ORDINARY COUNCIL MEETING

Tuesday 24 March 2020

6:00pm

Community Hub

Room 1

48 Burns Street, Maryborough

AGENDA

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9. Use of Common Seal Nil
10. Notices of Motion Nil
11. Urgent Business
12. Confidential Business Nil
13. Meeting Close

5 CONFIRMATION OF THE MINUTES OF PREVIOUS COUNCIL MEETINGS

Author: **Manager Governance Property and Risk**

Responsible Officer: **Chief Executive Officer**

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

SUMMARY/PURPOSE

To present for confirmation the minutes of the Ordinary Council Meeting held on 25 February 2020.

LEGISLATION AND POLICY CONTEXT

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

Outcome:	Central Goldfields Shire is proactive, well governed, professional and financially sustainable organisation.
4.3 Objective:	Provide leadership in governance and Council decision making

BACKGROUND INFORMATION

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

REPORT

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

CONSULTATION/COMMUNICATION

Once confirmed minutes become available, they will replace the unconfirmed minutes currently on the Council's website.

FINANCIAL & RESOURCE IMPLICATIONS

Costs included in the Governance and communications budgets.

RISK MANAGEMENT

This process conforms to the requirements of the Local Government Act 1989. Publication of the minutes increases transparency and reduces the risk of maladministration.

CONCLUSION

The unconfirmed minutes of the Ordinary Council Meeting held on 25 February 2020 are presented for confirmation.

ATTACHMENTS

1. Unconfirmed Minutes of Ordinary Council Meeting held 25 February 2020.

RECOMMENDATION

That Council confirms the Minutes of the Ordinary Council Meeting held on 25 February 2020

ORDINARY MEETING OF COUNCIL MINUTES

Tuesday 25 February 2020
6:00pm

Council Chamber
Room 1 Community Hub
48 Burns Street
Maryborough

MEMBERSHIP

Administrator Noel Harvey
Administrator Karen Douglas
Administrator Hugh Delahunty

To be confirmed at the Ordinary Council Meeting
scheduled for 24 March 2020

UNCONFIRMED MINUTES

1. COMMENCEMENT OF MEETING AND WELCOME

The meeting commenced at 6.00pm
The Chair, Administrator Noel Harvey read the Council Prayer and acknowledgement of country.

PRESENT

Administrator Noel Harvey
Administrator Hugh Delahunty
Administrator Karen Douglas

IN ATTENDANCE

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

2. APOLOGIES

Nil

3. LEAVE OF ABSENCE

Nil

4. DISCLOSURES OF CONFLICTS OF INTEREST

Nil

5. CONFIRMATION OF THE MINUTES OF THE PREVIOUS COUNCIL MEETING

The purpose of this report was to present for confirmation, the minutes of the Ordinary Council Meeting held on 17 December 2019.

Council Resolution

That Council confirms the Minutes of the Ordinary Council Meeting held on 17 December 2019.

Moved **Administrator D**
Seconded **Administrator D**

CARRIED

6. REPORTS FROM COMMITTEES

To present for noting the confirmed minutes of Council's Special Committees established under section 86 of the *Local Government Act 1989* and the confirmed minutes of the Audit and Risk Committee established in accordance with section 139 of the *Local Government Act 1989.*

Council Resolution

That Council notes the confirmed minutes of the:

1. Talbot Town Hall Special Committee Meeting 15 October 2019
2. Adelaide Lead Hall Special Committee Annual General Meeting September 2018

3. Audit and Risk Committee Meeting 9 September 2019

Moved Administrator D
Seconded Administrator D

CARRIED

7. PETITIONS

Two copies of the petition relating to the Dunolly mosaics have been received, which reads as follows:

We, the undersigned, strongly oppose the Mosaics being installed in Broadway Dunolly.

Council Resolution

That the petition be received by Council and referred to the General Manager Infrastructure Assets and Planning for action

Moved Administrator D
Seconded Administrator D

CARRIED

8. OFFICER REPORTS

8.1 ASSEMBLIES OF COUNCILLORS

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

Council Resolution

That Council note the record of assemblies of councillors for the period 11 December 2019 to 17 February 2020.

Moved Administrator D
Seconded Administrator D

CARRIED

8.2 MOSAIC SCULPTURES DUNOLLY

SUMMARY/PURPOSE

The purpose of this report is to advise Council on the feedback received in relation to the placement of two community art mosaic sculptures in Broadway, Dunolly.

Council Resolution

That Council, having considered the community's feedback determine the location of the DINGO sculpture and the KANGAROO sculpture in Dunolly.

Moved Administrator D
Seconded Administrator D

CARRIED

8.3 PLANNING APPLICATION 116/19 – CONSTRUCTION OF A LEVEE AND ASSOCIATED EARTHWORKS AND INFRASTRUCTURE AND UTILITY INSTALLATION AT 4027 PYRENEES HIGHWAY, CARISBROOK

SUMMARY/PURPOSE

This report recommends that Council issue a Notice of Decision to Grant a Planning Permit be issued for the construction of stages 3 and 4 of the flood levee located at 4027 Pyrenees Highway, Carisbrook.

Council Resolution

That Council, having caused notice of Planning Application No. 116/19 to be given under Section 52 of the Planning and Environment Act 1987 and the Central Goldfields Planning Scheme and having considered all the matters generally required, determines to issue a Notice of Decision to Grant a Planning Permit 116/19 in respect of the land known and described as 4027 Pyrenees Highway (lot 1 TP 692027, lot 2 TP 220222, lot 2 TP 103682 and lot 2 LP 205106, 4 LP 114330), Carisbrook, for the construction of a flood levee and associated earthworks and infrastructure and utility installation within the Farming Zone, Rural Living Zone, Public Use Zone, Road Zone Category 1; the Salinity Management Overlay, Erosion Management Overlay and the Environmental Significance Overlay in accordance with the endorsed plans and subject to the following conditions.

Amended Plans

1. Prior to the commencement of any works detailed design/construction plans must be prepared and submitted to the Responsible Authority for approval. The plans must be in accordance with condition number 11 of this permit.

2. Prior to the commencement of any works, plans which detail the final location of any burrow pits must be submitted to the Responsible Authority for approval.

3. Prior to the commencement of any works pursuant to this permit, the applicant must prepare a Traffic Management Plan, in consultation with Council and VicRoads. The plan must be to the satisfaction of the Responsible Authority and address such matters including vehicle movements to and from the site, restrictions on travel within local residential streets, any required works to the entrance of the site, safety within the site, including any works required, and any other matters deemed appropriate.

Secondary Consent Provision

4. The use and development permitted by this permit as shown on the endorsed plan(s) and/or described in the endorsed documents must not be altered or modified (for any reason) except with the prior written consent of the Responsible Authority.

Construction Activities

5. All activities associated with the construction of the development permitted by this permit must be carried out to the satisfaction of the Responsible Authority and all care must be taken to minimise the effect of such activities on the amenity of the locality. Measures must be taken to suppress dust, noise or

other emissions during construction to prevent nuisance to surrounding neighbours.

6. Adequate measures must be undertaken to ensure dust from any materials stockpiled does not affect adjoining properties or surrounding area, to the satisfaction of the Responsible Authority.

7. No mud, crushed rock or other debris is to be permitted to be carried onto public roads or footpaths from the subject land. Appropriate measures must be in place at all times during construction to prevent this occurrence to the satisfaction of the Responsible Authority.

Clean Fill

8. Only clean fill material is permitted to be imported to the site. This material must not contain any solid inert wastes (such as demolition material, concrete, bricks, timber, etc).

9. The deposition of fill material must not result in any off site impact on surface or groundwater.

Native vegetation

10. Native vegetation removal must not occur without the further written consent of the Responsible Authority.

North Central Catchment Management Authority

11. Prior to the commencement of works detailed design/construction plans must be prepared and submitted to the North Central Catchment Management Authority for approval. The detailed design/construction plans must demonstrate that the final design is in accordance with the Water Technology report dated 30 August 2019

Goulburn Murray Water

12. All construction and ongoing activities must be in accordance with sediment control principles outlined in ‘Construction Techniques for Sediment Pollution Control’ (EPA, 1991).

VicTrack

13. Written formal application to be made to VicTrack including a design drawing in accordance with 'VicTrack Design Guidelines & Requirements' document and AS-4799. Formal application can be made online to VicTrack via the following link: https://www.victrack.com.au/services-and-capabilities/property/utilities-and-services

14. Independent engineering compliance report to be provided by the applicant demonstrating compliance with relevant standards and guidelines. Geotechnical report will also be required to assist with strength calculations of proposed asset under the rail to be compliance checked.

15. Written approval from the rail operator, V/Line, will be required.

16. Owner of the asset will be required to enter into a licence with VicTrack to formalise the ongoing operation and maintenance of the asset on VicTrack land.

Central Highlands Water

17. No construction works shall commence on the levee that are within 1 lateral metre of any water and sewerage assets owned by Central Highlands Water unless and until approval under the Water Act 1989 has been provided by Central Highlands Water.
18. The Applicant must comply with any reasonable conditions required by Central Highlands Water, in relation to constructing the levee within 1 lateral metre of any water or sewerage assets, and this may include the construction of works.

Downer Utilities Australia

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

Permit Expiry

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

- The development is not started within four years of the date of this permit.
- The development is not completed within eight years of the date of this permit.

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

Moved Administrator D
Seconded Administrator D

CARRIED

8.4 LIBRARY SERVICE LEVEL AGREEMENT WITH CITY OF BALLARAT 2020-2025

The purpose of this report is to recommend that Council write to the Minister for Local Government requesting an exemption from a public tender process, in order to negotiate a new Library Service Level Agreement, directly with the City of Ballarat for a period of five years.

Council Resolution.

That Council, writes to the Minister for Local Government requesting an exemption undertaking a public tender under Section 186(5)(c) of the Local Government Act 1989 to allow the Council to enter into a new Service Agreement between Central Goldfields Shire Council and the City of Ballarat for support services to the Central Goldfields Regional Library for 1 July 2020 to 30 June 2025.

Moved Administrator D
Seconded Administrator D

CARRIED

8.5 NORTHERN VICTORIAN INTEGRATED INFLUENZA PANDEMIC PLAN.

The purpose of this report is to recommend Council endorse the Influenza Pandemic Plan which complements the Integrated Municipal Emergency Management Plan (IMEMP).

The focus of this plan is to prescribe the municipal coordination arrangements that exist to support agencies which have a responsibility for pandemics.

Council Resolution

That Council endorse the Northern Victorian Integrated Influenza Pandemic Plan.

Moved Administrator D
Seconded Administrator D

CARRIED

8.6 SKATE AND SCOOTER PARK

The purpose of this report is to recommend that Council endorse:

- Princes Park as the preferred location for the Skate and Scooter Park, and
- a financial commitment of $393,260 to enable a funding application to Sport & Recreation Victoria for the proposed Skate and Scooter Park.

Council Resolution

That Council endorse:

1) *a financial commitment of $393,260 for the Skate and Scooter Park; and*

2) *Princes Park as the preferred location for the Skate and Scooter Park.*

Moved Administrator D
Seconded Administrator D

CARRIED

8.7 CENTRAL VICTORIAN GOLDFIELDS WORLD HERITAGE LISTING MOU2020

The purpose of this report is for Council to note the Memorandum of Understanding between twelve councils to support the Central Victorian Goldfields World Heritage Listing Bid.

Council Resolution

That Council note the Central Victorian Goldfields World Heritage Bid Memorandum of Understanding.

Moved Administrator D
Seconded Administrator D

CARRIED

8.8 2019 ENERGY BREAKTHROUGH EVALUATION

The purpose of this report is to recommend Council note the evaluation and review of the 2019 Energy Breakthrough as per the Energy Breakthrough Charter requirements.

Council Resolution

That Council notes the 2019 Energy Breakthrough Evaluation Meeting Review.

Moved Administrator D
Seconded Administrator D

CARRIED

8.9 COUNCIL LAND FENCE POLICY

The purpose of this report is to update Council on the outcome of consultation on the Council land fence policy and to present a final version of the policy for adoption.

The purpose of the policy is to provide the community with a clear understanding of when Council will provide a financial contribution towards the costs of replacement, repair and/or maintenance of a private boundary fence that adjoins Council owned land.

Council Resolution

That Council:

1. *Adopt the Council Land Fence Policy.*

2. *Acknowledge and thank the Community Voice Panel for their contribution and feedback regarding the policy.*

Moved Administrator D
Seconded Administrator D

CARRIED

8.10 ACTION PLAN PROGRESS REPORT – AS AT 31 DECEMBER 2019

The purpose of this report is to provide Council with an update on the status of the projects identified in the 2019-20 Action Plan.

Council Resolution

That Council notes the 2019-20 Action Plan Progress Report to 31 December 2019.

Moved Administrator D
Seconded Administrator D

CARRIED

8.11 DECEMBER FINANCIAL REPORT

The purpose of this report is to brief Council on its financial performance for the year to date and how it is tracking against the adopted budget.

Council Resolution

That Council receives and notes the attached 31 December 2019 Financial Report showing progress against the budget.

Moved Administrator D
Seconded Administrator D

CARRIED

9 DOCUMENTS FOR SEALING CONFIRMATION REPORT

The purpose of this report is to present to Council for noting, documents that have been signed under Council's common seal, via delegation, since the last Ordinary Council meeting.

Council Resolution

That Council note that the s11A Instrument of Appointment and Authorisation was signed and sealed by the Chief Executive Officer under delegation on behalf of Council, in accordance with the following resolutions of Council made on 17 December 2019:

1. *That Council adopt the attached s11A Instrument of Appointment and Authorisation for the members of Council staff set out in the Instrument.*

2. *The attached s11A Instrument of Appointment and Authorisation comes into force immediately the common seal of Council is affixed to the Instrument, and remains in force until Council determines to vary or revoke it.*

3. *That the attached s11A Instrument of Appointment and Authorisation be signed and sealed.*

Moved Administrator D
Seconded Administrator D

CARRIED

10 NOTICES OF MOTION

Nil

11 URGENT BUSINESS

Nil

12 CONFIDENTIAL BUSINESS

Nil

13 MEETING CLOSURE

The Chair, Administrator Noel Harvey declared the meeting closed at 6.??pm

To be confirmed at the Ordinary Council Meeting
to be held on 24 March 2020.

Chair, Administrator Noel Harvey

That Council receives and notes the attached 31 December 2019 Financial Report showing progress against the budget.

Moved Administrator D
Seconded Administrator D

CARRIED

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Council Resolution

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2. *The attached s11A Instrument of Appointment and Authorisation comes into force immediately the common seal of Council is affixed to the Instrument, and remains in force until Council determines to vary or revoke it.*

3. *That the attached s11A Instrument of Appointment and Authorisation be signed and sealed.*

Moved Administrator D
Seconded Administrator D

CARRIED

10 NOTICES OF MOTION

Nil

11 URGENT BUSINESS

Nil

12 CONFIDENTIAL BUSINESS

Nil

13 MEETING CLOSURE

The Chair, Administrator Noel Harvey declared the meeting closed at 6.??pm

To be confirmed at the Ordinary Council Meeting
to be held on 24 March 2020.

Chair, Administrator Noel Harvey

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

Author: **Governance Officer**

Responsible General Manager: **Chief Executive Officer**

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

SUMMARY/PURPOSE

To present for noting the confirmed minutes of Council's Special Committees established under section 86 of the *Local Government Act 1989* and the confirmed minutes of the Audit and Risk Committee established in accordance with section 139 of the *Local Government Act 1989.*

POLICY CONTEXT

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

Outcome:	Central Goldfields Shire is proactive, well governed, professional and financially sustainable organisation.
4.3 Objective:	Provide leadership in governance and Council decision making

BACKGROUND INFORMATION

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

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

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

REPORT

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

- Dunolly Historic Precinct Committee Meeting 23 September 2019
- Dunolly Historic Precinct Committee Meeting 25 November 2019
- Audit and Risk Committee Meeting 3 December 2019

RESOURCE IMPLICATIONS

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

RISK MANAGEMENT

This process conforms to the requirements of the Local Government Act 1989. The requirement for reporting provides increased transparency of declarations of conflict of interest.

CONCLUSION

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

ATTACHMENTS

1. Dunolly Historic Precinct Committee Meeting Minutes 23 September 2019
2. Dunolly Historic Precinct Committee Meeting Minutes 25 November 2019
3. Audit and Risk Committee Meeting Minutes 3 December 2019

RECOMMENDATION

That Council notes the confirmed minutes of the:

1. *Dunolly Historic Precinct Committee Meeting 23 September 2019*
2. *Dunolly Historic Precinct Committee Meeting 25 November 2019*
3. *Audit and Risk Committee Meeting 3 December 2019*

Minutes of the meeting of the Dunolly Historic Precinct Committee held on Monday, 23 September 2019, in the Town Hall at 1pm

Present: Judy Meldrum, Jenny Scott, Jan Ford**,** Fiona Lindsay, Marion Da Costa

Welcome to Karen Douglas Administrator at CGSC

Minutes of the last meeting
Taken as read. Marion moved that they be accepted. Second Jan. Carried.

Business Arising
Maintenance
Court House- paint police station & library door
Denis Hitchens to commence painting tomorrow. $300/day estimate at 6-7 days. Fiona to follow up with the Shire re the donation of paint.
Notice Board
Waiting to be installed as painting complete. Marion to write to the Welcome Record about sharing the cost 50/50.

Correspondence
In

Out
FRRR grant acquitted

Treasurer's Report
See attached. Jan moved that the report be accepted. Second Marion. Carried.

Agenda
Library
Discussion took place about the use of the police station as the town's library and the internal changes required. The meeting approved the use of the building.

The committee met with the engineer and manager of community wellbeing to discuss the proposed changes Ie internal wall removal. The changes are required to be replaceable as required in the future. The Shire to prepare a concept design for approval by the committee.

General Business
Reminder Afternoon tea 26 October. Jenny to provide contact details so Marion or Fiona can follow up with numbers etc.

Next Meeting
Monday 28 October 2019
1pm in the Town Hall

Minutes of the meeting of the Dunolly Historic Precinct Committee held on Monday, 25 November 2019, in the Town Hall at 1pm

Present: Jenny Scott, Fiona Lindsay, Marion Da Costa

Apologies: Judy Meldrum, Jan Ford

Fiona welcomed Kath Ryan and Joe Eddy who have expressed an interest in supporting the Committee.

Declaration of Interests
To be included on the agenda and minutes to avoid any decisions compromised by members interests.
No interests declared.

Minutes of the last meeting
Taken as read. Marion moved that the minutes of the 23 September meeting be accepted. Second Jenny. Carried.

Business Arising
Volunteers
Fiona gave an overview of the Committee for Kath and Joe's information and the role of a section 86 committee. Some points made:
The Committee:

- Takes the stewardship of the buildings seriously
- Manages the affairs of the buildings in the interests of the Precinct and the community.
- Liaises with Council
- Takes responsibility for all contracts and the management of same

Marion moved that Kath and Joe become members of the committee. Second Jenny. Carried.

Correspondence
In
WR payment for notice board
CGSC - templates

Out
CGSC re library

Treasurer's Report
See attached. Marion commented that some of the categories required refinement. She moved that the report be accepted. Second Jenny Carried.

Agenda
Fee review
Community rates to remain unchanged. Commercial rates to remain unchanged. Welcome Record rent to remain unchanged.
Marion to circulate the list of commercial rates to committee members and to place a list on the Welcome Record board plus information about forms.

Install defib outside town hall

Joe to move the defib to outside the building. To be placed on the right side wall of the porch when facing the building.

General Business

Bookings

Marion advised of a booking for a wedding on 10.10 2020. 50 people $1000 If guests extend to 70 $1200. To set up payment plan with RTC.

Booking for a theatre performance by a community theatre group in Maryborough on 21.3.2020. Alice in Wonderland. Committee to provide afternoon tea. $100. $80 if they use Judy's services. Judy has been advised.

Arts Trail

Some discussion about the auspice of the Tiny Towns Arts Trail to move from Dunolly and District Inc to the Precinct Committee. It was decided that:

- Fiona would give some thought to writing to DDI re auspicing the event
- The Arts trail would be treated like any other event
- There would be a fee charged for the use of the court house
- Commission to go to a separate und for the arts trail

Judy to advise guidelines for the event eg Days required for event including set up and close of exhibition; who responsible for cleaning and volunteers.

Next Meeting

Monday 24 February 2020
1pm in the Town Hall

AUDIT AND RISK ADVISORY COMMITTEE MEETING

Tuesday 3 December 2019
10:00 am

Community Hub
Room 5
48 Burns Street, Maryborough

Commencing with members only in camera session. CEO and Auditors to be available to join the in camera session if required. The normal Committee Meeting to commence at the conclusion of the in camera session.

MINUTES

MEMBERS:	Mr John Watson (Independent Chair), Mr Robert Tommasini (Independent Member), Ms Cheryl Fitzgerald (Independent Member), Hon Hugh Delahunty (CGSC Administrator), Ms Karen Douglas (CGSC Administrator)
OFFICERS ATTENDING:	Ms Lucy Roffey (CGSC Chief Executive Officer), , Ms Rebecca Stockfeld (General Manager Infrastructure Assets and Planning), Mr Paul Brumby (CGSC General Manager Corporate Performance), Ms Megan Kruger (CGSC Manager Governance Property and Risk), Ms Lynne Stephenson (CGSC Acting Manager Finance)
OBSERVERS ATTENDING:	Mr Noel Harvey (CGSC Chief Administrator)
VISITORS ATTENDING:	Mr Brad Ead (AFS & Associates Pty Ltd – Internal Auditor),
MINUTE TAKER:	Ms Helen Morrissey (CGSC Governance Officer)
APOLOGIES:	Mr John Gavens (Crowe Australasia – External Auditor) Mr Richard Ainio (Crowe Australasia – External Auditor) Mr Martin Collins (CGSC General Manager Community Wellbeing)

Item Title

In Camera Session

1. **Welcome and Introduction**

2. **Apologies**

   Mr John Gavens (Crowe Australasia – External Auditor)

   Mr Richard Ainio (Crowe Australasia – External Auditor)

   Mr Martin Collins (CGSC General Manager Community Wellbeing)

3. Declaration of Conflicts of Interest

None Declared.

4. Consideration of the Agenda

No issues raised.

5. Adoption of Minutes of the meeting held on 9 September 2019

Decision: The Minutes of the Audit and Risk Committee Meeting held on 9 September 2019 were confirmed.

6. Matters arising from the Minutes

The Committee reviewed the Matters Arising from the Minutes table and discussed the status of items listed as due for completion in December.

Item 6 – the December completion date was confirmed as an improved manual system had been implemented while an IT solution is finalised.

ACTION: Item 11 MAV will provide reports to all Councils. This report will then be presented at the next Audit and Risk Committee meeting.

The Committee noted the large number of matters arising from the minutes that had been completed.

Decision: The Audit and Risk Committee noted the Matters arising from the Minutes Report.

GENERAL BUSINESS

7. 2018-2019 Vicmap Property Information Quality Audit (PIQA)

Discussion on the context and next steps in relation to the findings of this report. It was noted that the report findings are included in officers' performance plans and an in-house audit will be conducted using the report findings.

Decision: The Audit and Risk Committee noted the PIQA report from Land Use Victoria, Vicmap Data Services.

8. Governance Biannual Report

The committee discussed the findings of the report including the value of hospitality gifts and the cost to Council of water. It was noted that Council had performed well in regard to regional procurement.

Decision: The Audit and Risk Committee noted the Biannual Governance Report.

9. Integrity Framework Report

The Committee discussed the report and noted it was a good measure of the organisation's progress in many areas with some such as cash handling still needing improvement.

ACTION: The Committee agreed that it should be made explicit that the ratings included in this report were self-assessed:

ACTION: The Committee agreed that this report should be reported back to the Committee at the September 2020 meeting.

