee, ensuring effective management of the risk.An example of how this is relevant to you:This covers our assets and how they are managed, including maintenance and infrastructure upgrades, making sure you are safe in our facilities and community spaces.Do you agree monitoring and reporting on our risks is important?**

Yes

Q5. **Do you have any further feedback on our draft Risk Management Policy?**
Vitally important

Respondent No: 2

Login: Anonymous

Responded At: Sep 02, 2024 14:40:20 pm **Last Seen:** Sep 02, 2024 14:40:20 pm

Q1. As part of the development of the Draft Risk Management Policy, Councillors and Executive staff participated in a workshop around risk and risk management. At the workshop, the following key risks were identified for Council and the community. How would you rate these risks?

Climate change (impact on assets e.g. flood affected roads)	High risk
Health and safety (of staff and community)	High risk
Financial sustainability (e.g. balancing service delivery with key projects)	High risk
Government mandate and political environment	High risk
Community wellbeing (impact of changing social and economic conditions on the community))	Medium risk
Emergencies (e.g. flood, fire, pandemic, cyber events)	Extreme risk

Q2. Are there any other risks you think are important to consider for the community?

not answered

Q3. Risk management approach This provides the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving Risk Management throughout the organisation.An example of how this is relevant to you:Borrowing money is sometimes necessary for all the good things we want, like the outdoor pool. Paying the money back may impact future services we are able to offer, or create rate increases. Risk management will help these types of decisions, making sure we avoid negatively impacting the community wherever possible.Are you supportive of the policy's need to manage risk?

No

Q4. Risk monitoring and reporting This means risks are reported to the Executive Management team and Independent Audit and Risk Committee, ensuring effective management of the risk.An example of how this is relevant to you:This covers our assets and how they are managed, including maintenance and infrastructure upgrades, making sure you are safe in our facilities and community spaces.Do you agree monitoring and reporting on our risks is important?

Yes

Q5. Do you have any further feedback on our draft Risk Management Policy?

not answered

Respondent No: 3

Login: Anonymous

Responded At: Sep 05, 2024 11:28:59 am **Last Seen:** Sep 05, 2024 11:28:59 am

Q1. **As part of the development of the Draft Risk Management Policy, Councillors and Executive staff participated in a workshop around risk and risk management. At the workshop, the following key risks were identified for Council and the community. How would you rate these risks?**

Health and safety (of staff and community)	Medium risk
Financial sustainability (e.g. balancing service delivery with key projects)	High risk
Climate change (impact on assets e.g. flood affected roads)	Medium risk
Government mandate and political environment	Medium risk
Community wellbeing (impact of changing social and economic conditions on the community))	Medium risk
Emergencies (e.g. flood, fire, pandemic, cyber events)	High risk

Q2. **Are there any other risks you think are important to consider for the community?**

not answered

Q3. **Risk management approach This provides the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving Risk Management throughout the organisation.An example of how this is relevant to you:Borrowing money is sometimes necessary for all the good things we want, like the outdoor pool. Paying the money back may impact future services we are able to offer, or create rate increases. Risk management will help these types of decisions, making sure we avoid negatively impacting the community wherever possible.Are you supportive of the policy's need to manage risk?**

Yes

Q4. **Risk monitoring and reporting This means risks are reported to the Executive Management team and Independent Audit and Risk Committee, ensuring effective management of the risk.An example of how this is relevant to you:This covers our assets and how they are managed, including maintenance and infrastructure upgrades, making sure you are safe in our facilities and community spaces.Do you agree monitoring and reporting on our risks is important?**

Yes

Q5. **Do you have any further feedback on our draft Risk Management Policy?**

not answered

Respondent No: 4

Login: Anonymous

Responded At: Sep 09, 2024 14:19:44 pm **Last Seen:** Sep 09, 2024 14:19:44 pm

Q1. **As part of the development of the Draft Risk Management Policy, Councillors and Executive staff participated in a workshop around risk and risk management. At the workshop, the following key risks were identified for Council and the community. How would you rate these risks?**

Emergencies (e.g. flood, fire, pandemic, cyber events)	High risk
Community wellbeing (impact of changing social and economic conditions on the community))	Medium risk
Government mandate and political environment	Medium risk
Climate change (impact on assets e.g. flood affected roads)	Medium risk
Financial sustainability (e.g. balancing service delivery with key projects)	High risk
Health and safety (of staff and community)	High risk

Q2. **Are there any other risks you think are important to consider for the community?**

not answered

Q3. **Risk management approach This provides the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving Risk Management throughout the organisation.An example of how this is relevant to you:Borrowing money is sometimes necessary for all the good things we want, like the outdoor pool. Paying the money back may impact future services we are able to offer, or create rate increases. Risk management will help these types of decisions, making sure we avoid negatively impacting the community wherever possible.Are you supportive of the policy's need to manage risk?**

Yes

Q4. **Risk monitoring and reporting This means risks are reported to the Executive Management team and Independent Audit and Risk Committee, ensuring effective management of the risk.An example of how this is relevant to you:This covers our assets and how they are managed, including maintenance and infrastructure upgrades, making sure you are safe in our facilities and community spaces.Do you agree monitoring and reporting on our risks is important?**