ACTION: The Committee requested that it be confirmed that 'corruption' is included in the committee's charter and that the terminology in the report be adjusted accordingly.

Decision: The Audit and Risk Committee noted the report on the IBAC Local Government Integrity Frameworks Review noting that it is a self-assessment and that another report will be presented at the September 2020 meeting.

10. Strategic Risk Register

The Committee acknowledged the significant amount of work that had gone into the Strategic Risk Register and that it is a significant and difficult piece of work. There was discussion on what is a strategic risk and therefore should be in the Strategic Risk Register as opposed to what was an operational risk to be addressed elsewhere.

Ms Cheryl Fitzgerald will forward her suggestions to the Manager Governance, Property and Risk. It was also noted that committee members could recommend other Councils that could be contacted for useful examples and inputs.

It was noted that having a Risk Appetite statement is useful but it should be explicit that it is Council's risk appetite that is being identified and that it is articulating the risk Council is prepared to accept.

ACTION: Ms Cheryl Fitzgerald to forward her suggestions to the Manager Governance Property and Risk.

ACTION: Committee members will provide known examples of Councils with model Strategic Risk Registers to the Manager Governance Property and Risk.

ACTION: The Risk Management Policy will be updated and circulated out of session.

ACTION: The Strategic Risk Register will be updated and presented at the March 2020 meeting.

Decision: The Audit and Risk Committee having reviewed the updated Risk Management Policy and draft Strategic Risk Register recommend further work be done on these documents and that the revised Policy is circulated for approval out of session.

11. Annual External Audit Report

The Committee discussed the issues raised in this report including the timing of the external auditors input, VAGO using an incorrect email address and the opportunity to highlight the deficiencies in the VAGO survey.

ACTION: Council and the Committee to seek a written assurance from the external auditors that advice would be provided in a timely manner next year,

ACTION: That a letter jointly signed by Council and the Chair of the Committee is sent to the Victorian Auditor General explaining that an incorrect email address was used by VAGO along with a copy of the letter of assurance from Crowe Australasia.

ACTION: Council is to ensure that the responses to the VAGO survey also reflect the experiences of the last reporting period.

Decision: The Audit and Risk Committee noted the documented concerns about the timing issues that arose during the 2019 external audit and Crowe Australasia's responses to those concerns and recommended Council respond as per the action items above.

11A. VAGO Final Management letter (circulated separate to agenda)

Action items arising from this report will be added to the list of outstanding audit recommendations.

ACTION: Action items arising from this report will be added to the list of outstanding audit recommendations.

Decision: The Committee noted the Final VAGO Management letter.

12. Tree Management Plan

The Committee noted that improvements need to be made to the report including the referencing of an old standard instead of ISO 31000-2018 Risk Management. Mr Robert Tommasini will provide amendment suggestions to Rebecca Stockfeld, General Manager Infrastructure Assets and Planning. The amended report will then be circulated out of session.

ACTION: Mr Robert Tommasini will provide suggestions to Rebecca Stockfeld, General Manager Infrastructure Assets and Planning on this Plan. The amended Plan will then be circulated out of session.

Decision: That the Audit and Risk Committee having reviewed the Tree Management Plan resolved that the Plan requires some work and that the amended Plan will be circulated for approval out of session.

13. VAGO Fraud and Corruption Controls Circular Report

Decision: The Audit and Risk Committee noted the endorsement made out of session of the letter to the Minister for Local Government in relation to the VAGO Fraud and Corruption Controls – Local Government Report.

14. INTERNAL AUDIT

14.1. Internal Auditor Declarations

Any obstruction of the work of the Internal Auditors.

Brad Ead, AFS, advised the Committee that there had been no obstruction in relation to the work of the Internal Auditors at Council.

14.2. Internal Audit Program Status Update

The internal auditor confirmed they will reference the Local Government Inspectorate Yarriambiack report findings while conducting the Depot Operations Review.

Decision: The Audit and Risk Committee noted and approved the Internal Audit Program Status Update report provided by the internal audit service provider AFS Chartered Accountants.

14.3. Internal Audit Reports – Road Management Plan

The Committee discussed progress against the report's recommendations.

ACTION: Recommendation 1 completion date is not achievable due to lack of success filling the Strategic Asset Coordinator position. Change completion date to March 2020 in the Report on Prior Audit Recommendations Spreadsheet.

It was agreed that additional processes will be implemented where management only partially agrees or does not agree with a recommendation of an internal audit report. In these instances management will provide an informative explanation as to the reasons and the internal auditors will provide a response to management's explanation to the Audit and Risk committee.

Decision: The Audit and Risk Committee noted and approved the Internal Audit report 2019-11 Road Management Plan and note management's responses to the audit recommendations. The Audit and Risk Committee also note the additional information to be provided in relation to items where management do not agree in full with a recommendation for future reports.

14.4. Internal Audit Report – Past Issues Review

Decision: The Audit and Risk Committee noted and approved the Internal Audit report 2019-14 Past Issues Review.

14.5. Internal Audit Report – Information Privacy and Records Management

The committee discussed the report's findings.

Decision: The Audit and Risk Committee noted and approved the Internal Audit Report 2019-13 Information Privacy and Records Management and note management's responses to the audit recommendations.

14.6. Internal Audit Planning Documents Out of Session – October 2019

Decision: The Audit and Risk Committee noted the endorsement made out of session of the Internal Audit Planning Documents for the Information Privacy and Records Management and Past Issues Review.

14.7. Internal Audit Planning Documents Out of Session – December 2019

Decision: The Audit and Risk Committee noted the endorsement made out of session of the Internal Audit Planning Documents for the Depot Operations Review and Past Issues Review.

STANDING ITEMS

15. CEO'S Report

The CEO presented her report referencing two impending legal actions and confirming there were no legislation breaches or instances of fraud since the last meeting of the committee.

Decision: The Audit and Risk Committee noted the Chief Executive Officer's Report.

16. Finance Report October 2019

The Committee discussed variance from budget forecasts. Management advised that this will be improved in the future due to new software and processes.

Decision: The Audit and Risk Committee noted the Finance Report October 2019.

17. Policies for Review

17.1. Motor Vehicle Policy and Procedures

There was discussion about whether there was a list of policies relevant to the Audit and Risk Committee with review dates. Management advised that currently there is not but that one could be compiled.

ACTION: A list of policies of interest to the Audit and Risk Committee with review dates will be compiled which will be added to the annual workplan.

Decision: The Audit and Risk Committee endorsed the Motor Vehicle Policy and Procedures and agreed that a list of relevant policies will be added to the annual workplan.

18. Reports by Sector and Related Agencies

18.1. Recent Reports and Publications of Interest to Councils

Discussion of recent reports and publications including IBAC's "Special report on corruption risks associated with procurement in local government". Officers confirmed that the recommendations of this report would be included in the next review of the procurement policy.

ACTION: The recommendations of IBAC's "Special report on corruption risks associated with procurement in local government" will be included in the next review of the procurement policy.

ACTION: A summary of changes and impacts on Audit and Risk Committees in the new Local Government Bill will be provided at the next meeting.

Decision: The Audit and Risk Committee noted the report from AFS Chartered Accountants on recent reports and publications of specific interest to Councils.

19. Risk Management Update.

Decision: The Audit and Risk Committee noted the Risk Management update.

20. Defined Benefits Superannuation Update

Decision: The Audit and Risk Committee noted the Defined Benefits Superannuation Update Report.

21. Progress Report on Prior Audit Recommendations

Discussion on the progress report. It was noted that the recommendations from the most recent three reports were not included in the attachment due to administrative error. These must be included at the next meeting and will be circulated out of session.

ACTION: Circulate the complete Progress Report on Prior Audit Recommendations Spreadsheet out of session.

Discussion on when results of the additional $250,000 expenditure on completing audit recommendations would become evident and it was suggested the June 2020 meeting would show significant progress.

There was also discussion concerning the continuing relevance of some recommendations as they may become redundant with changes to systems and processes. There was also discussion on how best to report on some recommendations for example it might be more effective to use agreed KPIs for some large pieces of work.

Decision: The Audit and Risk Committee noted the status update report on outstanding actions from prior audit recommendations and that the attachment omitted the recommendations from three reports.

22. Annual Work Plan

It was agreed that items 3.5 to 3.8 have all been completed and should therefore be ticked. It was agreed that item 3.9, the checklist from AFS Chartered Accountants will be completed out of session.

Decision: The Audit and Risk Committee noted the status report on achievement of the 2019 Audit and Risk Committee Annual Work Plan with agreed amendments and that item 3.9 will be completed out of session.

23. Other Business NIL

24. Next Meetings

The Chair agreed to all the dates but indicated he might have a conflict with the date of the March 2020 meeting.

Decision: The Audit and Risk Committee adopted the following meeting times and dates for the Audit and Risk Committee for the 2020 year:

- Monday 2 March 2020 – 10:00am to 1:00pm
- Monday 1 June 2020 – 10:00am to 1:00pm
- Monday 14 September 2020 – 10:00am to 1:00pm
- Monday 7 December 2020 – 10:00am to 1:00pm

8. OFFICER REPORTS

8.1 ASSEMBLIES OF COUNCILLORS

Author: **Manager Governance Property and Risk**

Responsible Officer: **Chief Executive Officer**

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

SUMMARY/PURPOSE

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

LEGISLATION AND POLICY CONTEXT

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

Outcome:	Central Goldfields Shire is a proactive, well governed, professional and financially sustainable organisation.
4.3 Objective	Provide leadership in governance and Council decision making

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

BACKGROUND INFORMATION

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

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

1. A planned or scheduled meeting that includes at least half the councillors and a member of council staff; or

2. An advisory committee of the council where one or more councillors are present.

REPORT

Outlined below are the details of assemblies of councillors:

Date	25 February 2020	**Meeting:**	Briefing Meeting
Councillor Attendees	Noel Harvey (Chief Administrator), Karen Douglas (Administrator), Hugh Delahunty (Administrator)		
Council Staff Attendees	Lucy Roffey (CEO)		
Guests			
Conflict of interest disclosures:	NIL		
Matters Considered	Pre meeting to discuss February Ordinary Council Meeting.		

Date	10 March	**Meeting:**	Briefing Meeting
Councillor Attendees	Noel Harvey (Chief Administrator), Karen Douglas (Administrator), Hugh Delahunty (Administrator)		
Council Staff Attendees	Lucy Roffey (CEO); Rebecca Stockfeld (GMIAP); Martin Collins (GMCW); Philip Schier, Manager Strategy and Economic Development; Amy Bell, Strategic Planner; Sandra Hamilton, Manager Go Goldfields; Leigh Hendrickson, Coordinator Design and Projects, Megan Kruger, Manager Governance Property and Risk; Ellen Brown, A/g Manager Statutory Services, Kate Bucknall, Manager Community Engagement		
Guests	Dale Stokes, Director Spatial Economics		
Conflict of interest disclosures:	NIL.		
Matters Considered	• Development and Community Safety Report • Go Goldfields Update • Capital Works Status Update • Risk Management and Strategic Risk Register • Population, Housing & Residential Settlement Strategy – Draft Strategy and Action Plan • Integrated Transport Strategy • Planning Scheme – Translation into New Local Policy Format • Economic Development & Tourism Strategy – Draft Strategy and Action Plan • Community Engagement Framework Review • Talbot Caravan Park • Planning application 009/19- 540 Lillicur Road, Lillicur • Planning application 108/18 A2- 89 Shaw Road, Daisy Hill • Planning application 118/19 – 14 Taylor Street, Maryborough		

Date	17 March 2020	**Meeting:**	Briefing Meeting
Councillor Attendees	Noel Harvey (Chief Administrator), Karen Douglas (Administrator), Hugh Delahunty (Administrator)		
Council Staff Attendees	Lucy Roffey (CEO); Paul Brumby (GMCP); Rebecca Stockfeld (GMIAP); Martin Collins (GMCW); Lynne Stephenson, A/g Manager Finance		
Guests	NIL		
Conflict of interest disclosures:	NIL		
Matters Considered	• February Finance Report • Capital Works, One Off Projects and Debt Redemption Budget		

CONSULTATION/COMMUNICATION

Assemblies of Councillors reported to Council and minuted thereby informing the community of any reportable assemblies.

FINANCIAL & RESOURCE IMPLICATIONS

Costs included in the Governance budget.

RISK MANAGEMENT

This process conforms to the requirements of the Local Government Act 1989. The requirement for reporting provides increased transparency of declarations of conflict of interest.

CONCLUSION

All assemblies of councillors are reported as required under the Act.

ATTACHMENTS

NIL

RECOMMENDATION

That Council note the record of assemblies of councillors for the period 18 February 2020 to 17 March 2020.

8.2 ECONOMIC DEVELOPMENT AND TOURISM & EVENTS STRATEGIES

Author: **Manager Strategy and Economic Development**

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 present the Economic Development Strategy and the Tourism and Events Strategy to Council for adoption.

The purpose of the strategies is to support a thriving economy that increases local prosperity and well-being through local business establishment and support, investment attraction, job creation and greater workforce participation. The strategies will do this through locally-specific frameworks and action plans that will guide Council and community decision-making with regard to economic development generally, and the visitor economy sector in particular, over the period 2020-2025.

LEGISLATION AND POLICY CONTEXT

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

Outcome:	A vibrant local economy which contributes to the municipality's economic prosperity.
Objectives:	2.1 Facilitate an environment which is conducive to industry/business growth and employment growth and retention. 2.4 Provide a supportive environment for existing businesses to prosper. 2.7 Capitalise on tourism and the visitor economy through growth of events and promotion of unique local experiences.
Initiatives:	• Develop an Economic Development and Tourism Strategy • Develop job creation/retention initiatives • Include support for existing business in the Economic Development and Tourism Strategy • Identify opportunities for new events in the Central Goldfields Shire

Local Government Act 1989, Section 3E

(1) The functions of a Council include—

(a) advocating and promoting proposals which are in the best interests of the local community;

(b) planning for and providing services and facilities for the local community

BACKGROUND INFORMATION

Council has a priority in the current Council Plan to develop an Economic Development and Tourism Strategy. The project required significant funds to ensure a thorough, well-researched process with substantial community engagement. Following a successful application, Council secured a $200,000 grant from Regional Development Victoria (RDV) to undertake this strategic work ($150,000) as well as developing a business case to secure the future of the Energy Breakthrough event ($50,000).

Following a competitive tender process, Urban Enterprise was awarded the contract to work with Council in preparing the strategy. The project commenced in April 2019.

The tender specification emphasised the need to ensure that the strategy addresses the particular needs of Central Goldfields. Particular priorities that were identified were for the strategy to:

- provide direction for economic development in general, as well as for tourism and events (the visitor economy) through a stand-alone section or separate document;
- be broad based and multi-faceted rather than seeking a single 'silver bullet' approach;
- support local start-ups, micro-businesses and small to medium enterprises – building on local strengths for the long term, as well as attracting new businesses;
- enable maximum participation of the local workforce and help to address barriers to employment; and
- investigate 'place based' approaches that help to make Central Goldfields an attractive place to live and remain living in, so that people can bring and develop their entrepreneurial ideas and help the local economy grow.

The project commenced with a first phase of extensive engagement with local community and business leaders, as well as data analysis and other research conducted by Urban Enterprise. A decision was made to develop two separate issues and options papers – covering the overall economy and the visitor economy respectively – and these went through multiple drafting stages through the second half of 2019. Both papers were strongly informed by this first phase of engagement that identified key local conditions, in terms of strengths and assets as well as challenges.

Feedback on these issues and options papers was gained through a second phase of community engagement in December 2019. This feedback informed the process to of turning each paper into a full draft strategy, including an action plan with an indicative timeframe over five years of implementation.

REPORT

The draft Economic Development and Tourism Strategies have now been through a final consultation process. Feedback in response to this consultation has been collated and reviewed by officers. This report now presents the draft strategies to Council with some minor changes recommended in order to complete the adopted final versions.

Economic Development Strategy (Attachment 1)

This strategy includes extensive research data captured under sections titled Location and Strategic Context, Economic Profile and Demographic Profile. The Strategic Framework and Action & Implementation Plan sections provide the core content to guide council and community actions to strengthen economic development.

The Strategic Framework groups the issues under the following themes:

- A productive, sustainable and creative shire
- Invest in people and place
- A thriving business community
- Tailored economic development practice

The strategy explores the issues in each theme before providing a list of actions in response to the issues. The actions identify both 'transformative projects' and other opportunities in each area. While some of the actions require further scoping and are substantial projects in themselves, many are practical actions that can be started on immediately and implemented further over time.

Tourism and Events Strategy (Attachment 2)

This strategy has a similar structure but captures the data under profiles headed Visitor Economy, Products & Experiences, Events, and Visitor Servicing & Marketing. Its themes in the Strategic Framework group the locally-specific issues under:

- Shift the narrative around the shire's identity and perception
- Improve visitor experience, product and activation
- Enhance and reinterpret the gold story
- Support and leverage the emerging arts & culture sector
- Revitalise assets, infrastructure and accommodation
- Develop and enhance events and festivals
- Provide a contemporary approach to marketing and visitor services

The strategies are an ambitious but achievable mix of larger and smaller actions over the proposed five-year life of the strategies. As well as being well-grounded in data and research, the strategies have been through a very thorough three-phase community engagement process. This has ensured that they are responsive to local strengths, needs and challenges as required by the brief.

If adopted and resourced through a combination of council budget funds, partnerships with other agencies and external grants for larger projects, the strategies will provide direction and impetus for economic development and tourism support over the next five years. They identify key actions in the short, medium and longer term to achieve the vision of "a vibrant local economy which contributes to the municipality's economic prosperity" as identified in the Council Plan.

CONSULTATION/COMMUNICATION

Phase 1 of community engagement gained input from key business and community leaders from across the shire, with a focus on the local issues and opportunities for economic development and tourism. This phase utilised face-to-face engagement in facilitated workshops, one-to-one interviews and on-line surveys.

The 169 responses (albeit with the possibility of some double-ups within this total), were considered to be sufficient in breadth and depth to be representative of community views in general, and key local business sectors in particular. The feedback gained through Phase 1 of

community engagement process informed the content in the theme sections of the two background and discussion papers that formed the second phase of developing the strategies.

Phase 2 of community engagement

Phase 2 saw the development of two discussion papers covering general economic development and tourism and events respectively. The engagement process for this phase gained feedback on these papers by:

- directly emailing participants in Phase 1;
- a presentation to the board of the Committee for Maryborough circulation of the papers among its members;
- informing other networks, including the Maryborough Advertiser's list of local retailers and other businesses; and
- a broader publicity approach via local press and social media.

Two avenues for providing feedback were offered: an evening session to attend in person, or an online survey.

Both the survey and the evening session, which was structured around discussion groups focusing on specific themes, enabled responses on areas of interest, the proposed transformative actions and the papers overall.

Several changes and additions were made to the strategies in response to Phase 2 feedback. These are summarised as follows.

Economic Development Strategy:

- Retail – inclusion of a retail development strategy as a transformative project.
- Skills Gaps – inclusion of a workforce development plan as an action.
- Aerodrome – removed reference to flight training in the action.
- Agriculture – inclusion of an action around industry collaboration for agriculture representatives in the form of an annual roundtable event.

Tourism and Events:

- Product and experiences profile - additional information regarding Dunolly Museum; Coiltek Gold Centre and metal detecting; Felix Ceramics
- Theme 2 – addition of 'supporting resources' - in response to concern and collaboration and delivery of projects; two new 'opportunities' ; promoting food tourism (and recent designation of Bendigo Creative City of Gastronomy)
- Theme 3 – 2 new 'opportunities' - promoting Dunolly as a 'living' goldmining town; utilisation of historical buildings and empty shops in the CBD; arts and heritage working together
- Theme 6 – new 'opportunity' – potential for a signature arts & cultural heritage event for Maryborough; arts and heritage working together
- Theme 1 & 7 – inclusion of additional information within the actions regarding education of businesses/residents and centralised information/resources

- General – inclusion of local historical societies and artists/ art groups as stakeholders in projects where applicable

Phase 3 of community engagement

Phase 3 saw the preparation of the draft strategies and action plans, with consideration given to Phase 2 feedback. The extensive community input during Phases 1 and 2 meant that less face-to-face consultation was undertaken for Phase 3. The draft strategies were made available on Council's website with an opportunity for comment. The community was informed of their availability via Council's weekly newspaper page and direct emailing to previous participants in engagement processes.

The feedback sought through this third phase asked respondents to focus on the action plans and whether the proposed timeframes in terms of early, middle and later priorities over five years are appropriate.

Eleven submissions were been received through this final phase. They generally ranged from extended comments and suggestions, general expressions of support with suggestions for minor changes, to short expressions of wholehearted support. Only one submission was highly negative, but not of the strategies themselves (merely expressing cynicism about the value of participating). A summary of these submissions, along with officer responses and some recommendations for minor changes, is provided at Attachment 3.

Further community engagement

It had been intended that a launch event be conducted after the final strategies are adopted, to celebrate the completion of the strategies, thank participants for their input, acknowledge State Government support through the RDV grant and announce some of the early actions of implementation. This is being reviewed in the light of the rapidly changing environment for public events during the current COVID-19 health emergency and alternatives to a public event will be considered.

On-going engagement with the business community will be implemented by council's Economic Development and Tourism, Events and Culture units over the life of the strategies.

FINANCIAL & RESOURCE IMPLICATIONS

The cost of engaging consultants to work on the strategies is fully covered by the grant from Regional Development Victoria. Officer time for overseeing the consultancy, administering the project and conducting community engagement activities is covered within the current Council budget.

Some actions within the final strategy will have implications for future budgets. Potential items include the level of staff resourcing for a dedicated economic development unit and tourism support, council co-contributions to external grant funding for implementation projects, support for new initiatives such as a co-working space, and town enhancement or 'place making' projects that may be proposed as part of a strategy to attract and retain business. These will be subject to the usual budget and staffing processes.

RISK MANAGEMENT

As strategic documents, the strategies do not create any new physical or environmental risks to the community.

The risk of the strategies failing to have the desired economic impact and therefore negatively affecting Council's reputation has been mitigated by ensuring that:

1. the consultants engaged by Council to research and prepare the strategies demonstrated well-regarded and relevant expertise and experience, identified through a thorough tendering process; and

2. the strategies were tailored to local needs and conditions via specific requirements of the project brief, including a very thorough community engagement process that prioritised and responded to local knowledge.

It should be noted that there would have been a significantly greater risk of local economic growth stagnating if Council had not taken a pro-active, strategic approach to supporting economic development and tourism. The overwhelming majority of formal and informal feedback throughout the process is that the community welcomes this strategic approach and looks forward to collaboratively getting on with implementing it.

CONCLUSION

Two strategies are presented for Council for adoption: an Economic Development Strategy and a Tourism and Events Strategy. Each strategy has been through a thorough iterative process, based on data and industry research and extensive engagement with the local community, especially the business community and tourism sector. The strategies have been prepared by consultants with appropriate expertise and credentials, working in close consultation with council officers.

A summary of community submissions providing feedback on the draft strategies is also presented. The summary includes officer responses to the submissions and recommendations for minor changes to the drafts in order to create the final adopted strategies.

ATTACHMENTS

1. Central Goldfields Economic Development and Tourism Strategy 2020-2025 (draft as circulated for public consultation)
2. Central Goldfields Tourism & Events Strategy (draft as circulated for public consultation)
3. Summary of Submissions to draft Economic Development and Tourism & Events Strategies (with officer responses and recommendations for minor changes)

RECOMMENDATION

That Council:

1. *Adopt the Economic Development Strategy 2020-2025 in the form of the attached draft (Attachment 1) with minor changes as recommended in Attachment 3; and*

2. *Adopt the Tourism and Events Strategy 2020-2025 in the form of the attached draft (Attachment 2) with minor changes as recommended in Attachment 3.*

Central Goldfields Shire Council

Economic Development Strategy 2020 - 2025

(DRAFT)

CENTRAL GOLDFIELDS SHIRE COUNCIL

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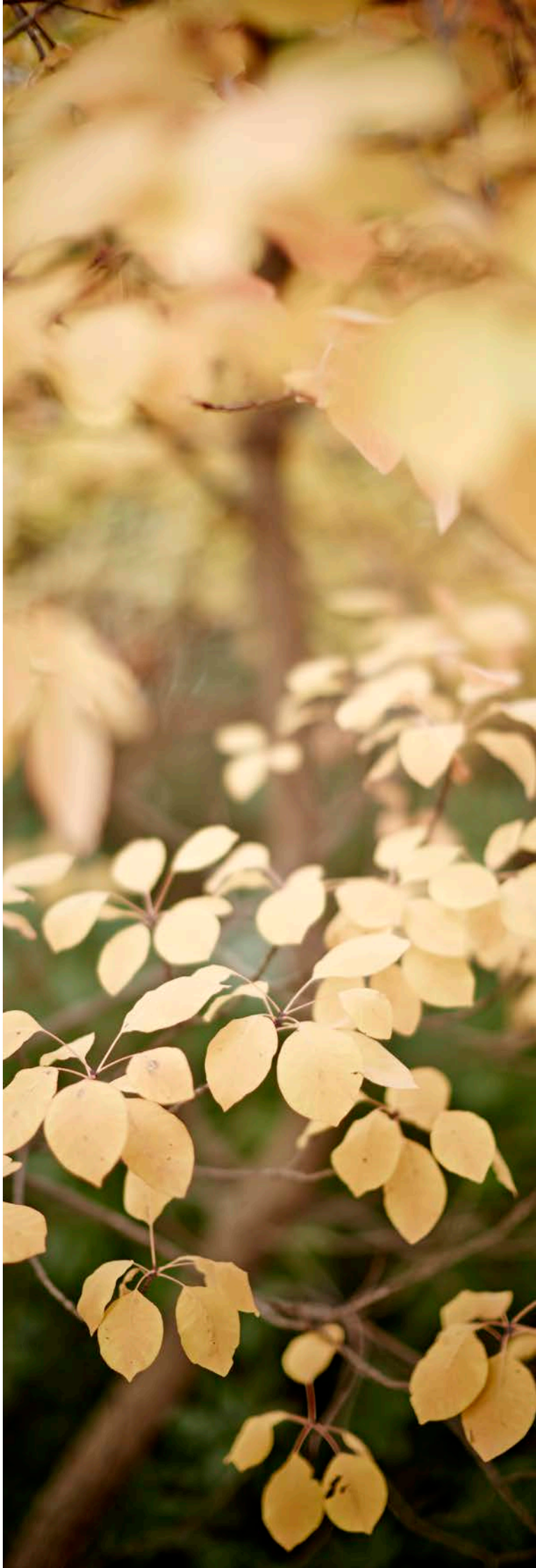
ACKNOWLEDGEMENT OF COUNTRY

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.

ACKNOWLEDGEMENTS

Council gratefully acknowledges the contribution made by stakeholders who contributed to the consultation phase by attending workshops and meetings, and completing surveys, including:

- Community members;
- Local businesses;
- Government agencies; and
- Central Goldfields Shire Council.



Acronyms

AAGR	Average Annual Growth Rate
AEMO	Australian Energy Market Operator
AI	Artificial Intelligence
CRM	Customer Relationship Management
DELWP	Department of Environment, Land, Water and Planning
DMP	Destination Management Plan
EDS	Economic Development Strategy
FAO	Food and Agriculture Organisation
FTE	Full Time Equivalent
GDP	Gross Domestic Product
ICT	Information and Communications Technology
LGA	Local Government Area
LQ	Location Quotient
MEC	Maryborough Education Centre
NBN	National Broadband Network
RDV	Regional Development Victoria
SEIFA	Socio Economic Index For Areas
SME	Small to Medium Enterprise
SRV	Sport and Recreation Victoria
VGTE	Victorian Goldfields Tourism Executive
VPA	Victorian Planning Authority

Glossary of Terms

Gross Regional Product	The total value of final goods and services produced in the region over the period of one year.
Output	Represents the gross revenue generated by businesses/organisations in each of the industry sectors in a defined region. Gross revenue is also referred to as total sales or total income.
Propulsive Industry	Key drivers of the Central Goldfields economy in terms of regional exports, employment, value-added and local expenditure on goods and services (backward linkages)
Regional Exports	Represents the value ($) of goods and services exported outside of the defined region that have been generated by businesses / organisations in each of the industry sectors within the region.
Value-Added	Represents the marginal economic value that is added by each industry sector in a defined region. Value-Added can be calculated by subtracting local expenditure and expenditure on regional imports from the output generated by an industry sector, or alternatively, by adding the Wages & Salaries paid to local employees, the gross operating surplus and taxes on products and production.

EXECUTIVE SUMMARY

Overview

Central Goldfields Shire Council is planning for the Shire's economic future by preparing an Economic Development Strategy, providing a clear vision and action plan for growing Central Goldfields economy.

The Strategy aims to encourage economic growth in the Shire and outline a clear economic focus for the key townships of Maryborough, Talbot, Carisbrook and Dunolly.

The Strategy considers the economic and demographic trends and macroeconomic influences that are impacting the local and regional economy. The research and analysis presented in this Strategy highlights the issues that should be addressed and the opportunities that could be unlocked to achieve positive outcomes for the Shire's economy and community.

The information in this Strategy is informed by independent research and analysis, as well as consultation with representatives of community groups, organisations, businesses and Government stakeholders.

Economic Context

Central Goldfields Shire's economy is small relative to the broader Loddon Campaspe region, and is attributed to the lower population base. The Shire accounts for 6% of the region's population, 4% of employed persons and 4% of businesses. Resident, business and jobs attraction is needed to improve the long term economic conditions of the Shire.

Based on employment data, the industry strengths of the Shire are closely aligned to the Loddon Campaspe region, with the highest employing sectors identified as health care and social assistance, manufacturing and retail trade.

The profile of the Shire's economy highlights that there are a number of industries that are driving the local economy. These include:

- Primary and trade industries (agriculture, construction, manufacturing and transport);
- Population-driven industries (retail, hospitality, personal and household services);
- Knowledge and public sector industries (health, education and government agencies); and
- Tourism (accommodation, hospitality, arts and recreation services).

Themes

Based on research, analysis and consultation, four key themes form the framework for the Economic Development Strategy.

1. A Productive, Sustainable and Creative Shire
   Leverage economic outcomes from industries of competitive advantage and growth sectors in the Shire such as health, education, agriculture and food manufacturing, as well as emerging industries including tourism, renewable energy and other green industries.
2. Invest in People and Place
   Address skills gaps by partnering with industry and the community to encourage a 'job ready' labour force. Prioritise investment initiatives that enhance liveability characteristics and build economic resilience.
3. A Thriving Business Community
   Provide business support through regular and meaningful engagement. Help businesses overcome specific challenges that they face and identify opportunities that could be further leveraged to achieve positive business outcomes.
4. Tailored Economic Development Practice
   Implement a tailored approach for economic development in Central Goldfields to ensure that industry growth is supported and aligned to the unique local conditions and resources available.

Transformative Projects

A number of transformative projects in this Strategy are discussed below. Other ideas and opportunities are presented later in this Strategy.

Satellite Tertiary Education Campus

Engage with tertiary providers in the region to investigate the potential to establish a higher education campus in Maryborough. This could be delivered as a satellite campus to established providers in Ballarat or Bendigo. Collaborate and partner with institutions such as Federation University and Latrobe University to improve pathways for secondary students and increase the proportion of students enrolling and attaining tertiary level qualifications.

Community Renewable Energy Project

Support the delivery of a community-led renewable energy project in the Shire (e.g. small scale solar farm, waste to energy) and other green initiatives. The project should consider capacity building and social inclusion across the community and aim to reduce power costs.

Retail Development Strategy

Complete a Retail Development Strategy with core objectives focusing on nurturing resilience into the retail sector; identifying gaps in retail provision across the Shire's key townships; better equiping traders to respond to structural changes in the industry; and improving tourist retailing to service visitors.

Maryborough Railway Station Masterplan, Arts and Cultural Hub

Assess the feasibility of transforming the Maryborough Railway Station Precinct into an iconic, game changing local and visitor hub that accommodates a mix of tourism, commercial, transport and community uses.

Talbot Waste Water Treatment Project

Advocate for funding to support investment in reticulated sewerage infrastructure to allow for further investment, development and growth within Talbot.

Resident Attraction Strategy

Prepare a Resident Attraction Strategy to attract and retain residents to the Shire, focussing on attracting a diverse mix of age profiles to replenish the local labour force and address skills gaps that exist in the Shire.

Maryborough Food Cluster

Prepare an investment strategy for the food manufacturing industry, targeting food manufacturers to establish in Maryborough to create a regional scale food cluster.

New Social Enterprise

Engage with the Social Enterprise arm of Business Victoria to identify avenues to support the establishment of social enterprises in the Shire that align with the Shire's competitive industry strengths (e.g. food manufacturing, agriculture, green industries, health care, retail and hospitality).

Age Care and Disability Co-operative

Investigate the potential to establish an aged care and disability co-operative in Central Goldfields that delivers aged care services and home care packages for elderly persons and people with disabilities that need assistance.

Better Approvals

Investigate providing and implementing a more formal process to respond to planning enquiries. This could include an online resource administered through Council's website, or face-to-face sessions by appointment.

A Co-working Facility

Assess the feasibility of establishing a co-working facility in the Shire to support micro and home-based businesses.

Economic Development Officer

Appoint a full-time economic development officer to undertake the core roles and functions of the unit, including regular business engagement, proactive investment attraction, responding to investment enquiries, undertaking industry research and strengthening regional partnerships.

Grow the Intensive Agricultural & Horticulture 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.

BACKGROUND

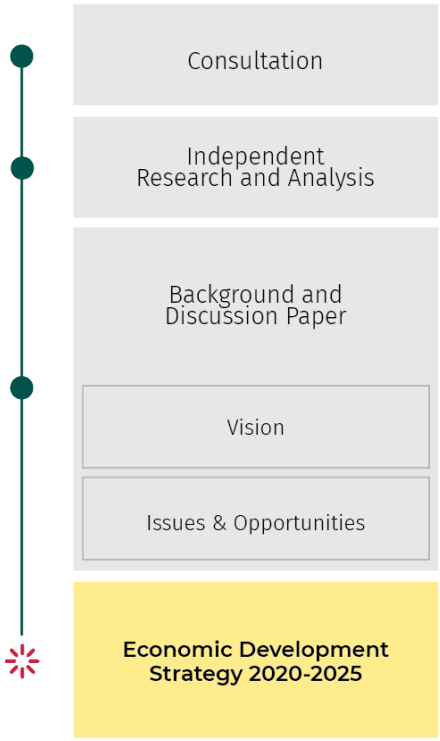
Central Goldfields Shire Council is planning for the Shire's economic future by preparing an Economic Development Strategy, providing a clear vision and action plan for growing Central Goldfields economy.

The Strategy aims to encourage economic growth in the Shire and outlines a clear economic focus for the key townships of Maryborough, Talbot, Carisbrook and Dunolly.

The Process

This Strategy considers the economic and demographic trends and macroeconomic influences that are impacting the local and regional economy. The research and analysis presented in this Strategy highlights the issues that should be addressed and the opportunities that could be unlocked to achieve positive outcomes for the Shire's economy and community.

The information in this Strategy is informed by independent research and analysis, as well as consultation with representatives of community groups, organisations, businesses and Government stakeholders.



What is economic development?

At a high-level, economic development at a local government level is:

"To build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and non-government sector partners work collectively to create better conditions for economic growth and employment generation."

?

What is Council's role in economic development?

Local Government plays an important role in facilitating economic growth within their municipalities. Typically, Council's role in economic development includes business engagement and support, investment attraction, promoting liveability initiatives and undertaking advocacy efforts.

Common objectives adopted for economic development across Local Government include:

- Supporting the existing business base (promoting growth within the existing business base);
- Attracting new businesses and jobs (promoting growth by attracting new investment and businesses);
- Promoting liveability and sustainable communities; and
- Undertaking advocacy efforts.

VISION AND STRATEGIC FRAMEWORK

Council's vision for this strategy sits within its overall vision for the Central Goldfields community and specific objectives for the local economy, as expressed in the Council Plan.

Our Vision:
'To be a vibrant, thriving and inclusive community.'

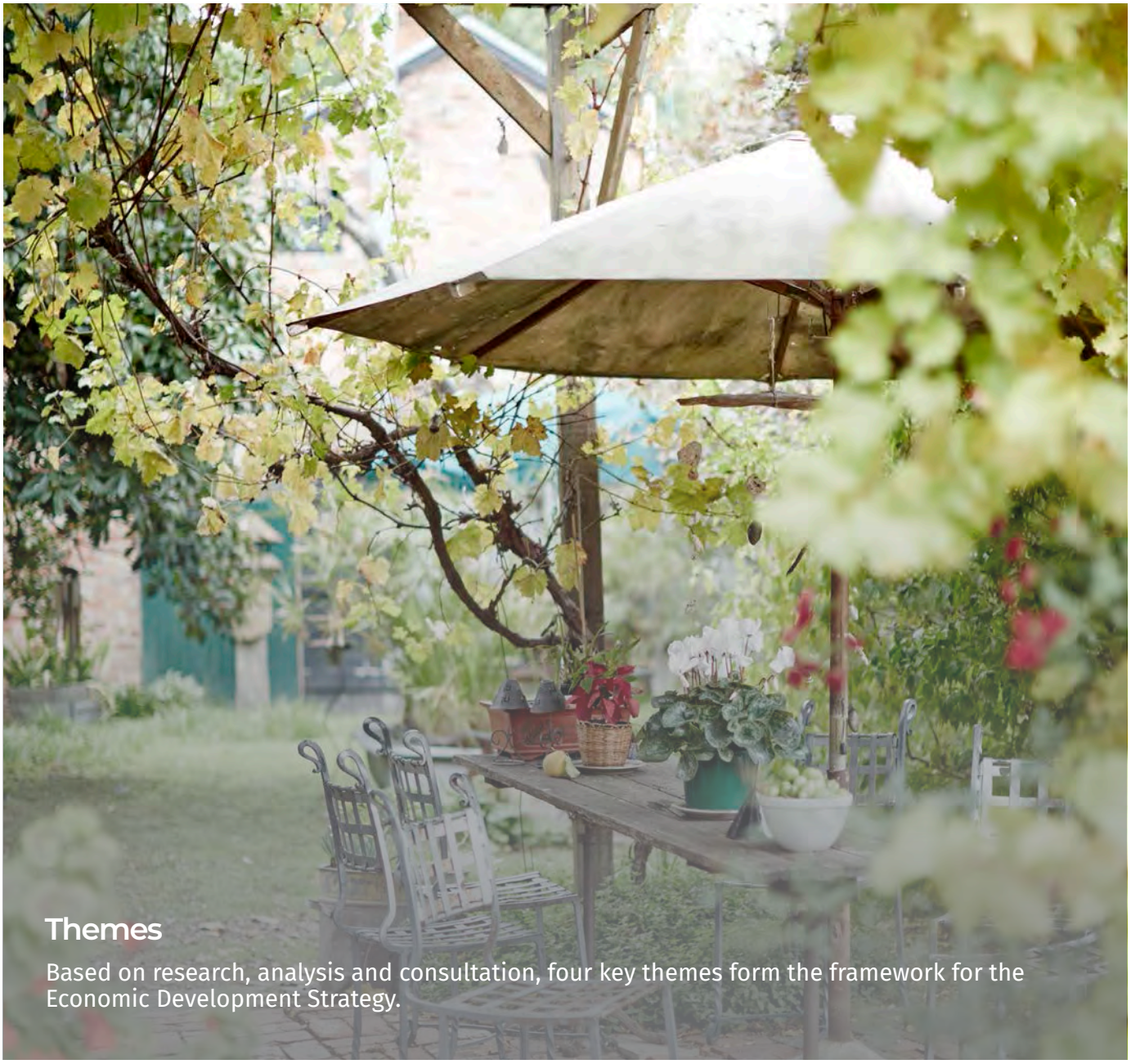
Our Purpose:
'To achieve the best outcomes for the local community and having regard to the long term and cumalative effects of decisions.'

Economic Development Outcome:

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

Economic Objectives

- Facilitate an environment which is conducive to industry/business growth and employment growth and retention.
- Develop a skilled workforce to support economic growth
- Promote Central Goldfields as a place of choice to live, work and play
- Provide a supportive environment for existing business to prosper
- Strengthen and facilitate diversification for the Agri-business and food processing sectors
- Grow the digital capability of the Shire
- Capitalise on tourism and the visitor economy through growth of events and promotion of unique local experiences.



Themes

Based on research, analysis and consultation, four key themes form the framework for the Economic Development Strategy.

1

A Productive, Sustainable and Creative Shire

Leverage economic outcomes from industries of competitive advantage and growth sectors in the Shire such as health, education, agriculture and food manufacturing, as well as emerging industries including tourism, renewable energy and other green industries.

2

Invest in People and Place

Address skills gaps by partnering with industry and the community to encourage a 'job ready' labour force.

Prioritise investment initiatives that enhance liveability characteristics and build economic resilience.

3

A Thriving Business Community

Provide business support through regular and meaningful engagement. Help businesses overcome specific challenges that they face and identify opportunities that could be further leveraged to achieve positive business outcomes.

4

Tailored Economic Development Practice

Implement a tailored approach for economic development in Central Goldfields to ensure that industry growth is supported and aligned to the unique local conditions and resources available.

LOCATION & STRATEGIC CONTEXT

Location

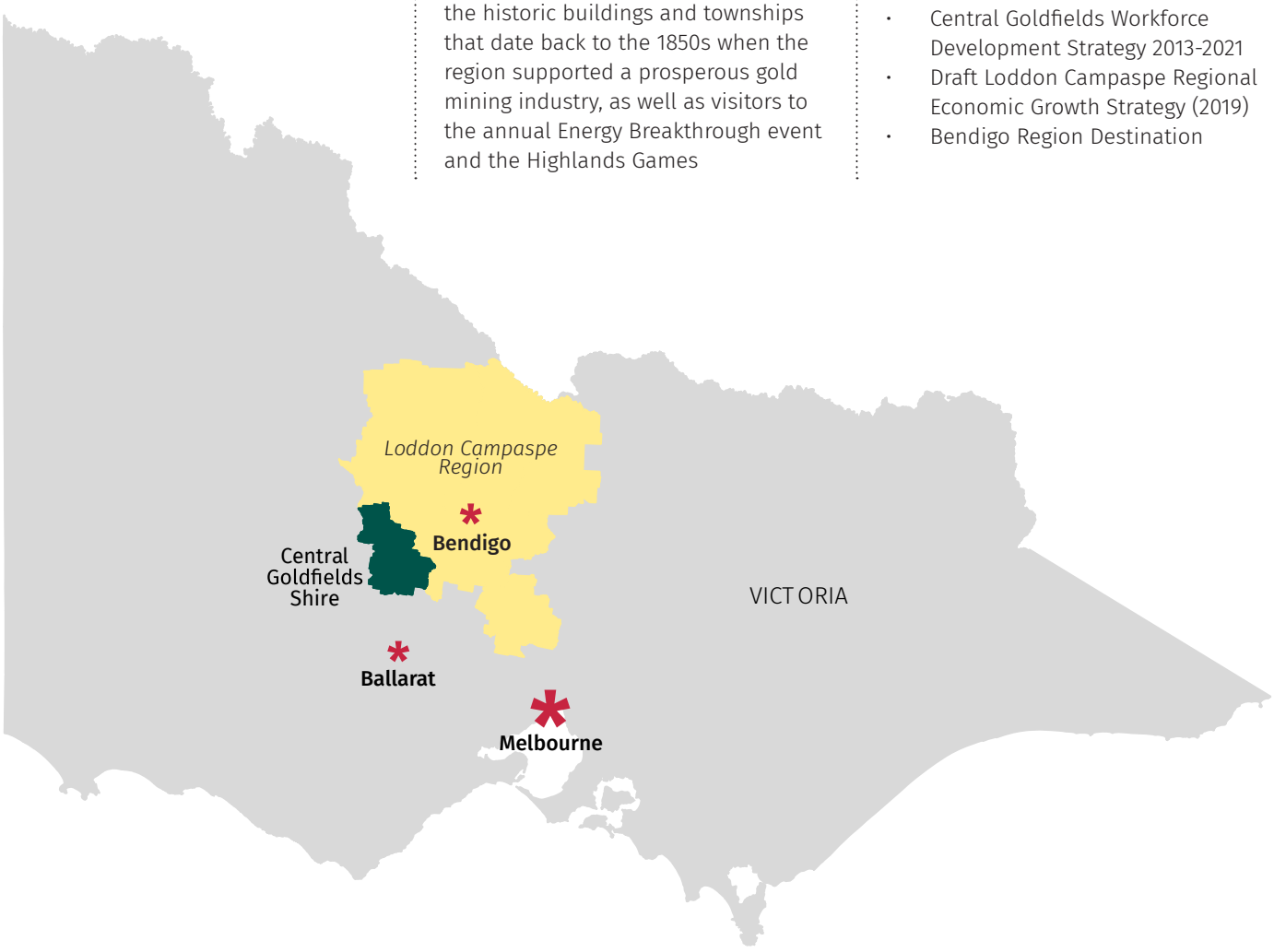
Central Goldfields Shire is located approximately 150 km north west of Melbourne. the Shire is uniquely located between two regional cities, approximately 40 km north of Ballarat and 55 km south west of Bendigo.

Located at the geographic heart of Victoria, Central Goldfields Shire is home to just over 13,000 people. Maryborough is the Shire's major business centre and is a health and retail centre for surrounding towns including Castlemaine, St Arnaud, Avoca, Talbot and Dunolly. The Shire also hosts a number of food manufacturing businesses. The Shire is part of the Goldfields Tourist Region, with many visitors coming to see the historic buildings and townships that date back to the 1850s when the region supported a prosperous gold mining industry, as well as visitors to the annual Energy Breakthrough event and the Highlands Games

Regional Context

The following documents have been reviewed to inform this Strategy:

- Central Goldfields Shire Council Plan 2017-2021
- Loddon Mallee Regional Strategic Plan 2015-2018
- Loddon Campaspe Regional Freight Study (2018)
- Loddon Mallee South Regional Growth Plan (2014)
- Central Goldfields Workforce Development Strategy 2013-2021
- Draft Loddon Campaspe Regional Economic Growth Strategy (2019)
- Bendigo Region Destination



Management Plan (2015)
- Central Goldfields 5-Year Events Strategy (2014)
- Destination Central Goldfields Strategic Tourism Plan 2010-2020
- Goldfields Villages Destination Management Plan (2018)
- Maryborough Brand Disciplines Blueprint (2016)
- Developing Victoria's Goldfields Into Australia's Cultural Heritage Region (2012)
- Goldfields Visitor Services Review (2017)
- Victorian Goldfields Tourism Executive Annual Plan (2018)

Whilst Central Goldfields Shire Council and regional tourism organisations have undertaken key strategic projects for tourism and events development such as the Goldfields Villages Destination Management Plan, there are limited examples of strategic work that has been undertaken in respect of economic development in the Shire.

Central Goldfields' proximity to Bendigo and Ballarat is of strategic importance, given the growth of these regional cities. There are long term opportunities for Central Goldfields to leverage from this growth in terms of population, business and visitor attraction.

More recently, Strategies and Plans have been prepared at a regional level such as the Loddon Mallee Regional Strategic Plan and the Loddon Mallee South Regional Growth Plan. The priorities for economic development in these Plans are focussed around capitalising on emerging strengths in tourism, renewable energy, resource recovery and green energy, and leveraging greater business, employment and investment outcomes from growth sectors such as health, education and professional services.