Yes

Q5. **Do you have any further feedback on our draft Risk Management Policy?**

not answered

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 14- CR CHRIS MEDDOWS TAYLOR

Commonwealth Housing Support Program

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;

a) The Australian Government's $1.5 billion Housing Support Program (HSP) is one of a range of measures designed to help achieve the National Housing Accord's target of building 1.2 million new, well-located homes over 5 years from 1 July 2024;

b) In this context local government councils are critical partners in achieving additional housing goals, and in the case of this Council note that housing development is a key element in Council plans and strategies;

c) Accordingly, the opportunity to apply for enabling infrastructure grants of up to $45 million is especially welcome;

d) This significant opportunity presented in the recent round was however, limited by a tight application deadline and delivery and completion timeframe, which restricted the ability to develop some broader proposals where partnerships were involved requiring longer lead times both for submissions of applications and a delivery and completion timeframes – a town sewerage scheme is an example of this.

e) The substantial national housing shortage challenges are likely to take many years to resolve;

f) There is a real need for these grants offered to local government councils through the Commonwealth Housing Support Program to continue for a number of years with broadened application and implementation and delivery timeframes to enable high value projects which are more complex to be submitted and considered;

g) Ideally state housing support grant programs would be aligned with Commonwealth offerings to maximise the effective partnership of the three levels of government working together to deliver important and much needed additional housing – an opportunity which would lend itself to consideration by National Cabinet.

2. resolve to write to the Commonwealth Minister for Housing The Hon Clare O'Neil MP accordingly with copies to:

   a) Commonwealth Minister for Infrastructure, Transport and Regional Development, The Hon Catherine King MP
   b) The Federal Member for the Mallee, Dr Anne Webster MP
   c) The Victorian Minister for Housing, The Hon Harriet Shing MP
   d) The Victorian Minister for Regional Development, The Hon Gayle Tierney MP

e) The Victorian Member for Ripon, Martha Haylett MP.

3. Seek engagement and enrolment of the appropriate peak local government bodies in support of this.

10.2 NOTICE OF MOTION, NUMBER 15 - CR LOVETT

Installation of Commemorative Brass Plaques at Maryborough Town Hall.

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 two brass plaques be placed at the entrance to the Maryborough Town Hall.

1) To commemorate the 150th Anniversary of the naming of Maryborough, 10th July 2004

2) To commemorate the 150 Anniversary of the proclamation of the Borough of Maryborough, 31st March 2007

Each Plaque to record the names of the five sitting Councils.

These two historically significant events took place in 2004 and 2007 respectively. Brass Commemorative Plaques were to be installed at this time but were overlooked.

These types of recognition at Town Halls are historically significant, not only as a record, but also as a place of primary importance to historians.

11. Urgent Business

Nil

12. Confidential Business

The public transparency principles include that Council decision making processes be transparent except when the Council is dealing with information that is confidential by virtue an Act.1

Except in specified circumstances, Council meetings must be kept open to the public.2 One circumstance is that the meeting is to consider confidential information.3

If a Council determines that a meeting is to be closed to the public to consider confidential information, the Council or delegated committee must record in the minutes of the meeting that are available for public inspection:4

    (a) the ground or grounds for determining to close the meeting to the public by reference to the grounds specified in Act's definition of confidential information;5

    (b) an explanation of why the specified ground or grounds applied. Confidential information, as defined by the *Local Government Act 2020*,6is:

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

        (b) security information, being information that if released is likely to endanger the security of Council property or the safety of any person; 1

        (c) land use planning information, being information that if prematurely released is likely to encourage speculation in land

values;

        (d) law enforcement information, being information which if released would be reasonably likely to prejudice the investigation into an alleged breach of the law or the fair trial or hearing of any person;

        (e) legal privileged information, being information to which legal professional privilege or client legal privilege applies;

        (f) personal information, being information which if released would result in the unreasonable disclosure of information affairs;

        (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;

        (h) confidential meeting information, being the records of meetings closed to the public under section 66(2)(a);

(i) internal arbitration information, being information specified in section 145;

(j)　Councillor Conduct Panel confidential information, being information specified in section 169;

(k)　information prescribed by the regulations to be confidential information for the purposes of this definition;

(l) information that was confidential information for the purposes of section 77 of the Local Government Act 1989;

1 *Local Government Act 2020*, s 58 (a).

2 *LGA 2020* s 66 (1).

3 *LGA 2020* s 66 (2) a).

4 *LGA 2020* s 66 (5).

5 Section 3 (1).

6 Section 3 (1).

The Governance Rules provide for information relating to a meeting to be confidential:7

- If the Chief Executive Officer is of the opinion that information relating to a meeting is confidential information within the meaning of the *Local Government Act 2020*, he or she may designate the information as confidential and advise Councillors and/or members of Council staff in writing accordingly.

- Information which has been designated by the Chief Executive Officer as confidential information within the meaning of the Act, and in respect of which advice has been given to Councillors and/or members of Council staff in writing, accordingly, will be presumed to be confidential information.

The following items are confidential under section 3(f) of the Local Government Act 2020, being personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.

The reason this section applies is because the report contains confidential information, and it is unreasonable to disclose this information.

RECOMMENDATION

That Council close the meeting to the public in accordance with sections 3(f) (h) and 66(2)(a) of the Local Government Act, to consider confidential information.

13. Meeting Closure