Another opportunity that is identified is 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.

Demonstrating an alignment of priorities of the EDS with regional strategies may present partnership and collaboration opportunities with regional stakeholders in order to deliver key projects, initiatives and programs over time.

TRENDS INFLUENCING THE ECONOMY

Overview

A number of trends are influencing the economy in Australia, including a transition that is occurring across a number of industry sectors due to a range of technological, environmental and social factors such as:

- Technological advancements and digital disruption;
- A growing and aging population, both domestically and globally;
- Changing work preferences (i.e. flexibility, collaboration, innovation); and
- Environmental challenges (e.g. climate change and extreme weather events, urban encroachment).

An overview of some of the key macroeconomic trends that are impacting the national and state economy are discussed.

The Victorian Economy is diversifying

The Victorian economy is becoming more diversified and service driven. Manufacturing in Victoria accounts for 28% of Australia's manufacturing production and contributes a larger share to the economy relative to other states and territories. However, Victoria is progressively transitioning from an industrial economy that has traditionally been reliant on Manufacturing to a more innovative, knowledge and services based economy.[1]

Recent analysis identifies that the sectors that are forecast to drive future economic growth in Victoria are health care, international education, wealth management, agribusiness and tourism. These sectors are well placed to capitalise on growth in Asia. Victoria can also capitalise on strengths in medical research, ICT, food processing and financial and insurance services.[2]

The rise of the knowledge economy is based on a highly educated labour force, sophisticated technologies and innovative products and services. The industry composition of Victoria's economy will continue to shift toward services in the future. By 2046, it is projected that the most significant employment growth will occur in professional, scientific and technical services, financial and insurance services, healthcare and education.[3]

Industries Forecast for Highest Employment Growth by 2046

Professional, Scientific and Technical Services

Healthcare and Education.

Financial and Insurance Services

[1] The Current and Future State of Victoria, Deloitte, 2016
[2] The Current and Future State of Victoria, Deloitte, 2016
[3] The Current and Future State of Victoria, Deloitte, 2016

Digital Disruption is revolutionising the way we work

Automation, globalisation and collaboration are revolutionising the way we work. Technological advancements and the digitalisation of data analytics are creating a step change in technological capabilities, particularly given the advances in robotics, analytics, Artificial Intelligence (AI) and machine learning.[4]

There is an evident disparity in the way in which business and industry are harnessing these technologies as they disrupt global economies. The industries that are most likely to be most significantly impacted by digitalisation include information and communication technology, media, professional services, financial and insurance services, wholesale trade and advanced manufacturing. Industries less likely to be impacted include agriculture, construction, hospitality, healthcare and government agencies.[5]

Approximately 70% of young people are entering the workforce in jobs that will be radically affected by automation and 60% of students are being trained in jobs that will impacted by automation. The types of occupations that have been impacted by automation are generally cognitive and manual routine jobs, whilst non-routine jobs which require interpersonal skills, problem-solving, critical thinking and creativity are less exposed to automation. The jobs that will be most affected include machinery operators, technicians and trades, administration and labourers.[6]

For Central Goldfields digital disruption will mostly affect the agricultural sector, manufacturing and wholesale industries in terms of labour force requirements. This may have a positive effect in terms of making these industries more financially viable and less reliant on labour.

The Importance of Small to Medium Enterprise (SME)

Small to medium enterprise are crucial to the health of the Australian economy as they support approximately 7 million ongoing jobs and contribute 57% to the nation's Gross Domestic Product (GDP).[7]

Since 2005, the barriers to start a business are lower. In particular, costs have fallen 65%, encouraging younger people to start a business. Approximately 50% of SME's have been in business 10 years or less with 56% being either millennials or generation X, indicating strong growth in younger business owners.[8]

There is a notable difference between millennial SME's compared with others. Research shows that Millennials are more focussed on business investment having regard to business growth and are heavily reliant on digital channels as a means to generate revenue.[9]

50% of SME's identify competition as one of the key challenges facing business growth, citing that a significant number of competitors in the industry is stymieing growth. However, many SME's believe the competitive advantage of the industry is the ability and capacity to be adaptable and flexible to change.[10]

Home based business is prominent in Central Goldfields and with the growth in lifestyle residents drawn to the region, SME's may increase over time.

Small to medium enterprise are crucial to the health of the Australian economy as they support approximately 7 million ongoing jobs and contribute 57% to the Gross Domestic Product (GDP).[7]

[4] What's Now and Next in Analytics, AI and Automation, McKinsey and Company, 2017
[5] What's Now and Next in Analytics, AI and Automation, McKinsey and Company, 2017
[6] The New Work Order, Foundation of Young Australians, 2017
[7] Understanding Australia's Small to Medium Enterprises, NAB, 2017
[8] Understanding Australia's Small to Medium Enterprises, NAB, 2017
[9] Understanding Australia's Small to Medium Enterprises, NAB, 2017
[10] Understanding Australia's Small to Medium Enterprises, NAB, 2017

TRENDS INFLUENCING THE ECONOMY

A Rise in the GIG Economy

'The gig economy' refers to contract, temporary and free-lance work. The popularity and regularity of people working within the gig economy is on the rise in Australia and New Zealand. Whilst there are clear examples of the gig economy across platforms such as Uber and Airbnb, it is also extending into roles such as administration, hospitality, marketing and graphic design.[11]

The gig economy is predominantly underpinned by advancements in technology, but is also largely driven by the younger cohorts entering the labour force who are seeking flexibility, as well as the growing demand for niche skills across various sectors.[12]

Whilst it is recognised that the gig economy will never replace permanent working arrangements, there is a need to recognise its growing popularity and understand the work implications, which may extend to a rise in home-based businesses and a lesser requirement for permanent business accommodation due to the ability to work remotely.

5G networks are the next generation of mobile internet connectivity, offering faster speeds and more reliable connections on smartphones and other devices. As with 4G before it, 5G is focused on mobile data.

5G will provide:

Australia is home to over 170 co-working spaces; 49% of which are located in Victoria. Of the co-working facilities in Victoria, only 7% are found in Regional Victoria.

- Faster network speeds;
- Lower latency – the time it takes information to get from your phone to the wider internet and back again; and
- More simultaneous connections - 5G will allow more devices to connect to the network at the same time.

The 5G network will contribute to a rise in Internet of Things technology, providing the infrastructure needed to carry significant amounts of data, allowing for a smarter and more connected world. This will provide major advantages for businesses utilising technologies such as Enterprise Resource Planning (ERP), robotics, drones and 3D printing. A limited number of Telcos have released the 5G network, but is expected to be rolled out throughout 2020.

The growing popularity of Co-working Spaces

Australia is home to over 170 co-working spaces; 49% of which are located in Victoria. Of the co-working facilities in Victoria, only 7% are found in Regional Victoria.[13]

Co-working spaces provide the critical support infrastructure and services often required for businesses in their infancy to grow and mature. The benefits of the co-working model are associated with creating a space which supports collaboration, openness, knowledge sharing, innovation, and the user experience.[14]

Demand for co-working spaces is predominantly being driven by growth in tech and creative industries, but is also becoming increasingly popular amongst professional and financial service industries.[15]

The popularity of these types of facilities in regional areas are on the rise, with a growing number of facilities establishing in key regional areas including Ballarat, Bendigo, Geelong, Warragul and Mildura.

Some examples of established co-working facilities in close proximity to Central Goldfields Shire are Runway in Ballarat, Synergize Hub in Bendigo and Cohoots Coworking in Castlemaine.

Given that 55% of business in Central Goldfields Shire are non-employing, [16] a co-working facility could be beneficial to micro-businesses in and around the Shire, providing benefits of temporary work spaces that

[11] Understanding the Gig Economy, SEEK, 2018
[12] Understanding the Gig Economy, SEEK, 2018
[13] Victorian Start-Up Ecosystem Report, LaunchVic, 2018
[14] The Australian Co-Working Market Report, Office Hub, 2018
[15] The Australian Co-Working Market Report, Office Hub, 2018
[16] Business entries/exit, Central Goldfields Shire, Australian Bureau of Statistics, 2018

provide support to businesses in their infancy by creating a professional and collaborative environment.

The Shire's business base is much smaller when compared with Ballarat and Bendigo, therefore a co-working facility with a smaller floorplate may be more appropriate for Central Goldfields Shire. Further work would be required to assess the demand for a co-working facility, the types of existing businesses that would use such a facility and the delivery and operating model.

The Global Demand for Food

Population growth and an increase in average incomes are driving an increase in global demand for food. According to the Food and Agriculture Organisation (FAO), the global population is projected to reach 9.7 billion by 2050; an additional 2 billion persons compared with 2017 (7.6 billion).[17]

Asia and the sub-continent are the fastest growing regions and will drive a large proportion of demand for food in the long term. The FAO estimates that the current level of global agricultural production will need to increase by 50% to meet the global demand for food by 2050.[18]

Food and fibre production across Australia has increased significantly in recent years, as a result of a growing international demand for Australian agricultural produce. Australia produced approximately 69.5m tonnes of food and fibre in 2017 compared with 56.7m tonnes in 2013, representing a 23% increase. In 2017, Victoria contributed one quarter (25%) of Australia's total food and fibre production (11.2m tonnes, valued at $12.8bn).[19]

Strong population growth domestically and internationally particularly in Asia and India, in conjunction with Australia's strong reputation for high quality agricultural produce is expected to generate further demand for food and fibre production.[20]

Central Goldfields has a growing opportunity in intensive agriculture which will potentially link to the growing demand for food domestically and internationally. This is an area that is discussed further in the Economic Development Strategy framework.

In 2017

Victoria contributed one quarter (25%) of Australia's total food and fibre production (11.2m tonnes, valued at $12.8bn).

Restructuring of Manufacturing Activities

Employment in Manufacturing across Victoria is in decline. The loss in jobs is partly a result of the withdrawal from the automotive industry, but also a broader transition away from traditional manufacturing practices to more technical and advanced manufacturing. This is in response to strong international competition, particularly from Asia.[21]

Manufacturing remains an important industry in Victoria in terms of export value and value-added to the economy. Whilst the Manufacturing industry faces notable challenges, it is also in the midst of a transformational change through revolutionary technological advancements such as robotics, drones and 3D printing.[22]

Employment in manufacturing declined by 2% between 2011 and 2016 in the Shire. However, the jobs decline in manufacturing is significantly lower compared with the broader jobs loss experienced across Victoria. The lower decline in manufacturing jobs in the Shire is likely due to the growing sub-sector specialisation in food manufacturing, which has buoyed the sector through larger-scale business and investment attraction.

[17] Agricultural Outlook, OECD-FAO 2018 to 2027, 2018
[18] Agricultural Outlook, OECD-FAO 2018 to 2027, 2018
[19] Victorian Food and Fibre Export Performance Report 2016/17, Agriculture Victoria, 2018
[20] Victorian Food and Fibre Export Performance Report 2016/17, Agriculture Victoria, 2018
[21] The Current and Future State of Victoria, Deloitte, 2016
[22] Digital Disruption: What do Governments Need to Do? The Productivity Commission, 2016

TRENDS INFLUENCING THE ECONOMY

A Low Carbon Economy

In 2016, the Victorian Government committed to legislating a long-term target for Victoria of net zero greenhouse gas emissions by 2050. Victoria's Climate Change Act (2017) aims to achieve a net zero greenhouse gas emissions, climate-resilient community and economy.[23]

In 2017, the State Government legislated renewable energy generation targets of 25% by 2020 and 40% by 2025. This is estimated to reduce average annual power costs for medium-sized businesses by $2,500 and for large companies by $140,000 and reduce Victoria's electricity sector emissions by approximately 16% between 2019/20 and 2034/35.[24]

There is a trend towards decentralised electricity generation from renewable energy resources and an increase in energy storage, with generation plants ranging from small-scale behind the meter installations through to front of meter large-scale solar and wind.

There is growing investment in solar and wind energy production projects in regional and rural areas across Victoria. Western Victoria is experiencing an influx of investment into renewables, with the Australian Energy Market Operator (AEMO) predicating that 5,000 megawatts of new renewable energy will be generated in the state's west by 2025. The key constraint for renewable energy generation in the west are the capacity limitations of the existing system to store and distribute power.

The AEMO estimates that investment in the order of $370 million is required to upgrade the network, including double circuit transmission lines between Ballarat, Bulgana and Sydenham, augmentations to existing lines between Moorabool and Terang and Red Cliffs and Bendigo, as well as a possible new terminal station at Ballarat.

Biomass is another renewable energy opportunity that is developing in some regional areas. Biomass refers to the fuel that is developed from organic materials, a renewable and sustainable source of energy used to create electricity or other forms of power. Some examples of materials that make up biomass fuels are scrap lumber, forest debris, certain crops, and manure.

Bioenergy production and its associated value chain could benefit regional development in a number of ways, some of which satisfy numerous objectives such as reducing greenhouse gas emissions, re-using waste, generating power in a sustainable way and generating flow-on economic benefits such as employment and output.

Industries that rely on biomass produced from broadacre farming systems provide the most suitable candidates due to the long value chains and the size of their potential production of energy.

Biomass is an emerging source of energy production. There are a number of well-established bio-diesel, bio-gas and wood waste production sites in Regional Victoria. Examples include Barnawartha, Leongatha, Learmonth, Laverton and Kaniva.

There are a growing number of solar and wind projects completed, underway or proposed across the State, with a number of solar projects emerging in the Shire. Central Goldfields has an opportunity to attract further investment into renewable projects over time.

Investment in renewable energy may present flow-on opportunities for new projects, particularly for rural properties and agricultural businesses seeking to diversify their income with off-farm income streams. Given the current size and scale of approved solar projects in the Shire, Central Goldfields may be more suited to accommodate small to medium sized solar, wind and biomass projects, as well as smaller community-led projects and initiatives.

In 2016, the Victorian Government committed to legislating a long-term target for Victoria of net zero greenhouse gas emissions by 2050.

[23] Climate Change Act, DELWP, 2017
[24] Australia's 2030 Climate Change Target, Department of Energy and Environment, 2015

Growing Demand for Health Care

The number of people aged 65 years and over in Victoria is likely to almost triple from 2016 to 2051 as the significant population currently aged between 45 to 65 years moves into the 'senior' and 'elderly' category. The forecast ageing of the population is partly attributed to the increase in life expectancies borne from advancements in health care and social assistance.[25]

Global healthcare is growing rapidly and is attributed to a significant increase in global healthcare spending, increasing from $7 trillion USD in 2015 to a projected $8.7 trillion USD in 2020. Consistent increases in global healthcare spending is attributed to:[26]

- Revenue pressure and rising industry costs are demanding more innovative and cost effective solutions to patient care;
- An ageing population is resulting in higher health related issues in developed economies;
- Higher-income households;
- Increase in chronic diseases (e.g. diabetes, heart disease); and
- Unprecedented population growth in developing and developed economies.

Health Care and Social Assistance is the highest employing sector in the Shire, accounting for 17% of employed persons. The sector experienced a 7% (+47 jobs) increase between 2011 and 2016, indicating that the sector is growing.

The impending redevelopment of the Maryborough District Health Service (MDHS) hospital will strengthen the role of health care industry in the Shire.

Global healthcare is growing rapidly and is attributed to a significant increase in global healthcare spending, increasing from $7 trillion USD in 2015 to a projected $8.7 trillion USD in 2020.

The Changing Nature of the Retail Industry

Retail and consumer spending are important components of the economy, as they provide economic stimulus through direct expenditure. Despite steady employment growth, household finances have come under pressure from stagnant wages growth and declining wealth, and this has reduced consumer sentiment and household's inclination to spend.

Whilst retail turnover growth slowed throughout the second half of 2018 and into 2019, there is a more positive outlook for the sector, expecting to improve in the second half of 2019.[27]

Digital retailing is becoming more prevalent. In 2018, the number of online purchases in Australia grew by over 20%. While Australia's major capital cities still drive much of the online purchasing, there is also notable growth in online shopping in regional areas. It is expected that growth will continue to disrupt traditional forms of retailing.[28]

Despite the growth in online sales, 90% of retail transactions remain in-store, indicating that in-store retailing remains the preferred option. With the growing prevalence of online retail activity, retailers are increasing their omnichannel retail strategy, enabling people to interact either in-store or online, on a multitude of devices.[29]

Some retailers and retail centres are responding to online competition by seeking to improve the shopping "experience", something that cannot be replicated online. This includes a greater focus on hospitality, entertainment and meeting places co-located with retailers.[30]

Maryborough is the retail hub for the Shire and has a strong and loyal local catchment. Consideration of expanding the retail mix with a focus on experience and entertainment should be considered in order to strengthen the appeal of Maryborough as a retail and tourist destination.

[25] Population Forecasts, Victoria in Future, Department of Environment, Land, Water and Planning (DELWP), 2016
[26] Global Healthcare Outlook, Deloitte, 2016
[27] Australia Economic Outlook, Deloitte, 2019
[28] Inside Australian Online Shopping, e-commerce industry report, Australia Post, 2019
[29] Retail Trends: What is Digital's Impact on the Retail Sector, PWC, 2017
[30] Retail Trends: What is Digital's Impact on the Retail Sector, PWC, 2017

ECONOMIC PROFILE

Central Goldfields Shire's economy is small relative to the broader region, and is attributed to the lower population base. The Shire accounts for 6% of the region's population, 4% of employed persons and 4% of businesses.

Based on employment data, the industry strengths of the Shire are closely aligned to the Loddon Campaspe region, with the highest employing sectors identified as health care and social assistance, manufacturing and retail trade.

The Shire has a small population base. Resident, business and jobs attraction is needed to improve the long term economic conditions of the Shire.

	Central Goldfields	Loddon Campaspe
Population (2016)	12,993	232,903
Employed Residents (2016)	4,112	101,109
Highest Employing Sectors (2016)	1 Health Care & Social Assistance 2 Manufacturing 3 Retail Trade	1 Health Care & Social Assistance 2 Retail Trade 3 Manufacturing
Local Businesses (2018)	831	20,283
Median House Price (2017)	$190,000	$322,000

Economic Snapshot - Central Goldfields

Source: Urban Enterprise 2019, derived from economic indicators (employment, business), Australian Bureau of Statistics (ABS), 2011, 2016

Industry Composition

The profile of the Central Goldfields Shire economy is based on a range of economic indicators, including employment and business by industry and sub-sector.

The economic profile provides a snapshot of the Shire's areas of competitive advantage and identifies emerging and growth sectors, as well as those that may be in decline. The profile of the Shire's economy highlights that there are a number of industries that are driving the local economy. These include:

- **Primary and trade industries** (agriculture, construction, manufacturing and transport);
- **Population-driven industries** (retail, hospitality, personal and household services);
- **Knowledge and public sector industries** (health, education and government agencies); and
- **Tourism** (accommodation, hospitality, arts and recreation services).

Maryborough is the economic centre of the Shire, accommodating the majority of residents, businesses and employment. Maryborough services the Shire and other rural areas outside of the Shire for essential services such as health care, education and retail. Notable health and retail anchors such as the Maryborough and District Hospital and higher order retailers (e.g. supermarkets, discount department stores) attract residents from smaller, nearby townships and rural areas.

There are quite a diverse range of industries contributing to the Shire's economic ecosystem. However, the propulsive nature of each industry and their capacity for growth differs. Employment analysis suggests that the Shire's competitive advantages relevant to Regional Victoria are in manufacturing, transport and distribution, health care and social assistance, retail and arts and recreation services.

Primary and Trade Industries

Whilst employment in manufacturing declined by 2% between 2011 and 2016, the decline is significantly lower than those that have been experienced across much of the state, since the withdrawal of the automotive manufacturing industry and the restructure of manufacturing activities. The lower decline in manufacturing jobs in the Shire is partly due to the growing sub-sector specialisation in food manufacturing, which has buoyed the sector through larger-scale business and investment attraction.

Given the land availability in the Shire, there is an opportunity to grow this sector further through targeted investment attraction.

Agriculture is an important industry in supporting business and employment and contributing to supply-chain networks for downstream processing (food manufacturing), transport and distribution.

Agricultural uses in the Shire are primarily sheep and cattle grazing, and some grain and cereal production. Employment analysis indicates emerging specialisations in less traditional agricultural activities such as fruit and vegetable growing, poultry farming and nursery and floriculture.

Knowledge and Public Sector Industries

Knowledge and public sector industries in Central Goldfields Shire are primarily focussed around health, education and government agencies. Health and education are high employing sectors that are growing as a result of low to moderate population growth and the organic demand for these services that additional residents create, coupled with investment into improving/upgrading existing infrastructure including the Maryborough and District Hospital. Further, the age profile of residents is ageing, and this trend is forecast to continue, with a growing number of senior and elderly aged cohorts generating greater demand for health and related services.

In terms of knowledge sectors, there is a smaller representation and potential under provision of white collar jobs in the Shire. Specifically, professional and financial services, which have a much lower proportion of jobs compared with Regional Victoria. This could be a result of skills gaps in the labour force, or these jobs escaping to nearby regional cities (Bendigo, Ballarat). This presents opportunities for the economy to address the gap in these types of jobs and grow the professional services sector.

Population-Driven Industries

Population-driven industries are reliant on demand generated for personal and household goods and services such as retail and hospitality.

Given that Maryborough is the higher order retail centre in the Shire, the retail sector is expected to continue to account for a large proportion of employment, particularly as the resident and visitor population increases.

Retail, hospitality, personal services and tourism related industries are critical to the economic role of the Shire's smaller towns of Talbot and Dunolly, as they support local employment and account for the majority of the businesses in the town centre's of these areas.

The Shire's Employment Profile

A high level of employment in an industry can often indicate a competitive advantage for a given area, particularly if that sector is experiencing jobs growth over time.

The highest employing industries in the Shire are health care and social assistance, retail trade, manufacturing, education and training, accommodation and food services and agriculture, forestry and fishing. Combined, these industries account for 72% of jobs. The most significant being health care and social assistance and retail trade, which account for 17% respectively.

Retail trade experienced a 7% decline (-45 jobs) between 2011 and 2016, but still remains a critical sector to the health of the Shire's economy, particularly given that Maryborough is the highest order retail centre in the Shire and services residents in the smaller townships within and surrounding the Shire for convenience-based retail (i.e.) supermarkets, speciality retail, retail services and hospitality.

Employment in health care and social assistance experienced a 7% increase (+47 jobs) between 2011 and 2016, affirming the sector's importance as a major employer in the Shire. This trend is forecast to continue with the $100 million redevelopment of the Maryborough and District Hospital and increased demand for health care and medical services that is generated organically through population growth and an ageing population.

Other industries that experienced notable jobs growth include accommodation and food services (+68 jobs), agriculture, forestry and fishing (+27 jobs), transport, postal and warehousing (+29 jobs) and arts and recreation services (+25 jobs).

Top Industries of Employment

Health Care and Social Assistance

Retail Trade

Manufacturing

	2011 No. (%)	2016 No. (%)	Change 2011-16 No. (%)
Health Care and Social Assistance	646 (17%)	693 (17%)	+47 (7%)
Retail Trade	635 (17%)	590 (14%)	-45 (-7%)
Manufacturing	547 (14%)	537 (13%)	-10 (-2%)
Education and Training	385 (10%)	390 (9%)	+5 (1%)
Accommodation and Food Services	224 (6%)	292 (7%)	+68 (30%)
Agriculture, Forestry and Fishing	234 (6%)	261 (6%)	+27 (12%)
Public Administration and Safety	213 (6%)	217 (5%)	+4 (2%)
Construction	202 (5%)	174 (4%)	-28 (-14%)
Transport, Postal and Warehousing	144 (4%)	173 (4%)	+29 (20%)
Other Services	125 (3%)	149 (4%)	+24 (19%)
Inadequately described	19 (0%)	143 (3%)	+124 (653%)
Professional, Scientific and Technical Services	88 (2%)	94 (2%)	+6 (7%)
Arts and Recreation Services	48 (1%)	73 (2%)	+25 (52%)
Administrative and Support Services	60 (2%)	72 (2%)	+12 (20%)
Not stated	3 (0%)	57 (1%)	+54 (1800%)
Financial and Insurance Services	53 (1%)	46 (1%)	-7 (-13%)
Information Media and Telecommunications	53 (1%)	40 (1%)	-13 (-25%)
Wholesale Trade	67 (2%)	39 (1%)	-28 (-42%)
Mining	16 (0%)	31 (1%)	+15 (94%)
Electricity, Gas, Water and Waste Services	22 (1%)	21 (1%)	-1 (-5%)
Rental, Hiring and Real Estate Services	23 (1%)	20 (0%)	-3 (-13%)
Total	**3,807 (100%)**	**4,112 (100%)**	**+305 (8%)**

Industry of Employment - Employed Residents - Central Goldfields Shire - 2011 to 2016

Source: Census of Population and Housng, Australian Bureau of Statistics (ABS), 2011 & 2016

Occupations of Working Residents

The most common occupations held in Central Goldfields Shire are Labourers (15%) and technicians and trade workers (15%) and professionals (15%).

Between 2011 and 2016, there was a reduction in the proportion of professionals (-1%) and managers (-2%), but an increase in labourers (+2%) and community and personal service workers (+2%)

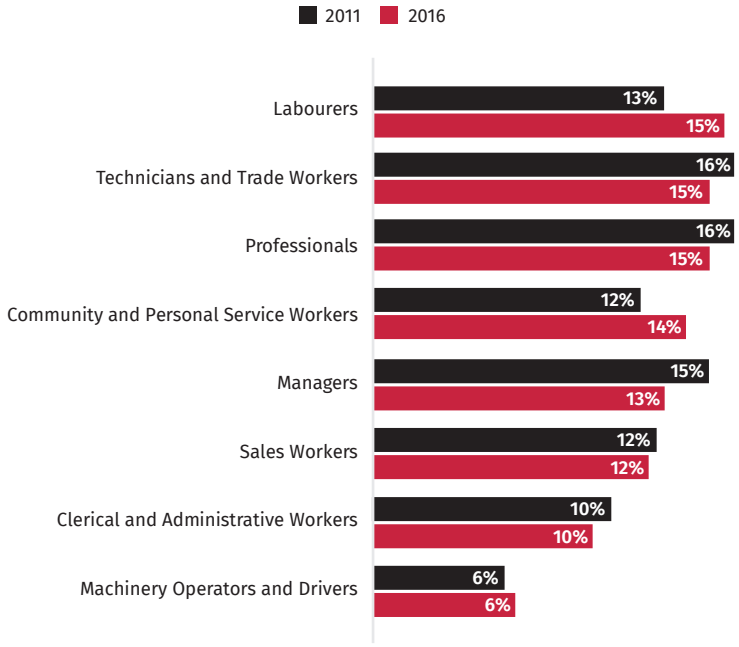
Out-Commuting

The figure to the right shows the location of work (Council area) for employed persons in Central Goldfields. The figure shows the percentage of employees who live and work in the Shire and those who travel outside of the Shire for employment.

Typically, a higher rate of job containment is preferred, as it can indicate that there are sufficient and suitable jobs available locally to support the local skills and qualifications of the labour force.

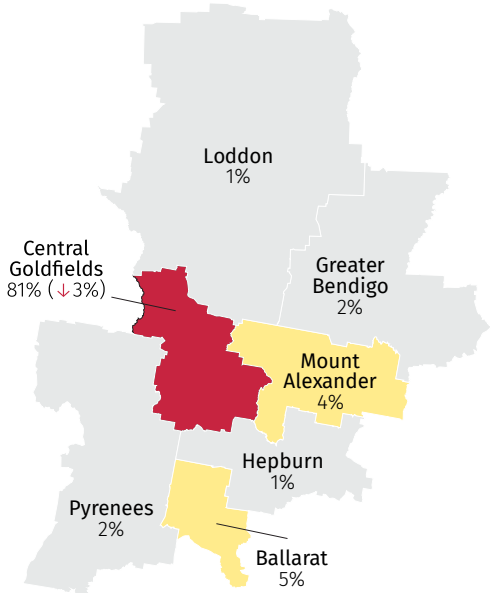
In 2016, Central Goldfields Shire had a job containment rate of 81%, representing the percentage of employees who live and work in the Shire. The job containment rate decreased by 3% between 2011 and 2016.

The highest proportion of employment escapes to Ballarat (5%), Mount Alexander (4%) and Greater Bendigo (2%) Local Government Areas.



Occupations of Employed Residents - Central Goldfields Shire - 2011 to 2016

Source: Census of Population and Housng, Australian Bureau of Statistics (ABS), 2016



Out-Commuting - Employed Persons - Central Goldfields Shire - 2011 to 2016

Source: Journey to Work, Census of Population and Housng, Australian Bureau of Statistics (ABS), 2016, derived by Urban Enterprise 2019

The Shire's Business Profile

The business base in Central Goldfields Shire is primarily small businesses (i.e. employ less than 20 staff). 98% of businesses in the Shire are considered small business and 55% of those are non-employing businesses.

Only 2% of business in the Shire employ between 20 and 199 staff and there are currently no businesses in the Shire that employ more than 200 staff.

The table shows the number of businesses by industry sector in the Shire in 2018. The industry sectors with the highest number of businesses are agriculture, forestry and fishing (191 businesses), construction (118 businesses) and retail trade (67 businesses). Combined, these industries account for almost half of the business base in the Shire. The higher number of businesses across these sectors may be a result of a larger number of sole operators and non-employing businesses, which can often be the case with farmers, technicians and trade workers.

The highest employing businesses are in manufacturing, transport, postal and warehousing, accommodation and food services and administrative and support services. Each of these sectors includes three businesses that employ between 20 and 199 staff

	Non-employing	1-19 Employees	20-199 Employees	200+ Employees	Total
Agriculture, Forestry and Fishing	110	81	0	0	191
Construction	69	49	0	0	118
Retail Trade	19	45	3	0	67
Transport, Postal and Warehousing	31	24	3	0	58
Rental, Hiring and Real Estate Services	49	10	0	0	59
Accommodation and Food Services	17	31	3	0	51
Manufacturing	27	21	3	0	51
Professional, Scientific and Technical Services	26	15	0	0	41
Financial and Insurance Services	34	6	0	0	40
Other Services	18	22	0	0	40
Health Care and Social Assistance	10	25	0	0	35
Wholesale Trade	12	11	0	0	23
Education and Training	12	3	0	0	15
Administrative and Support Services	8	4	3	0	15
Arts and Recreation Services	8	5	0	0	13
Information Media and Telecommunications	0	5	0	0	5
Mining	3	0	0	0	3
Electricity, Gas, Water and Waste Services	3	0	0	0	3
Public Administration and Safety	0	3	0	0	3
Currently Unknown	0	0	0	0	0
Total	**456**	**360**	**15**	**0**	**831**

Business Counts - Central Goldfields Shire - 2011 to 2016

Source: Business Counts (by employment range), Australian Bureau of Statistics (ABS), 2016, 2018

DEMOGRAPHIC PROFILE

Demographic Snapshot

Central Goldfields Shire has a population of approximately 13,000 people, increasing by 0.8% (+85 persons) per annum between 2011 and 2016. The majority of the population is concentrated to Maryborough and Carisbrook (including Flagstaff), accommodating approximately 70% of the Shire's population.

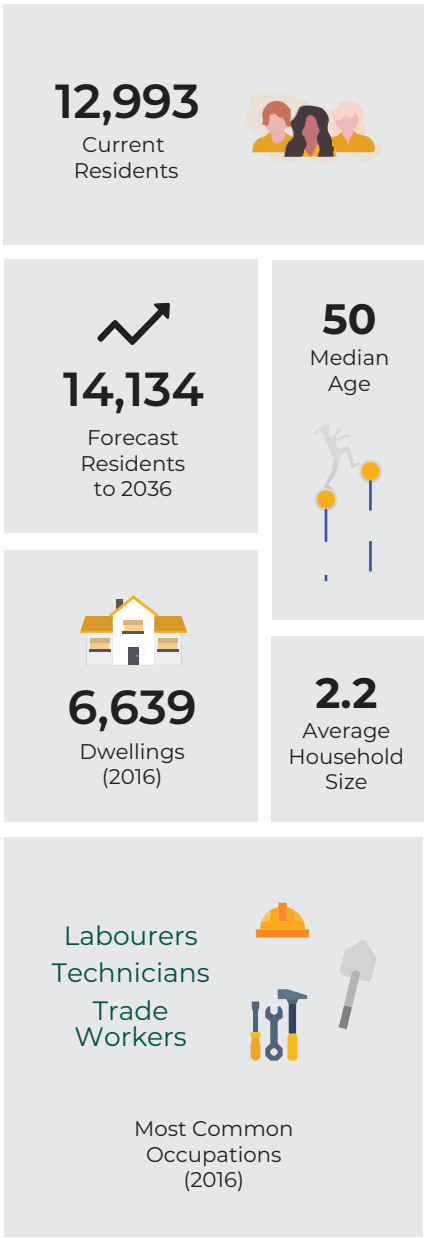
The Shire's rural areas account for less than 20% of the Shire's population, but are responsible for approximately 85% of the population growth between 2011 and 2016, growing by 3.8% per annum.

Across the major townships, Maryborough's population increased by 0.8% per annum, adding 291 persons between 2011 and 2016, but Talbot and Dunolly experienced a decline in population, decreasing by 276 persons (-38%) and 13 persons (-1%) respectively.

The Shire accounts for 6% of the Loddon Campaspe region's population. However, the region includes Greater Bendigo, which comprises close to 50% of the regional population. Central Goldfields Shire's population growth rate is notably lower than the Loddon Campaspe region, which is growing at 1.5% per annum.

Central Goldfields Shire is forecast to experience low to moderate population growth to 2036, adding a further 1,600 residents at an average annual growth rate of 0.6%.

The Loddon Campaspe region is projected to grow at a higher rate, increasing from approximately 233,000 persons to 300,000 persons by 2036, which equates to an average annual growth rate of 1.3%. Much of the forecast population growth is projected to occur in Greater Bendigo, accounting for two-thirds of the region's growth.



Demographic Snapshot

Source: Census of Population and Housing, Australian Bureau of Statistics (ABS), 2016 / Victoria in Future (VIF) 2016, derived by Urban Enterprise 2019

Population by Townships

Source: Population Growth, Census of Population and Housing, Australian Bureau of Statistics (ABS), 2016

Locality	Central Goldfields
Maryborough	7,922
Carisbrook (inc. Flagstaff)	1,209
Dunolly	894
Talbot	441
Total Townships	**10,462**
Total - Rural Areas	**2,531**
Central Goldfields	**12,993**
Loddon Campaspe Region	**232,903**

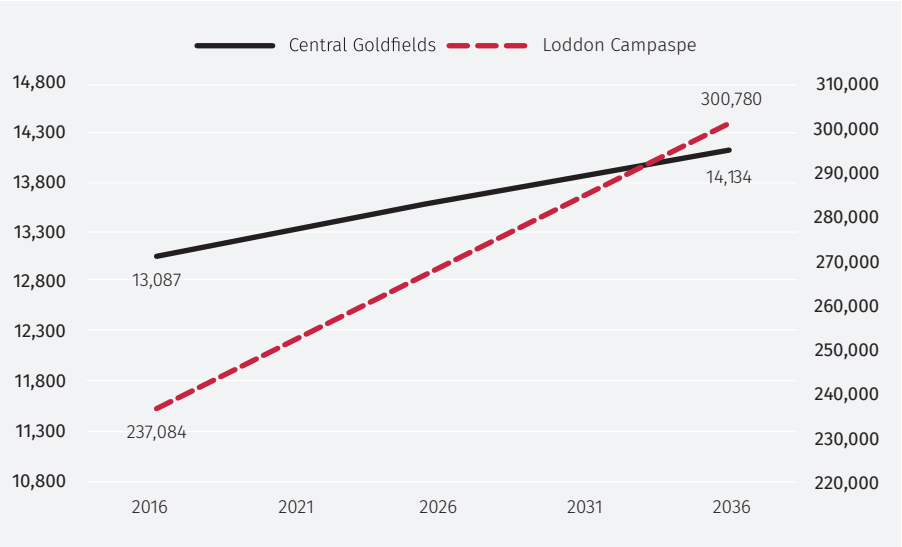
The Shire's Age Profile

The median age of the Shire's residents is 50 years, which is notably older when compared with the median age across Victoria (37 years) and Regional Victoria (43 years). In Central Goldfields Shire, there has been a decline in the number and proportion of younger aged cohorts including 'babies and pre-schoolers' (aged 0 to 4 years) and 'secondary schoolers' (aged 15 to 19 years).

The proportion of 'parents and homebuilders' aged between 35 and 49 years has also declined between 2011 and 2016. Comparatively, there was an increase in senior and elderly aged cohorts, with a notable increase in the proportion residents aged over 65 years.

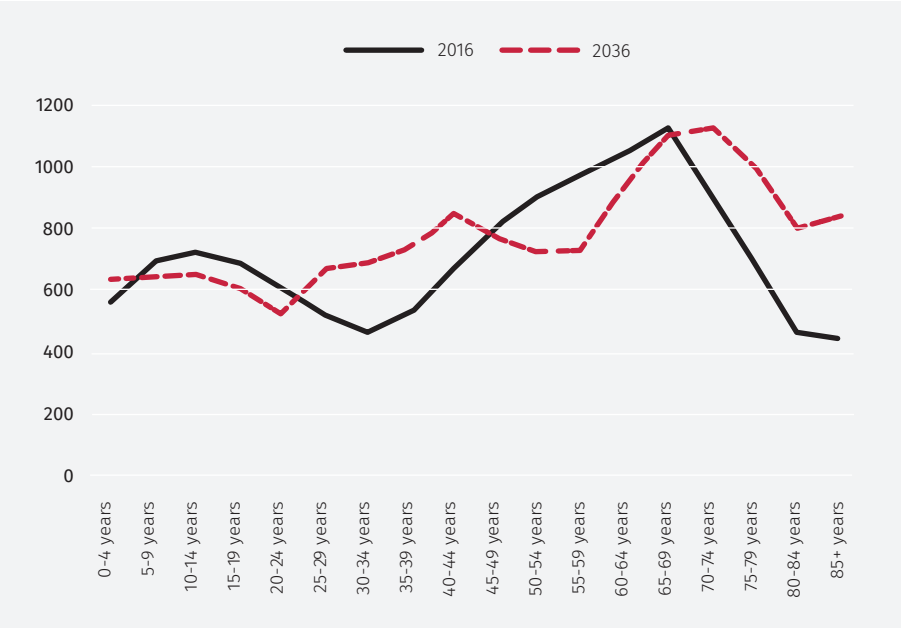
Historical trends are forecast to continue to 2036, with a projected increase in seniors and elderly (aged 70+ years), as well as a reduction in younger cohorts: primary, secondary schoolers and young workers.

The forecast change in age structure may have implications for the local economy and labour force, which may extend to potential challenges for businesses in employing young workers, as well as ensuring that older residents are well serviced for health and medical services, accessible retail and townships are suitably designed to incorporate accessible and aged friendly infrastructure.



Forecast Population Growth - Central Goldfileds & Loddon Campaspe Region - 2016 to 2036

Source: Population Forecasts, Victoria in Future, 2019, derived by Urban Enterprise



Current & Forecasted Age Profile - Central Goldfields Shire - 2016 to 2036

Source: Population forecasts, Victoria in Future, 2019, derived by Urban Enterprise, 2019

Socio-Economic Profile

The Socio-Economic Index for Areas (SEIFA) Index measures the relative level of socio-economic disadvantage based on a range of Census characteristics. The index is derived from attributes that reflect disadvantage such as low income, low educational attainment, high unemployment, and jobs in relatively unskilled occupations. A higher score on the index means a lower level of disadvantage (or higher level of advantage). The national average index score is 1,000, with a score below 1,000 on the index indicating that area has a higher level of disadvantage relative to the national average.

According to SEIFA, Central Goldfields Shire is the most disadvantaged Local Government Area in Victoria, with an index score of 870.

	2011	2016	Ranking in VIC (Level of Disadvantage)
Central Goldfields	895	870	1
Greater Dandenong	927	915	2
Latrobe	914	916	3
Northern Grampians	934	921	4
Mildura	930	921	5

Central Goldfields Shire: Socio-economic Index for Areas - 2011 to 2016
Source: Population forecasts, Victoria in Future, 2019, derived by Urban Enterprise, 2019

Housing Profile

There are approximately 6,600 dwellings in Central Goldfields Shire; 87% of which are occupied private dwellings and 12.7% are unoccupied.

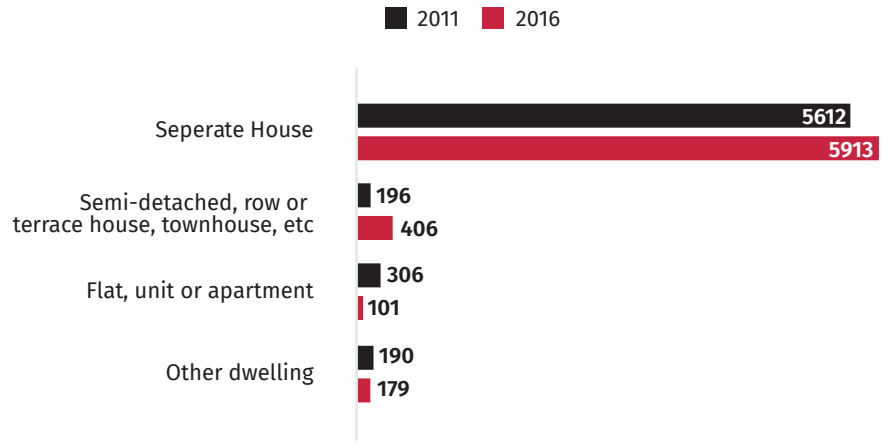
Between 2006 and 2016, dwellings increased by 641, growing at an average rate of 64 dwellings per annum.

There is evidence of residential development activity in Maryborough, with a growth front concentrated to the north of the town centre; to the west of Park Road.

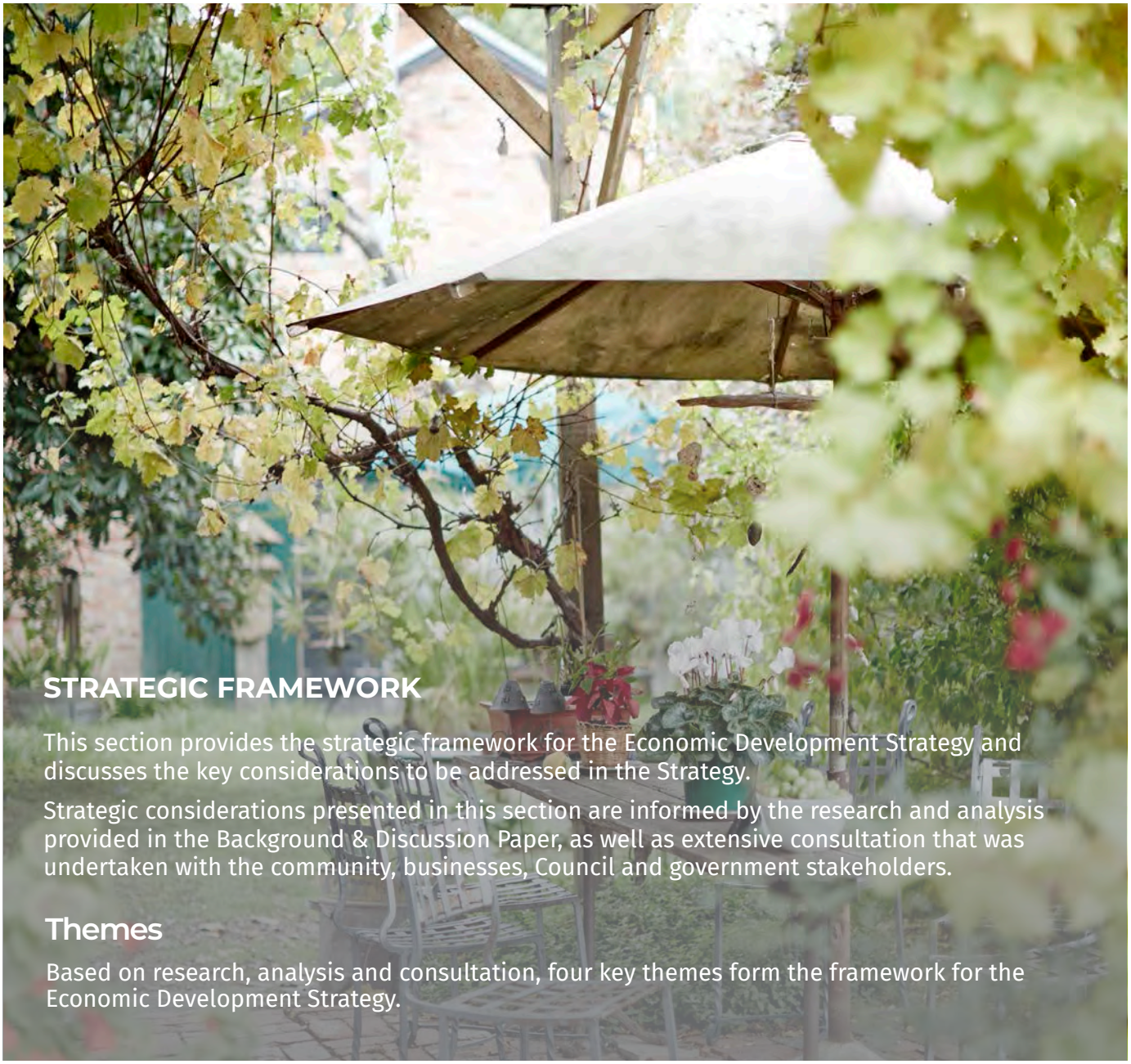
Dwelling growth is typically a product of population growth and provides an indication that residential development and construction activity is occurring, often bringing flow-on supply chain benefits to a region.

	2006	2011	2016	Change 2006-16 (No.)	Change per annum (No.)
Occupied Private Dwellings	5,238	5,654	5,789 **87%**	+542	+54
Unoccupied Private Dwellings	752	0	841 **12.7%**	+89	+9
Non-private Dwellings	15	16	17 **0.3%**	+2	+0.2
Total	5,998	5,667	6,639 **100%**	+641	+64

Dwelling Growth - Central Goldfields Shire - 2011 to 2016
Source: Census of Population and Housng, Australian Bureau of Statistics (ABS), 2016



Types of Dwellings - Central Goldfields Shire - 2011 to 2016
Source: Census of Population and Housng, Australian Bureau of Statistics (ABS), 2016



STRATEGIC FRAMEWORK

This section provides the strategic framework for the Economic Development Strategy and discusses the key considerations to be addressed in the Strategy.

Strategic considerations presented in this section are informed by the research and analysis provided in the Background & Discussion Paper, as well as extensive consultation that was undertaken with the community, businesses, Council and government stakeholders.

Themes

Based on research, analysis and consultation, four key themes form the framework for the Economic Development Strategy.

1

A Productive, Sustainable and Creative Shire

Leverage economic outcomes from industries of competitive advantage and growth sectors in the Shire such as health, education, agriculture and food manufacturing, as well as emerging industries including tourism, renewable energy and other green industries.

2

Invest in People and Place

Address skills gaps by partnering with industry and the community to encourage a 'job ready' labour force.

Prioritise investment initiatives that enhance liveability characteristics and build economic resilience.

3

A Thriving Business Community

Provide business support through regular and meaningful engagement. Help businesses overcome specific challenges that they face and identify opportunities that could be further leveraged to achieve positive business outcomes.

4

Tailored Economic Development Practice

Implement a tailored approach for economic development in Central Goldfields to ensure that industry growth is supported and aligned to the unique local conditions and resources available.

A Productive, Sustainable and Creative Shire

The Shire has an opportunity to leverage greater economic outcomes from industries that are recognised as competitive advantages such as health, education, agriculture and food manufacturing as well as growing and emerging industries including tourism, renewable energy and other green industries.

Issues and opportunities for this theme are categorised as follows:

- Improving education & training pathways
- Promoting growth in infrastructure, innovation & capabilities in the local agriculture sector
- A food manufacturing hub
- Renewable energy and green industries
- A growing health care and social assistance sector
- Arts and culture development

Improving Education & Training Pathways

Education and training accounts for 9% of local jobs (390) in the Shire. Employment in this sector increased between 2011 and 2016, albeit by 1% (5 jobs). Preschool and school education accounts for 91% of employment in the education and training industry and jobs in this sub-sector have grown, increasing by 10% (+34 jobs) between 2011 and 2016.

The only state secondary education provider in the Shire is the Maryborough Education Centre (MEC), which offer prep to year 12. MEC indicated that student enrolments have declined in recent years, which may reflect the reduction in younger aged cohorts experience across the Shire.

Discussions with local education providers indicated that actively working to improve education outcomes and standards should be a priority for the Shire, including ongoing support for community-led initiatives such as Go Goldfields.

Other sub-sectors in the education and training industry are less represented in terms of employment, particularly given that there is no tertiary institution in the Shire with Maryborough TAFE closing approximately six years ago. There may be an opportunity for the Shire to collaborate and partner with institutions such as Federation University and Latrobe University to improve pathways for secondary students and increase the proportion of students enrolling and attaining tertiary level qualifications.

Another opportunity could be to investigate establishing a university or TAFE campus in Maryborough to capitalise on the Stage Government's free TAFE programs. This could be delivered as a satellite campus to larger providers in Ballarat or Bendigo.

Transformative Project: Satellite Tertiary Education Campus

Engage with tertiary providers in the region to investigate the potential to establish a higher education campus in Maryborough. This could be delivered as a satellite campus to established providers in Ballarat or Bendigo.

Collaborate and partner with institutions such as Federation University and Latrobe University to improve pathways for secondary students and increase the proportion of students enrolling and attaining tertiary level qualifications

Promoting Growth in Infrastructure, Innovation & Capabilities in the Local Agriculture Sector

Agriculture in Victoria is performing well, and the outlook is generally positive. The growing demand for food and the buoyant price for food, fibre and wool products, coupled with Australia's highly regarded quality of food is expected to drive the demand for Victorian produce. This is anticipated to occur across Asia and the sub-continent in countries such as China, Indonesia, Vietnam, Philippines and India.

The agriculture industry is also experiencing change. Data shows that the number of agriculture businesses are in decline across the nation as a result of viability pressures placed on smaller land holdings, coupled with harnessing new technologies that are providing greater efficiencies within the industry.

Climate remains an ongoing challenge across the industry. A period of drought in Australia and volatile weather conditions are creating uncertainty for farmers. Strong residential demand in metropolitan Melbourne's growth areas and Victoria's peri-urban areas are placing increased pressures on the quality and productivity of rural land.

Agriculture, Forestry and Fishing accounts for 6% of total employment in the Shire. Sheep, beef cattle and grain farming is the highest employing agricultural sub-sector in the Shire, accounting for over 50% of jobs in the sector. Employment in this sub-sector decreased by 22% (-38 jobs) between 2011 and 2016. This could be a result of the consolidation of enterprise or less labour force requirements due to increased mechanised farming techniques, driven by new technologies such as GPS-guided tractors, computerised irrigation systems, laser levellers and precision sowing and harvesting technologies.

More intensive agricultural sub-sectors experienced employment growth between 2011 and 2016, indicating that niche agricultural specialisations are emerging in the Shire. Agricultural sub-sectors that experienced jobs growth between 2011 and 2016 include poultry farming (+20 jobs), mushroom and vegetable growing (+14 jobs) and nursery and floriculture production (+6 jobs).

According to Agriculture Victoria, there are a number of common challenges and opportunities for the State's agricultural sector, all of which are considered to be relevant to the industry in Central Goldfields Shire:

- **Infrastructure**: Addressing supply chain inefficiencies including improving road and rail freight flows, using ports more efficiently and maintaining airfreight capacity.
- **International markets**: Victoria is well placed to capitalise on a growing international middle class. However, there are certain challenges such as technical trade barriers.
- **Capability**: Adapting to climate change, using new and emerging technologies, responding to the potential for increased land use conflict, managing agriculture's social license to operate and meeting rural health needs.

- **Climate change**: Becoming more susceptible to weather volatility and extreme weather events such as floods, rainstorms and drought.
- **Innovation:** Stagnated productivity after years of stagnated growth. Opportunities exist in new and emerging technologies such as robotics, new packaging material, biotechnology and digital and wireless technologies for data measurement, weather monitoring, animal monitoring, geospatial monitoring and water management and chemicals.

Other opportunities exist in diversifying income for larger rural landholdings through alternative land uses such as utilisation of land for renewable energy projects (e.g. solar and wind farms).

It will be critical for the Economic Development Strategy to 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.

It will be important to further understand the challenges faced by the agricultural sector, as well as promote market opportunities and other best case industry opportunities that could be realised. These may include:

- Road and transport issues;
- Export market opportunities;
- Domestic market opportunities (e.g. supermarket, wholesalers, farmers markets);
- Information around innovation and technology in the agriculture sector that could be harnessed locally;
- Off-farm income opportunities (e.g. renewables).

Transformative Project: Grow the Intensive Agricultural & Horticulture 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.

Other Opportunities

1. Identify agricultural investment opportunities for the Shire and promote opportunities to agricultural business in the Shire, including industry, market and value-add opportunities. These may include:

- Export market opportunities;
- Domestic market opportunities (e.g. supermarket, wholesalers, farmers markets);
- Information around innovation and technology in the agriculture sector that could be harnessed;
- Off-farm income opportunities (e.g. renewables);
- Value-add opportunities (e.g. recycling waste, food manufacturing, farm gate tourism; agri-education)
- Engage with agricultural businesses to identify potential infrastructure constraints that are impacting the industry (e.g. road and transport issues, water access and supply, climate change challenges).
- Build partnerships with regional shires surrounding Central Goldfields

A Food Manufacturing Hub

Employment in manufacturing declined by 2% between 2011 and 2016 in the Shire. However, the jobs decline in manufacturing is significantly lower compared with the broader jobs loss experienced across Victoria since the withdrawal of the automotive manufacturing industry and the restructure of manufacturing activities domestically. The lower decline in manufacturing jobs in the Shire is likely due to the growing sub-sector specialisation in food manufacturing, which has buoyed the sector through larger-scale business and investment attraction.

Given the land availability in the Shire, there is an opportunity to grow this sector further through targeted investment attraction. There may be an opportunity to undertake a targeted investment strategy for food manufacturers, targeting medium to large-scale food manufacturers to relocate from metropolitan Melbourne, similar to some of the larger operators in Maryborough.

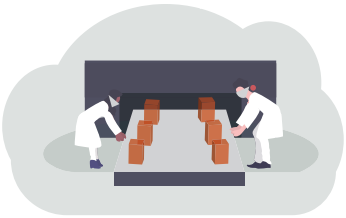
The key focus should be to promote the advantages of relocating in the Shire, including:

- An emerging cluster and network of food manufacturers in Maryborough;
- Affordable land prices compared with metropolitan Melbourne;
- Large tracts of vacant and suitably zoned land (e.g. Hamer Industrial Estate in Maryborough);
- Locational advantages, located in close proximity to market opportunities in fast growing regional cities (Bendigo, Ballarat);
- Transport and distribution strengths in the region; and
- Potential supply-chain advantages of being closer to primary producers.

There are also opportunities for existing agricultural/horticultural businesses to up-scale and expand through investment in infrastructure, new technologies and other resources. A successful example of this has occurred in Carisbrook, with the planned expansion of a Hydroponics company in Carisbrook. The organisation applied for and received a State Government grant, which is being invested into expanding its glasshouse, increasing the capacity to grow produce. The expansion is expected to generate an additional 40 FTE jobs to assist with packing, pruning, pollinating, winding, picking and de-leafing.

This provides a successful local example of a business that is capitalising on the growing demand for food, the availability of suitably zoned land, secure and reliable access to water and a well-established transport and logistics network in the region.

Transformative Project: Maryborough Food Cluster



Prepare an investment strategy for the food manufacturing industry, targeting food manufacturers to establish in Maryborough to create a regional scale food cluster.

Promote the advantages of relocating to Central Goldfields Shire, including:

- An emerging clustering and network of food manufacturers in Maryborough;
- Affordable land prices compared with metropolitan Melbourne;
- Large tracts of vacant and suitably zoned land (e.g. Hamer Industrial Estate in Maryborough);
- Locational advantages: located close to market opportunities in fast growing regional cities (Bendigo, Ballarat);
- Transport and distribution strengths in the region; and
- Potential supply-chain advantages of being closer to primary producers.

Renewable Energy and Green Industries

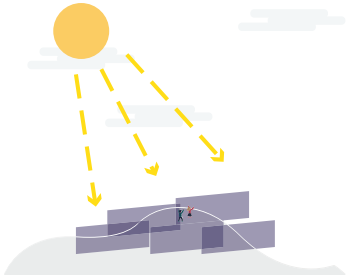
There are a growing number of solar and wind projects completed, underway or proposed across the State, with a number of solar projects emerging in the Shire. Central Goldfields has an opportunity to attract further investment into renewable projects over time.

Investment in renewable energy may present flow-on opportunities for new projects, particularly for rural properties and agricultural businesses seeking to diversify their income with off-farm income streams as well attracting large scale commercial operators. Given the current size and scale of approved solar projects in the Shire, Central Goldfields may be more suited to accommodate small to medium sized solar, wind and biomass projects, as well as smaller community-led projects and initiatives.

There is an opportunity for Central Goldfields to support the establishment of community-led renewable initiatives. An example of this can be seen in Natimuk in Western Victoria. Natimuk Community Energy (NCE) aims to be a leader of community-generated energy in Western Victoria and be 100% renewable by 2030. NCE have collaborated with private and government stakeholders to deliver community-led renewable energy projects and initiatives including solar hot water systems and rooftop photovoltaic (PV) systems.

Renewable energy projects in the Shire will need to balance economic aspirations with environmental and social impacts, with consideration of protecting productive agricultural land and mitigating the potential negative impacts on surrounding residents.

Transformative Project: Community Renewable Energy Project



Support the delivery of a community-led renewable energy project in the Shire (e.g. small scale solar farm, waste to energy) and other green initiatives. The project should consider capacity building and social inclusion across the community and aim to reduce power costs.

Maryborough Aerodrome

The Maryborough Aerodrome was previously under the *Civil Aviation Safety Regulation (CASR) Subpart 139 Registered Aerodromes*.

The Aerodrome was primarily used by and for the community for activities and such as emergency services, fire control and backburning, powerline inspections, chartered flights and events.

Now that the Aerodrome is no longer subject to the CAS regulations, there may be an opportunity to investigate commercial development of the aerodrome site that may have been restricted before, to become a major economic asset in the Shire (e.g. use by airlines for pilot training).

A Growing Health Care and Social Assistance Sector

Health Care and Social Assistance is the highest employing sector in the Shire, accounting for 17% of employed persons. The sector experienced a 7% (+47 jobs) increase between 2011 and 2016, indicating that the sector is growing.

The hospitals sub-sector is the highest employing sub-sector (228 jobs), followed by residential care services (154 jobs) and other social assistance (129 jobs), which is reflective of the ageing population and the growing demand for aged care, nursing home and accommodation services for the elderly in the Shire.

Jobs in the hospitals sub-sector declined by 14% (-38 jobs) between 2011 and 2016, but this is expected to be mitigated with the redevelopment of the Maryborough and District Hospital, adding more floorspace and a more comprehensive facility offering.

Typically, local government Economic Development Units (EDU) have limited capacity to influence the health care and social assistance sector. The key role for the unit will be to support the redevelopment of the Maryborough and District Hospital and communicate updates to the business and resident community.

Another key component will be to support health and related businesses in addressing potential skills gaps in the Shire. Anecdotally, it can be difficult to attract and retain health related professionals in the Shire and there is a current shortfall in occupation types including General Practitioners.

Opportunities

- Engage with MDHS to investigate the potential to increase the number of placements, graduate and work experience positions arising from the redevelopment.
- Provide regular updates to the business and resident community in relation to the redevelopment of the MDHS Hospital. Provide updates as they arise.
- Investigate opportunities for commercial development and activities on the Maryborough Aerodrome Site.

Arts and Culture Development

Supporting the emerging role of arts and culture in the Shire presents an opportunity to positively influence and shape the narrative and identity of the region, in order to improve liveability and social inclusion outcomes for current residents, as well as attract new residents and visitors to the Shire.

Arts communities have the capacity to drive regeneration of townships through creating enhanced social inclusion and liveability outcomes, with recent examples including Castlemaine, and on a larger scale, Hobart, Tasmania.

Improvement of the public realm through arts interventions, and access to free community arts and culture events, create mechanisms to bring disparate community groups together, and in particular appeal to youth cohorts leading to increased engagement outcomes for this sector.

The Central Goldfields Arts Gallery is already undertaking work in the youth and early childhood education space to actively engage school age children in the arts, giving them both an outlet for creative expression and connection, and also identifying a greater breadth of available career pathways, including those which can be achieved within the Shire.

The opportunity for Council's Arts and Culture team to work collaboratively with existing arts community members should be further explored, including creating platforms for local artists and interested community members to connect, generate ideas and share resources and knowledge.

Creative programs delivered or facilitated by Local Government can be an effective tool and a catalyst to support local artists and creatives and achieve growth in the sector (i.e. output and employment). An example of an effective program is one which was implemented by Moreland and Yarra City Councils who are considered leaders in this space.

Whilst these are metropolitan examples, they provide a best case approach for Arts and Cultural programs, which are both extensive and diverse. There are a number of festivals, projects and exhibitions that are produced, curated or provided by these Councils, including:

- Festivals and Events Program;
- Public Art Programs and regular Gallery exhibitions;
- Council-presented activities, such as workshops;
- The commissioning of public art works; and
- A program of author talks, events and forums.

There is an opportunity for Central Goldfields Shire to investigate delivering a tailored arts and culture program, providing opportunities for local artists and creatives to thrive. The preparation of an Arts and Culture Strategy for the Shire could facilitate such programs.

Opportunities

Investigate delivering a tailored arts and culture program, providing opportunities for local artists and creatives to thrive. Examples include:

- Festivals and Events Program;
- Public Art Programs and regular Gallery exhibitions;
- Council-presented activities, such as workshops;
- The commissioning of public art works; and
- A program of author talks, events and forums.

Invest in People and Places

Population retention and attraction can be a challenge for rural Shires, particularly given the growing trend of centralisation and the increase in rural-urban migration. Prioritising investment in initiatives that enhance liveability characteristics and build economic resilience can be an effective way to attract and retain population. Combined, these two factors strengthen the attractiveness of an area, as they can create employment opportunities, as well as an attractive and vibrant place to live; providing high-quality infrastructure and services in health, education, retail, hospitality, entertainment and community uses.

One of the key issues that is impacting the Shire is the skills shortages and gaps that exist across the local workforce, making it difficult for some businesses to employ people who are 'job ready'.

It will be critical for the Economic Development Strategy to identify and support strategies that address skills gaps, as well as partnering with industry and the community to encourage a 'job ready' labour force.

Issues and opportunities for this theme are categorised as follows:

- Enhance the shire's townships to support liveable communities
- Population attraction and retention
- Investing in people to support a 'job ready' labour force
- Support for an aging population
- Addressing changing housing needs

Enhance the Shire's Townships to Support Liveable Communities

Given that the majority of the Shire's population is concentrated to the townships of Maryborough, Carisbrook, Dunolly and Talbot, prioritising township improvements should be encouraged. This includes smaller-scale 'quick win' projects such as streetscape, public realm and infrastructure upgrades that improve access, connectivity, amenity and safety. It also includes game changing and transformational projects that can become a catalyst for flow-on investment and economic stimulus, such as transformational commercial, community and tourist attractions and facilities.

Central Goldfields Shire has many favourable aspects that contribute to its liveability including a strong health and education sector, a diverse retail mix, daily train services and attractive heritage town's. To strengthen the appeal of the Shire as a residential location and encourage greater retention of population, there is an opportunity to identify any gaps or improvements in infrastructure and service provision that could enhance the Shire's appeal to existing and prospective residents (e.g. more train services, improved internet).

There have been a number of priority projects identified that would support and enhance the Shire's liveability including the Deledio Reserve Upgrade in Dunolly, the Maryborough Youth Hub and the Maryborough Aquatic Centre Upgrade. Investing in infrastructure that benefits the resident community can provide a catalyst for attracting and retaining population. The Shire should continue to prioritise infrastructure and service development that enhances liveability and builds economic resilience.

The most iconic and recognisable attraction in Maryborough is the Railway Station. There is potential for the broader precinct to be transformed into a vibrant mixed use precinct, accommodating transport, commercial and tourism uses.

Current examples of railway station precincts that are undergoing redevelopment and revitalisation in Regional Victoria can be seen in Wodonga and Ballarat. Wodonga's former historical railway (Junction Place) is in the process of being redeveloped. Recognised as Regional Victoria's largest urban renewal project, Junction Place is planned to accommodate entertainment, restaurants, cafés and public open spaces. Junction Place has similar locational attributes to Maryborough Railway Station, notably its location and proximity to the CBD, as well as heritage elements that needed to be considered. The restoration and revitalisation of the Goods Shed component of the precinct is complete and operational. The Goods Shed includes hospitality uses and is also used as a function and events venue, attracting locals and visitors.

Another example of a train station precinct that is currently being redeveloped is the Ballarat Station Precinct. The multi-million dollar redevelopment has commenced and once completed will include:

- A 77-room Quest Apartment Hotel;
- A refurbished Goods Shed featuring a conference and events centre with meeting rooms, a 300-seat banquet space and a 300-seat theatrette, as well as retail and hospitality uses;
- A public plaza suitable for community events, markets, and general use.

The Ballarat Station Precinct and the Goods Shed is of cultural and historical significance, presenting similarities to the Maryborough Railway Station Precinct. The Ballarat project consists of preserving the historical significance of the precinct, whist also unlocking the economic potential of the site. Once complete, the precinct will become a high-quality destination with a mix of tourism, community and retail uses.

In Maryborough, train services operate two daily services and any potential development in proximity to the railway station and rail line would need to consider potential impacts on the train services and surrounding uses. However, there are a number of vacant parcels to the north of the train station, presenting opportunities for future development. Further work would be required to consider current ownership and tenure, planning controls and physical constraints of candidate sites in the precinct, as well as an assessment of feasibility to determine the highest and best-use, land use concept options and delivery models.

Local traders in Talbot and Dunolly are increasingly dependent on capturing passing trade to support their business. Promotional and wayfinding signage is a critical factor in attracting people to stop and spend in town. A review of the signage in Dunolly and Talbot could help understand the current gaps in the provision of signage and may identify advocacy opportunities for increased signage on the major highways (e.g. tourist signs) with VicRoads and other stakeholders.

The heritage buildings and historical characteristics of Maryborough, Dunolly and Talbot are linked to the town's identity and unique aesthetics. Some heritage buildings are at risk of gradual degradation due to a lack of maintenance. Maintaining and repairing buildings and assets of heritage significance can be a cost burden and difficult to undertake due to onerous restrictions.

The Living Heritage Program was established by the Department of Land, Water and Planning (DELWP) provides funding for 'at risk' heritage buildings. The Program aims to enable owners and managers to undertake necessary conservation works to address the needs of their heritage place or object, and in doing so, support the ongoing and sustainable use of our most significant heritage assets. Funding has been provided to support projects that address the risk to the place or object and that deliver and demonstrate benefits for the community. There may be future opportunities to access funding for 'at-risk' heritage buildings in the Shire.

Transformative Project: Maryborough Railway Station Masterplan, Arts and Cultural Hub

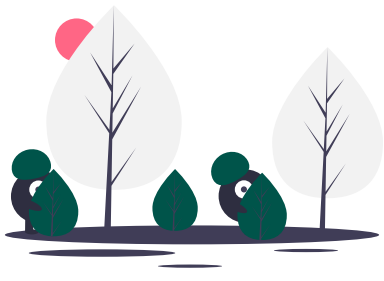
Assess the feasibility of transforming the Maryborough Railway Station Precinct into an iconic, game-changing local and visitor hub that accommodates a mix of tourism, commercial, transport and community uses.

Other Opportunities

- Identify gaps in retail provision across the Shire's key townships and support the retail industry to better equip traders to respond to structural changes in the industry (e.g. growth in online retailing).
- Identify potential gaps or improvements in infrastructure and service provision that could enhance the Shire's appeal to existing and prospective residents (e.g. more train services, improved internet, community hub).
- Prioritise community infrastructure needs and apply for funding through the relevant State Government streams to deliver improved community infrastructure and services.
- Investigate potential funding avenues to address 'at risk' heritage buildings in the Shire.
- Review wayfinding and tourist signage in Dunolly and Talbot. Identify any gaps in the provision of wayfinding and tourist signs in strategic areas. Lobby VicRoads and other stakeholders to implement improved/upgraded signage.

Transformative Project: Talbot Waste Water Treatment Project

Advocate for funding to support investment in reticulated sewerage infrastructure to allow for further investment, development and growth within Talbot.



Population Attraction and Retention

Central Goldfields Shire has a population of approximately 13,000 people, growing by 85 residents each year (between 2011 and 2016). Anecdotally, historical population growth in the Shire is being driven by a combination of birth rates, an attraction of lifestyle/retiree residents and rural residents migrating from outer rural areas to be closer to the amenity found in the town centres.

Central Goldfields Shire is forecast to experience low to moderate population growth to 2036, adding a further 1,600 residents. The Shire's population is growing, albeit at a much lower rate than the broader Loddon Campaspe region. Population growth is important for regional economies to remain sustainable and competitive. An increase in population typically generates organic economic growth through increased demand for personal and household goods and services (e.g. retail, hospitality, health, education).

Importantly, population attraction is often linked with employment prospects. With the exception of retirees or commuters seeking lifestyle benefits, the availability of employment is key to the movement of population, as opposed to population growth driving jobs growth in isolation.

Attracting and retaining population should be an ongoing priority for Central Goldfields Shire. Investment into the Shire's assets and infrastructure that contributes to the Shire's liveable characteristics will strengthen its appeal to existing and potential residents. Examples include:

- Historical and heritage aesthetics of the Shire's key townships;
- Train services to Melbourne via Ballarat;
- More affordable housing compared with the Regional Victorian average;
- Maryborough and District Hospital - $100 million redevelopment;
- High-quality secondary schools;
- Arts and Cultural product offering;
- An emerging regional culinary scene;
- Uniquely located in close proximity to Bendigo and Ballarat.

There are avenues and platforms to promote the Shire as a resident destination in an effort to attract residents from metropolitan areas.

Transformative Project: Resident Attraction Strategy

Prepare a Resident Attraction Strategy to attract and retain residents to the Shire, focussing on attracting a diverse mix of age profiles to replenish the local labour force and address skills gaps that exist in the Shire.

Other Opportunities:
Promote the Shire as an attractive resident destination via a range of avenues and platforms to attract residents from metropolitan areas.

Support the Establishment of New Social Enterprise

There are more than 3,500 social enterprises that are currently trading across metropolitan and Regional Victoria, employing an estimated 60,000 people and contributing $5.2 billion to the Victorian economy. Typically, social enterprises:

- Are driven by a public or community cause, be it social, environmental, cultural or economic
- Derive most of their income from trade, not donations or grants
- Dedicate the majority of their profits to achieve their social mission.

Victoria's Social Enterprise Strategy (2017) states that social enterprise can deliver outcomes effectively in remote, rural and disadvantaged areas and be effective community-driven responses to local issues.

The strength of the social enterprise landscape in Victoria reflects a shared commitment between the Victorian Government, businesses and the social enterprise sector to achieve economic and social outcomes. In total, there are currently 18 social enterprises operating in Central Goldfields Shire. The types of existing enterprises in the Shire are varied, but include affordable housing, op shops, banking, employment services and community radio.

An example of a social enterprise that has been successful in achieving positive community, economic and environmental outcomes in Victoria is 'Enable'. Enable is a social enterprise that is dedicated to breaking unemployment cycles by enabling disadvantaged cohorts to connect with community and environment, improving their prospects of participating in gainful employment through supportive work and learning programs.

Enable achieves its goals via commercial ventures: Enable IT Recycling, an online shop, fulfilment and storage services. These businesses reuse, repair or recycle technology whilst providing vital work and learning opportunities for those in need. In 2018, their IT Recycling business created 10 employment pathways while diverting 133,046 kg of e-waste from landfill.

Investigating the potential to establish social enterprises such as Enable in Central Goldfields presents an opportunity to support and achieve positive economic, employment, community and environmental initiatives.

Transformative Project: New Social Enterprise

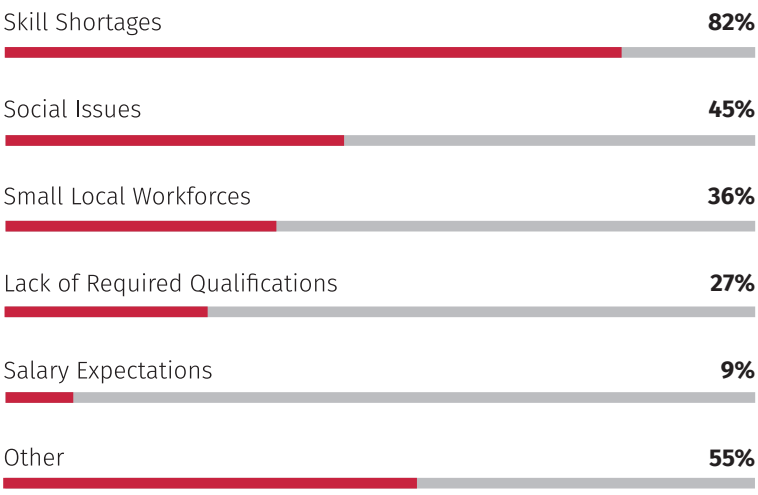
Engage with the Social Enterprise arm of Business Victoria to identify avenues to support the establishment of social enterprises in the Shire that align with the Shire's competitive industry strengths (e.g. food manufacturing, agriculture, green industries, health care, retail and hospitality).

Invest in People to Support a 'Job Ready' Labour Force

Based on consultation with local businesses, a key challenge is employing staff who are 'job ready', including a potential lack of suitable skills and expertise required to meet specific business needs. Results from the online business survey found that 50% of respondents have had difficulty with recruiting staff, with the most common difficulty being skills shortages (82%).

Respondents who selected 'other' specified that issues around a lack of funding to support specific staff types, staff who have difficulties finding affordable childcare options and issues experienced with employing persons who are 'job ready'

Challenges in employing 'job ready' people can stymie a business's capacity to operate effectively and can have negative implications on growth prospects. Go Goldfields have established an Employment, Education and Training Action Group, which partners with employment, education, training and work readiness service providers to improve employment and education outcomes in Central Goldfields Shire. The program works collaboratively with education and industry to address barriers to economic participation and improve employment pathways for young peoples. Support for these types of programs and initiatives are vital.



Issues Faced by Businesses when Recruiting Staff
Source: Central Goldfields Business Survey, Urban Enterprise 2019

Some other opportunities that could be explored include:

- Engaging with businesses to understand the specific skills that they require. Investigate training programs that could be initiated by the private sector to promote up-skilling, pointing to private enterprises that have successfully established in-house training processes and procedures as a best case approach, with a view to promoting this to local businesses.
- Engaging with local employment service providers to identify the issues that are common across the labour force and developing strategies to address specific skills shortages.
- Meeting with local and regional education institutions such as secondary and tertiary institutions to identify opportunities to further develop skills across younger aged cohorts.
- Advocating for increased Government support for social issues such as disengaged youth and mental health through programs/initiatives and supporting/partnering with community organisations (e.g. Go Goldfields and the Engage Program).

Opportunities:

- Engage with local employment service providers to identify the issues that are common across the labour force and develop tailored strategies to address specific skills shortages/gaps.
- Engage with businesses to understand the specific skills that they require. Investigate training programs that could be initiated by the private sector to promote up-skilling, pointing to private enterprises that have successfully established in-house training processes and procedures as a best case approach.
- Meet with local and regional education institutions such as secondary and tertiary institutions to identify opportunities to further develop skills across younger aged cohorts.
- Advocate for increased Government support for social issues such as disengaged youth and mental health through programs/initiatives and supporting/partnering with community organisations (e.g. Go Goldfields and the Engage Program).

Support for an Ageing Population

Central Goldfields population is ageing. Between 2011 and 2016, there was a decline in the number and proportion of younger aged cohorts in the Shire, including 'babies and pre-schoolers' (aged 0 to 4 years) and 'secondary schoolers' (aged 15 to 19 years).

Comparatively, there was an increase in senior and elderly aged cohorts, with a notable increase in the proportion residents aged over 65 years, indicating that the Shire's age profile continues to get older.

Age structure forecast suggest that historical trends will continue, with an expected increase in seniors and elderly (aged 70+ years), as well as a reduction in younger cohorts: primary, secondary schoolers and young workers.

An ageing population and a reduction in younger persons presents challenges for businesses to access workers and creates a more competitive environment to employ staff. An ageing demographic is a trend that is being experienced across rural and regional areas in Victoria.

Support for an ageing population can be provided in a number of ways, including:

- Residential aged care services to support 'age in place'
- Ensuring there is suitable and sufficient aged care facilities and accommodation; and
- Ensure the townships are accessible and include accessible and 'age friendly' infrastructure.

Addressing the Changing Housing Needs

Between 2006 and 2016, dwellings in the Shire increased by 641, growing at an average rate of 64 dwellings per annum. Much of the dwelling growth has occurred in Maryborough and Carisbrook (including Flagstaff). There is evidence of residential development activity in Maryborough, with a growth front concentrated to the north of the town centre; to the west of Park Road.

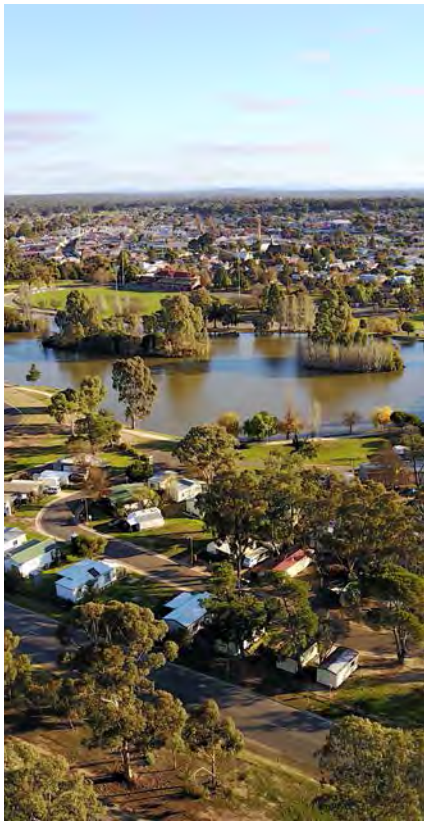
According to local agents and developers, suitably zoned and developable residential land in Maryborough is approaching capacity. There is a need to consider the locations for future residential growth in Maryborough, with the logical location continuing in the current growth area, to the north of the town centre. However, further work is required to understand the residential lot capacity within existing residentially zoned land, analyse forecast demand for new lots and identify the most suitable locations to accommodate future growth (i.e. access to services, proximity to the town centre etc.). This could be undertaken as part of the forthcoming Residential Strategy for the Shire.

According to local agents and developers, there is a current shortage of rental properties in Maryborough. Anecdotally, rental vacancies are being leased quickly. This could be a result of rising house prices and the affordability challenges of home ownership, as well as temporary labour force requirements who are in the region and are seeking short to medium term leases.

Talbot experienced a decline in population between 2011 and 2016. Anecdotally, residents have moved to Talbot since that time. Currently, Talbot's capacity to attract residents may be restricted from the unavailability of a formal sewerage and wastewater system. Whilst there have been several studies completed in the past to address this issue including a business case completed by DELWP in 2010, the project has not progressed and is yet to receive funding. This project is identified as a critical project in promoting increased economic activity in Talbot through an attraction of residents and visitors to the town.

The majority of dwelling stock in the Shire is separate houses, accounting for 89% of dwellings. Given the growing proportion of older aged cohorts such as seniors and elderly that is expected to materialise in the Shire over the next 15 years, there may be a need to consider the changing nature of housing needs and preferences in the Shire and diversify the housing stock in the Shire. This may extend to providing more semi-detached, medium density dwellings in close proximity to the Maryborough town centre, as well as an increased provision of aged care (e.g. facilities and/or capacity).

Typically, 'age in place' is the preferred approach for elderly residents but this can become difficult, particularly as elderly persons become increasingly dependent on full-time carers. Anecdotally, local aged care facilities in the Shire are nearing capacity. Aged care facilities can be economic drivers in their own right, creating employment opportunities, supply-chain benefits for goods and services provided on-site and the attraction of visiting family and friends. However, the challenge for aged-care providers and home services can be the reliance on Federal Government for ongoing funding contributions, which can fluctuate.



Transformative Project: Age Care and Disability Co-operative

Investigate the potential to establish an aged care and disability co-operative in Central Goldfields that delivers aged care services and home care packages for elderly persons and people with disabilities that need assistance.

Other Opportunities:

Support the delivery of the Residential Strategy for the Shire. Ensure it considers the following:

- Diversifying the current housing stock to support changing housing preferences and needs, particularly to support an aging population;
- The most suitable locations for future housing growth in Maryborough and Carisbrook;
- Address the potential shortfall of rental properties to support the rental market;
- Addressing barriers to housing growth in Talbot and Dunolly; and
- Understanding the current capacity of aged care providers in the Shire and whether they have the capacity to support an increase in elderly aged cohorts.

A Thriving Business Community

A core function of economic development units in Victoria is the provision of business support services, typically enabled through regular and meaningful engagement, with a view to helping businesses overcome specific challenges they face, and help identify opportunities that could be further leveraged to achieve positive business outcomes.

Issues and opportunities for this theme are categorised as follows:

- Training, mentorship and networking for business
- Grant opportunities for business
- Planning and compliance barriers
- Co-working facility
- Improving telecommunications & digital infrastructure

Planning and Compliance Barriers

For the majority of businesses, the most common engagement they will have with Council is through the planning department. It can be challenging for businesses to understand the complex nature of the Local Planning Scheme including issues relating to planning and compliance.

Council should continue to have a proactive and facilitative approach to planning systems particularly when assessing projects which will deliver investment and jobs to the region and are within strategic areas locations or clustering of industry.

For more straightforward and low impact planning permit applications, Council could promote the VicSmart program. Essentially VicSmart is a streamlined assessment process for straightforward planning permit applications. Classes of application are identified in the planning scheme as being VicSmart and have specified requirements for information, assessment processes and decision guidelines. Key features of VicSmart include:

- A 10-day permit process
- Applications are not advertised
- Information to be submitted with an application and what council can consider is pre-set
- The Chief Executive Officer of the council or delegate decides the application.

Transformative Project: Better Approvals

Investigate providing and implementing a more formal process to respond to planning enquiries. This could include an online resource administered through Council's website, or face-to-face sessions by appointment.

Other Opportunities:

Promote the VicSmart planning program on a range of communication channels to assist residents and businesses with more straightforward and low impact planning permit applications.

Co-working/Co-Sharing Facilities for Home-Based and Micro Businesses

The business base in Central Goldfields Shire is primarily small businesses (i.e. employ less than 20 staff). 98% of businesses in the Shire are considered small business and 55% of those are non-employing businesses.

Further, 38% of respondents to the business survey indicated that they are home-based businesses. Respondents indicated that low costs and more flexible working hours as key benefits of working from home.

A select number of respondents also indicated that their business is not ready to stand-alone, as well as a lack of available business premises in the Shire as reasons for operating a home-based business.

Home-based Businesses in Central Goldfields Shire

Source: Central Goldfields Business Survey, Urban Enterprise 2019

Australia is home to over 170 co-working spaces with 49% of facilities located in Victoria. Of the co-working facilities in Victoria, only 7% are found in Regional Victoria.

Co-working spaces provide the critical support infrastructure and services often required for businesses in their infancy to grow and mature. The benefits of the co-working model are associated with creating a space which supports collaboration, openness, knowledge sharing, innovation, and the user experience.

Demand for co-working spaces is predominantly being driven by growth in tech and creative industries, but is also becoming increasingly popular amongst professional and financial service industries.

The popularity of these types of facilities in regional areas are on the rise, with a growing number of facilities establishing in key regional areas including Ballarat, Bendigo, Geelong, Warragul and Mildura.

Some examples of established co-working facilities in close proximity to Central Goldfields Shire are Runway in Ballarat, Synergize Hub in Bendigo and Cohoots Coworking in Castlemaine. Runway is an accelerator facility in the Ballarat Central that is directly adjacent to Federation University. The facility includes co-working spaces, a workshop and on-site café.

The workshop offers a range of contemporary tools and products such as laser cutters, sewing machines, 3D printers, electronic assembly and testing facilities, desktop milling machined, vinyl cutters, embroidery machines and large format printers.

The workshop allows creatives and manufacturers to test and prototype products without having to purchase the equipment, which can often become a cost burden.

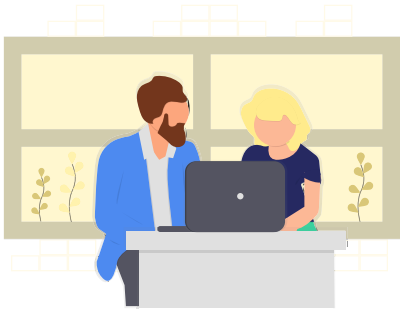
Given that 55% of business in Central Goldfields Shire are non-employing, a co-working facility could be beneficial to micro-businesses in and around the Shire, providing benefits of temporary work spaces that provide support to businesses in their infancy by creating a professional and collaborative environment.

Further work would be required to understand the feasibility of establishing a co-working facility, including the need to assess the level of demand for a co-working facility and the most suitable operating model, as well as type and scale of facility. Specifically, further information is required to understand:

- The types of home-based and micro-businesses currently operating in the Shire;
- Business needs and preferences in terms of office accommodation;
- The level of interest across the business community to establish a co-working facility; and
- Potential operating and delivery models, including the potential to partner with existing operators in the region.

Given the relatively unknown profile of micro and home-based businesses in the Shire, a smaller scale facility may be a more appropriate option in the short term.

Transformative Project: A Co-working Facility



Assess the feasibility of establishing a co-working facility in the Shire to support micro and home-based businesses, focusing on:

- The types of home-based and micro-businesses currently operating in the Shire;
- Business needs and preferences in terms of office accommodation;
- The level of interest across the business community to establish a coworking facility;
- The suitable size, scale and preferred location for a facility in the Shire; and
- Potential operating and delivery models, including the potential to partner with existing operators in the region.

Training, Mentorship & Networking

Given that 98% of businesses in Central Goldfields Shire are considered small (i.e. employ less than 20 people), promoting and facilitating networking and is recognised as a key opportunity in the Shire.

Local businesses indicated that they are interested in attending local business networking and training events and would consider attending. The most common topics that businesses are seeking training in include:

- Marketing;
- Social media and digitalisation (e.g. website development & online presence);
- Business Planning;
- Information technology (IT);
- Financial Management; and
- Contracts and tenders.

Business networking is a key opportunity across industry sectors. It can help businesses collaborate and share information, as well as creating supply-chain, business to business opportunities.

There are examples of industry networking that is occurring in the Shire, with a number of manufacturing businesses engaging with one another to address seasonality challenges and the change in labour force demands that it creates. This may extend to a temporary loan of casual workers to service peak periods.

There is a potential for Council to facilitate networking and training opportunities for businesses, targeting those businesses who are seeking to upskill in certain areas of business management. This opportunity could be facilitated and administered through a dedicated CRM, as well as in partnership with established community-led organisations such as the Committee for Maryborough.

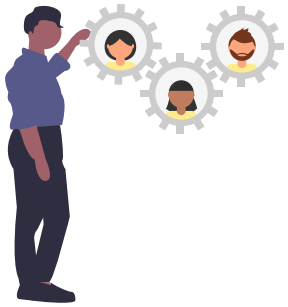
Business Victoria is a comprehensive online resource designed to help people start, run and grow their business. The website is operated by the Department of Jobs, Precincts and Regions (DJPR) and provides the following:

- Access information about key business issues and get your questions answered
- Access information about specific industry sectors
- Identify the government licences and regulations that apply to your business
- Step through interactive guides customised to your business situation
- Find relevant financial support, advice and training.

Business Victoria's website is a useful resource that can provide businesses with information relating to a number of business topics, including marketing and sales, hiring and managing staff, financial management, information regarding grants and financial assistance, as well as tourism industry resources.

Promoting this online resource to the business community via a number of communication channels (e.g. website, social media) may be useful for businesses in the Shire and provide insightful information and opportunities for improving their business.

Opportunities



- Partner with Committee for Maryborough to facilitate business training, mentorship and networking events/ programs, focussing on areas that businesses wish to upskill in (e.g. marketing, financial management, business planning etc.).
- Promote online resources to the business community via a number of communication channels (e.g. website, social media) to provide insightful information and opportunities for improving their business (e.g. Business Victoria, Invest Victoria).

Grant Opportunities for Businesses

According to the Business Survey results, the priorities for business support are focused around financial assistance and further understanding grant opportunities that may exist, as well as requiring assistance in overcoming planning and compliance barriers.

Business incentives and grant schemes can provide critical funding support for businesses to invest in growth through an increase in staff and resources, investing in plant and equipment or research and development.

Currently there are only a handful of Councils in Victoria which have a formal business grant or incentive schemes. It is acknowledged that Central Goldfields Shire Council may not have the resources available to implement such a scheme, but could be more suited to promoting Government grants, schemes and incentives that are available for small to medium enterprises and assist with the application process.

State Government departments such as Business Victoria, Invest Victoria and Grants Victoria offer a range of grant programs for Victorian businesses. There may be an opportunity to promote these funding opportunities to businesses in the Shire.

Priorities for Business Support

Source: Central Goldfields Business Survey, Urban Enterprise 2019

Telecommunications and Digital Infrastructure

Local businesses and the community have indicated that existing internet speeds, connections and coverage is a current issue in large parts of the Shire. For businesses to operate effectively, they should have reliable access to these enabling services and infrastructure. Network connections are also necessary to ensure safety within a fire prone environment.

Whilst the National Broadband Network (NBN) has been rolled out in parts of the Shire such as Maryborough, Flagstaff and Carisbrook, it remains unavailable for large tracts of rural areas and smaller towns such as Talbot. This presents challenges for businesses in the Shire, particularly those that rely on digital platforms to enable operations such as accommodation or other booking services, online retailers and agriculture businesses harnessing machinery and equipment that requires a network connection.

With the growing use of digital technologies in everyday business activities, the stability and reliability of internet and mobile coverage should be an ongoing priority for the Shire going forward.

A potential opportunity for the Shire is to apply for the Federal Government's Mobile Black Spot Program, which is one of the largest ever expansions of mobile coverage in regional and remote Australia. Areas receiving new mobile network coverage have been announced in multiple rounds since 2015.

Since the program's inception, Telstra and the Federal Government have invested over $280 million and built over 780 new sites to improve coverage for regional areas around the country.

Opportunities:

- Advocate for the NBN to be rolled out across the remaining areas in the Shire. This could be achieved by applying for the Mobile Black Spot Program.
- Investigate the potential to access the digital infrastructure along the rail corridor.
- Promote the impending availability and benefits of the 5G network to the business and resident community.

Tailored Economic Development Practice

Implement a tailored approach for economic development in Central Goldfields to ensure that industry growth is supported and aligned to the unique local conditions and resources available.

Whilst the current rate capping environment can make it challenging for budget planning and decision making across Council, the economic development unit should consider and prioritise where they allocate their resources.

Issues and opportunities for this theme are categorised as follows:

- Economic development resource allocation
- A contemporary approach to business engagement
- Collaboration, strategic partnerships and advocacy

Economic Development Resource Allocation

In Victoria, the number of staff (FTE) dedicated to economic development varies across metropolitan, regional and rural Councils and is generally a product of the size and scale of the Local Government Area and the amount of resources that are made available for economic development purposes.

An Economic Development Australia (EDA) Survey that was conducted in 2016 collected information relating to the number of staff dedicated to the role of economic development and tourism. On average, Regional Cities dedicate the highest number of staff (FTE) to economic development and tourism services with an average of 5.9 staff. This is closely followed by Metropolitan LGAs with 5.6 staff and Regional Shires with 4.5 staff.

Currently, Central Goldfields Shire has 0.8 FTE staff dedicated to economic development. The responsibilities are split between two staff members. Before December 2018, there were no resources dedicated to economic development.

As at October 2018, the role of the Shire's tourism unit consists of tourism, events and arts and culture (including the Visitor Information Centre). Combined, the unit includes 4.8 (FTE) staff and includes:

- Manager Tourism, Events and Culture (1 FTE);
- Events Officer (0.8 FTE);
- Art gallery (2 FTE); and
- Visitor Information Centre (1 FTE).

	Metropolitan Melbourne	Regional Cities	Regional Shires
Avg. No. of Staff dedicated to economic development and tourism services	5.6	5.9	4.5

Average Number of Staff (FTE) Dedicated to Economic Development
Source: Central Goldfields Business Survey, Urban Enterprise 2019

Combined, the economic development and tourism unit dedicates 5.6 (FTE) staff to economic development and tourism. However, the figures are considered to be skewed, given that the Shire is responsible for managing both the Central Goldfields Art Gallery and the Visitor Information Centre.

The current structure of the economic development unit at Council is significantly limiting the capacity for the unit to undertake and implement positive economic development initiatives that are typical across regional and rural shires in Victoria.

Currently, economic development initiatives occur on an ad-hoc basis, as roles are generally focussed around business engagement, meeting with regional bodies (e.g. Regional Development Victoria) and responding to investment inquiries.

There are evident inefficiencies in splitting the economic development role (0.8 FTE) across two staff members. Resources that are dedicated solely to economic development tasks would improve efficiencies through an increase in productivity and would also create increased confidence amongst the existing business community through a familiar and regular presence within Council.

Based on benchmarking of comparable regional and rural Shires, the most common approach is to outline the priorities and objectives for the economic development unit and then clearly define the roles and responsibilities to ensure an efficient and productive use of resources.

Whilst it is acknowledged that the tourism and events unit have a range of additional responsibilities such as managing the art gallery and the Visitor Information Centre, the economic development component is currently under resourced.

Transformative Project: Economic Development Officer

Appoint a full-time economic development officer to undertake the core roles and functions of the unit, including regular business engagement, proactive investment attraction, responding to investment enquiries, undertaking industry research and strengthening regional partnerships.

Other Opportunities:

- Clearly define the roles and responsibilities of the economic development unit.
- Ensure all investment enquiries are shared across the relevant Council departments (e.g. planning, economic development, assets & infrastructure).

A Contemporary Approach to Business Engagement

Given the relative underrepresentation of economic development resources, engaging with the business community is currently conducted on and ad-hoc basis and without a clear strategy in place.

Engaging with the business community is a common function of economic development units, particularly in regional and rural areas. It is critical to understand the needs of businesses to ensure they are operating effectively and remain economically sustainable and competitive.

There is an opportunity for Central Goldfields Economic Development Unit to modernise business engagement techniques. A Customer Relationship Management (CRM) is a contemporary approach to business engagement that is being adopted and implemented by Councils across Australia. It is an effective tool that Councils can use to formally and frequently engage with businesses and is commonly being implemented by economic development units across Australia.

It allows Councils to track and record the frequency of business engagements, eliminating the potential loss of historical engagements. It also provides the added benefit of communicating with the business community via a range of platforms such as e-newsletters, allowing critical information to be circulated to businesses.

Opportunities:

- Develop a dynamic and up-to-date business database for the Shire. crossreference with the Australian Business Register to validate information. The database should include the following:
  - Business name;
  - Business type;
  - Lead and secondary business contact;
  - Address;
  - Contact details;
  - Industry classification; and
  - Business size (i.e. number of employees).
- Develop a stakeholder engagement plan to guide Council's approach to business engagement. Investigate implementing a contemporary approach to business engagement such as a dedicated CRM.
- Track and record the frequency of business engagements.

Collaboration, Strategic Partnerships and Advocacy

Forming and strengthening strategic partnerships with State government and regional economic development bodies is a common approach adopted by Local Governments to collaborate and align thinking, identify partnership opportunities and facilitate investment outcomes for a given region.

Central Goldfields Shire forms part of the Loddon Campaspe Regional Partnership, which is one of nine Partnerships across the state, established by the Victorian Government. The region encompasses the Local Government Areas of Bendigo, Loddon, Campaspe, Central Goldfields, Mount Alexander and Macedon Ranges. The partnership's investment roadmap demonstrates an alignment of priorities for Central Goldfields Shire, particularly in terms of encouraging economic diversification, supporting engaged and healthy communities and collaborating on a regional level to achieve positive economic outcomes.

Given the clear alignment of economic objectives and the strengths in supply chains between Central Goldfields Shire and the Loddon Campaspe region, ongoing collaboration of economic development initiatives and advocacy efforts should continue. This could be facilitated through regular meetings with partnership Council organisations and Regional Development Victoria.

Opportunities

Meet with regional economic development bodies and regional councils to align thinking, collaborate on economic development initiatives and prioritise regional advocacy efforts.

Action & Implementation Plan

Action & Implementation Plan

The Economic Development Strategy includes four key themes, strategies and an action plan to support the implementation of the Strategy over the next 5 years (2020 to 2025).

An indicative timeframe and relevant stakeholders are identified for each action. Timeframes are categorised as follows:

- Short term (1 year);
- Medium term (2 – 3 years);
- Long term (3 – 5 years); and
- Ongoing.

This Economic Development Strategy has been prepared in the context of the Shire's planning framework and broader regional priorities in Loddon Campaspe. The Strategy will be implemented over time in partnership with state and federal agencies, local business and industry, Business and Trader associations and the community.

The implementation of the EDS should be regularly monitored and evaluated. High-level targets are provided under each theme and are in-line with historical growth rates (where applicable). Each target proposes an indicator to monitor in order to track progress at choice intervals.

Learnings also need to be captured to improve future delivery and decision making. The Strategy will be monitored by Council's Economic Development Unit (EDU). The team will work with key stakeholders to undertake an annual review to ensure that the Strategy remains relevant and responsive.

An annual progress report on the strategy's implementation should be considered. Additional information sources that will be used to track progress, include:

- Participant feedback in business and community workshops;
- Business / traders Associations and group meetings;
- The release of ABS Census of Population and Housing; and
- Australian Business Register data.

THEME 1

A PRODUCTIVE, SUSTAINABLE AND CREATIVE SHIRE

STRATEGY 1

Improve education and training pathways

No.	Action	Lead & partners	Timeframe
1.1	Engage with tertiary education providers in the region to investigate the potential to establish a higher education campus in Maryborough. This could be delivered as a satellite campus to established providers in Ballarat or Bendigo.	Strategy and Economic Development, Bendigo TAFE, La Trobe University, Federation University	Short term
1.2	Collaborate and partner with institutions such as Federation University and Latrobe University to improve pathways for secondary students and increase the proportion of students enrolling and attaining tertiary level qualifications.	Strategy and Economic Development, La Trobe University, Federation University	Ongoing
1.3	Engage with MDHS to investigate the potential to increase the number of placements, graduate and work experience positions arising from the redevelopment.	Strategy and Economic Development, MDHS	Short to Medium Term

STRATEGY 2

Attract investment and develop infrastructure, innovation & capabilities in the local agriculture sector

No.	Action	Lead & partners	Timeframe
2.1	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.	Strategy and Economic Development, Statutory Services	Short Term
2.2	Promote agricultural opportunities to industry. These may include: • Export market opportunities; • Domestic market opportunities (e.g. supermarket, wholesalers, farmers markets); • Information around innovation and technology in the agriculture sector that could be harnessed; • Off-farm income opportunities (e.g. renewables); • Value-add opportunities (e.g. recycling waste, food manufacturing, farm gate tourism, agri-education).	Strategy and Economic Development, Agriculture Victoria	Ongoing

STRATEGY 2 (cont.)

Attract investment and develop infrastructure, innovation & capabilities in the local agriculture sector

No.	Action	Lead & partners	Timeframe
2.3	Facilitate and participate in an annual roundtable event for local Agriculture industry representatives. Discussion points should include: • The current state of the industry (economic conditions); • Current challenges/barriers to industry growth; • Opportunities for industry growth; • The regulatory environment; and • Research and innovation.	Strategy and Economic Development, registered agricultural businesses	Short to Medium Term
2.4	Build partnerships with regional councils surrounding Central Goldfields	Strategy and Economic Development, Loddon, Greater Bendigo, Pyrenees, Mount Alexander, Hepburn, Northern Grampians	Short Term

STRATEGY 3

Establish a regionally significant food cluster in Maryborough

No.	Action	Lead & partners	Timeframe
3.1	Prepare an investment strategy for the food manufacturing industry, targeting businesses to establish in Maryborough to create a regional scale food cluster. • Promote the advantages of relocating to Central Goldfields Shire, including: • An emerging clustering and network of food manufacturers in Maryborough; • Affordable land prices compared with metropolitan Melbourne; • Large tracts of vacant and suitably zoned land (e.g. Hamer Industrial Estate in Maryborough); • Locational advantages: located close to market opportunities in fast growing regional cities (Bendigo, Ballarat); • Transport and distribution strengths in the region; and • Potential supply-chain advantages of being closer to primary producers.	Strategy and Economic Development	Medium Term

STRATEGY 4

Support renewable energy and green industry initiatives and projects

No.	Action	Lead & partners	Timeframe
4.1	Support the delivery of a community-led renewable energy project in the Shire (e.g. small scale solar farm, waste to energy) and other green initiatives. The project should consider capacity building and social inclusion across the community and aim to reduce power costs.	Strategy and Economic Development, Infrastructure, Go Goldfields.	Medium to Long Term

STRATEGY 4 (cont.)

Support renewable energy and green industry initiatives and projects

No.	Action	Lead & partners	Timeframe
4.2	Encourage and attract private sector interest and investment into small to medium renewable energy projects and green industries. Engage with the AEMO to understand potential limitations to the capacity of the existing system to store and distribute power.	Strategy and Economic Development, Infrastructure, AEMO.	Ongoing

STRATEGY 5

Support the emerging role of arts and culture

No.	Action	Lead & partners	Timeframe
5.1	Investigate delivering a tailored arts and culture program, providing opportunities for local artists and creatives to thrive. Examples include: • Festivals and events program; • Public art programs and regular gallery exhibitions; • Council-presented activities, such as workshops; • The commissioning of public art works; and • A program of author talks, events and forums.	Strategic and economic development	Short to Medium Term

TARGETS & MONITORING

TARGET	MONITOR
Increase in the proportion of residents attaining tertiary education qualifications (e.g. certificate level, bachelor, post-graduate degree)	Every four years using the Australian Bureau of Statistics Census of Population and Housing.
Increase in investment enquiries, planning and building permits relating to agricultural development.	Every two years using Council's database.
Agricultural employment and business growth.	Every four years using the Australian Bureau of Statistics Census of Population and Housing.
Increase in investment enquiries, planning and building permits relating to food manufacturing.	Every two years using an adopted CRM for business.
Food manufacturing employment and business growth.	Every four years using the Australian Bureau of Statistics Census of Population and Housing.
Increase in investment enquiries, planning and building permits relating to renewable energy projects.	Every two years using an adopted CRM for business.

THEME 2

INVEST IN PEOPLE AND PLACES

STRATEGY 6

Enhance townships to support liveable communities and strengthen the tourism appeal of the Shire

No.	Action	Lead & partners	Timeframe
6.1	Complete a feasibility study and concept plan to investigate the transformation of the Maryborough Railway Station Precinct into an iconic, game-changing local and visitor hub that accommodates a mix of tourism, commercial, transport and community uses.	Strategy and Economic Development, VicTrack	Short Term
6.2	Advocate for funding to support investment in reticulated sewerage infrastructure to allow for further investment, development and growth within Talbot.	Strategy and Economic Development, Infrastructure, Operations, DELWP	Short to Medium Term
6.3	Identify potential gaps or improvements in community, entertainment and recreational infrastructure and service provision that could enhance the Shire's appeal to existing and prospective residents (e.g. more train services, improved internet, community hub).	Community and Recreation Development, Infrastructure, Operations	Ongoing
6.4	Prioritise community infrastructure needs and apply for funding through the relevant State Government streams to deliver improved community infrastructure and services.	Community and Recreation Development, Infrastructure, Operations	Ongoing
6.5	Investigate potential funding avenues to address 'at risk' heritage buildings in the Shire.	Strategy and Economic Development	Medium Term
6.6	Review wayfinding and tourist signage in Dunolly and Talbot. Identify any gaps in the provision of wayfinding and tourist signs in strategic areas. Lobby VicRoads and other stakeholders to implement improved/upgraded signage.	Strategy and Economic Development, VicRoads	Medium Term
6.7	Engage with the Social Enterprise arm of Business Victoria to identify avenues to support the establishment of social enterprises in the Shire that align with the Shire's competitive industry strengths (e.g. food manufacturing, agriculture, green industries, health care, retail and hospitality).	Strategy and Economic Development, Business Victoria	Medium Term

STRATEGY 7

Maintain and enhance the vibrancy and primacy of Shire's activity centres

No.	Action	Lead & partners	Timeframe
7.1	Complete a Retail Development Strategy. The core objectives of the Strategy should focus on: • Nurturing resilience into the retail sector; • Identify gaps in retail provision across the Shire's key townships; • Better equip traders to respond to structural changes in the industry (e.g. growth in online retailing); and • Improve tourist retailing to service visitors	Strategy and Economic Development	Medium Term

STRATEGY 8

Attract and retain population to stimulate economic growth

No.	Action	Lead & partners	Timeframe
8.1	Prepare a Resident Attraction Strategy to attract and retain residents to the Shire, focussing on attracting a diverse mix of age profiles to replenish the local labour force and address skills gaps that exist in the Shire.	Strategy and Economic Development	Medium Term
8.2	Promote the Shire as an attractive resident destination via a range of avenues and platforms to attract residents from metropolitan areas.	Strategy and Economic Development, RDV	Ongoing
8.3	Investigate the potential to implement a residential municipal assistance scheme for first home buyers to attract and retain skilled residents of working age (e.g. those who are eligible can apply for a 2-year period in which municipal charges are waived).	Strategy and Economic Development	Medium Term

STRATEGY 9

Invest in people to support a 'job ready' labour force

No.	Action	Lead & partners	Timeframe
9.1	Complete a workforce development plan. Engage with local employment service providers to identify the issues that are common across the labour force and develop tailored strategies to address specific skills shortages/gaps.	Strategy and Economic Development	Medium Term
9.2	Engage with businesses to understand the specific skills that they require. Investigate training programs that could be initiated by the private sector to promote up-skilling, pointing to private enterprises that have successfully established in-house training processes and procedures as a best case approach.	Strategy and Economic Development	Short Term

STRATEGY 9

Invest in people to support a 'job ready' labour force

No.	Action	Lead & partners	Timeframe
9.3	Meet with local and regional education institutions such as secondary and tertiary institutions to identify opportunities to further develop skills across younger aged cohorts. Explore potential partnership opportunities (e.g. development and pathway programs)	Strategy and Economic Development, local and regional education institutions	Short Term
9.4	Explore the opportunity to establish a regional scale event that celebrates successful local entrepreneurs and promotes entrepreneurship across the community.	Strategy and Economic Development, Committee for Maryborough	Medium Term
9.5	Advocate for increased Government support for social issues such as disengaged youth and mental health through programs/initiatives and supporting/partnering with community organisations (e.g. Go Goldfields and the Engage Program).	Strategy and Economic Development, Go Goldfields	Ongoing

STRATEGY 10

Support a diversity of housing stock in strategic areas to respond to changing market needs

No.	Action	Lead & partners	Timeframe
10.1	Investigate the potential to establish an aged care and disability cooperative in Central Goldfields that delivers aged care services and home care packages for elderly persons and people with disabilities that need assistance.	Strategy and Economic Development, Go Goldfields	Long Term
10.2	Support the delivery of the Population, Housing and Residential Settlement Strategy for the Shire. Ensure it considers the following: • Diversifying the current housing stock to support changing housing preferences and needs, particularly to support an aging population; • The most suitable locations for future housing growth in Maryborough and Carisbrook; • Address the potential shortfall of rental properties to support the rental market; • Addressing barriers to housing growth in Talbot and Dunolly; and • Understanding the current capacity of aged care providers in the Shire and whether they have the capacity to support an increase in elderly aged cohorts.	Strategy and Economic Development, Statutory Services	Medium Term

STRATEGY 11

Leverage greater economic productivity from the Shire's unique assets

No.	Action	Lead & partners	Timeframe
11.1	Investigate opportunities for commercial development and activities at the Maryborough Aerodrome Site.	Strategy and Economic Development, Infrastructure	Medium Term

TARGETS & MONITORING

TARGET	MONITOR
Decrease in vacancy rates for retail/commercial properties in activity centres.	Every two years, using Council's Property Rates Database.
Increase in investment enquiries, planning and building permits relating to residential development.	Every two years using Council's database.
Population growth above historical growth rates (annual).	Every four years using the Australian Bureau of Statistics Census of Population and Housing.

THEME 3

A THRIVING BUSINESS COMMUNITY

STRATEGY 12

Productive and efficient planning approvals

No.	Action	Lead & partners	Timeframe
12.1	Investigate providing and implementing a more formal process to respond to planning enquiries. This could include an online resource administered through Council's website, or a concierge tool with face-to-face sessions by appointment.	Strategy and Economic Development, Statutory Services.	Short to Medium Term
12.2	Deliver the Central Goldfields Planning Scheme Review and implement the findings.	Strategy and Economic Development	Short Term
12.3	Investigate the opportunity to implement and promote the VicSmart planning program on a range of communication channels to assist residents and businesses with more straightforward and low impact planning permit applications.	Strategy and Economic Development, DELWP	Short Term

STRATEGY 13

Provide critical business premises and infrastructure for businesses to thrive

No.	Action	Lead & partners	Timeframe
13.1	Conduct research into home-based and micro businesses in Central Goldfields Shire to further understand business motivations and intentions, growth constraints and business needs.	Strategy and Economic Development	Medium to Long term
13.2	Assess the feasibility of establishing a co-working facility in the Shire to support micro and home-based businesses, focusing on: • The types of home-based and micro-businesses currently operating in the Shire; • Business needs and preferences in terms of office accommodation; • The level of interest across the business community to establish a coworking facility; • The suitable size, scale and preferred location for a facility in the Shire; and • A suitable operating and delivery model, including the potential to partner with existing operators in the region.	Strategy and Economic Development	Medium to Long term
13.3	Advocate for the NBN to be rolled out across the remaining areas in the Shire. This could be achieved by applying for the Mobile Black Spot Program.	Strategy and Economic Development, Federal Department of Communications and the Arts	Short Term

STRATEGY 13 (cont.)

Provide critical business premises and infrastructure for businesses to thrive

No.	Action	Lead & partners	Timeframe
13.4	Investigate the potential to access the digital infrastructure along the rail corridor.	Strategy and Economic Development, VicTrack	Short Term
13.5	Promote the impending availability and benefits of the 5G network to the business and resident community.	Strategy and Economic Development	Short Term

STRATEGY 14

Facilitate training, mentorship, funding and networking opportunities across the business community

No.	Action	Lead & partners	Timeframe
14.1	Partner with Committee for Maryborough to facilitate business training, mentorship and networking events/programs, focussing on areas that businesses wish to upskill in (e.g. marketing, financial management, business planning etc.).	Strategy and Economic Development, Committee for Maryborough	Ongoing
14.2	Promote online resources to the business community via a number of communication channels (e.g. website, social media) to provide insightful information and opportunities for improving their business (e.g. Business Victoria, Invest Victoria).	Strategy and Economic Development	Ongoing

TARGETS & MONITORING

TARGET	MONITOR
Reduce the median number of days taken to provide a planning permit decision in line with the Victorian average.	Annually using data published by Know Your Council.
Increase the average number of attendees and participants at training, mentorship and networking events.	Annually, recording attendance for each session.

THEME 4

TAILORED ECONOMIC DEVELOPMENT PRACTICE

STRATEGY 15

Encourage and implement best practice in economic development

No.	Action	Lead & partners	Timeframe
15.1	Appoint a full-time economic development officer to undertake the core roles and functions of the unit, including regular business engagement, proactive investment attraction, responding to investment enquiries, undertaking industry research and strengthening regional partnerships.	Strategy and Economic Development	Short Term
15.2	Clearly define the roles and responsibilities of the economic development unit.	Strategy and Economic Development	Short Term
15.3	Ensure all investment enquiries are shared across the relevant Council departments (e.g. planning, economic development, assets & infrastructure).	Strategy and Economic Development	Ongoing
15.4	Access up-to-date economic data and research to monitor trends in the local economy and inform decision making. Consider platforms such as Remplan economy and Economy Id.	Strategy and Economic Development	Short Term and Ongoing

STRATEGY 16

Implement a contemporary approach to business engagement

No.	Action	Lead & partners	Timeframe
16.1	Develop a dynamic and up-to-date business database for the Shire. Cross reference with the Australian Business Register to validate information. The database should include the following: • Business name; • Business type; • Lead and secondary business contact; • Address; • Contact details; • Industry classification; and • Business size (i.e. number of employees).	Strategy and Economic Development	Short Term

STRATEGY 16 (cont.)

Implement a contemporary approach to business engagement

No.	Action	Lead & partners	Timeframe
16.2	Develop a stakeholder engagement plan to guide Council's approach to business engagement. Investigate implementing a contemporary approach to business engagement such as a dedicated CRM.	Strategy and Economic Development	Short Term
16.3	Track and record the frequency of business engagements.	Strategy and Economic Development	Ongoing

STRATEGY 17

Strengthen strategic partnerships, encourage regional collaboration and prioritise advocacy

No.	Action	Lead & partners	Timeframe
17.1	Meet with regional economic development bodies and regional councils to align thinking, collaborate on economic development initiatives and prioritise regional advocacy efforts.	Strategy and Economic Development, RDV	Ongoing

TARGETS & MONITORING

TARGET	MONITOR
Record the number and frequency of business engagements.	Track and record the number of businesses engaged, the purpose and method of engagement and outcome (e.g. response). Monitor annually and achieve an increase in the number of business engagements year on year.
Develop and maintain an up-to-date business database.	Review and update annually, using the Australian Business Register (ABR).

Appendices

Appendix A Stakeholder Summary

Workshops	Location	Attendees	Date	Consultant	Format
Community	Talbot	15	4/06/2019	Twin Prism / Urban Enterprise	Workshop
Community	Maryborough	6	5/06/2019	Twin Prism / Urban Enterprise	Workshop
Community	Maryborough	20	12/06/2019	Twin Prism / Urban Enterprise	Workshop
Community	Dunolly	11	11/06/2019	Twin Prism / Urban Enterprise	Workshop
Council Officers	Maryborough	15	13/06/2019	Twin Prism / Urban Enterprise	Workshop
Council Officers (Tourism)	Maryborough	7	13/06/2019	Twin Prism / Urban Enterprise	Workshop

Name	Industry	Company	Consultation Date	Consultant	Format
Peter McAlister	Food Manufacturing/Manufacturing	True Foods & C for M	17/07/2019	Urban Enterprise	one-on-one
Windsor Main	Food Manufacturing/Manufacturing	Edlyn Foods	17/07/2019	Urban Enterprise	one-on-one
Kerrie Dowling	Food Manufacturing/Manufacturing	Sonac Australia/Committee for Maryborough	17/07/2019	Urban Enterprise	one-on-one
David Sutton	Education	Maryborough Education Centre	19/07/2019	Urban Enterprise	one-on-one
Terry Welsh	Health	Maryborough District Health Service	18/07/2019	Urban Enterprise	one-on-one
Carli Springate	Education	Bendigo TAFE - Castlemaine	18/07/2019	Urban Enterprise	one-on-one
Darren Ross	Agricultural	agric, hay and straw baling	16/07/2019	Urban Enterprise	one-on-one
Charles Williamson	Agricultural	lamb and wool	12/07/2019	Urban Enterprise	one-on-one
Mark Dellavedova	Property/Real Estate/Land Development	Land Developer/Real estate/business owner	16/07/2019	Urban Enterprise	one-on-one
Kate Ashton	Property/Real Estate/Land Development	Maryborough Ballarat Real Estate	18/07/2019	Urban Enterprise	one-on-one
Anthony Nigro	Retail	McDonalds owner/ Business owner	18/07/2019	Urban Enterprise	one-on-one
Maria Smith	Professional Services / Education & Training	Bounce Australia	9/08/2019	Urban Enterprise	one-on-one

Central Goldfields Shire Council

Tourism & Events Strategy 2020 - 2025

(DRAFT)

CENTRAL GOLDFIELDS
SHIRE COUNCIL

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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.

ACKNOWLEDGEMENTS

Council gratefully acknowledges the contribution made by stakeholders who contributed to the consultation phase by attending workshops and meetings, and completing surveys, including:

- Community members;
- Local businesses;
- Government agencies; and
- Central Goldfields Shire Council.

Acronyms

AAGR	Average Annual Growth Rate
ABS	Australian Bureau of Statistics
DMP	Destination Management Plan
EDS	Economic Development Strategy
FTE	Full Time Equivalent
IVS	International Visitor Survey
LGA	Local Government Area
LQ	Location Quotient
MTB	Mountain Bike
NBN	National Broadband Network
NBT	Nature-Based Tourism
NVS	National Visitor Survey
RDV	Regional Development Victoria
SEIFA	Socio Economic Index For Areas
TRA	Tourism Research Australia
UCL	Urban Centre Locality
VFR	Visiting Friends and Relatives
VGTE	Victorian Goldfields Tourism Executive
VIC	Visitor Information Centre

EXECUTIVE SUMMARY

Overview

Central Goldfields Shire Council is planning for the Shire's economic future by preparing a Tourism and Events Strategy to provide a clear vision and action plan for growing the Central Goldfields tourism industry.

The Strategy provides a plan for future growth and enhancement of the Central Goldfields visitor economy to benefit visitors and locals alike through focusing on the existing and potential tourism and product strengths of the region, and addressing any gaps and barriers to successful and sustainable visitor economy growth.

The Strategy considers the visitation, economic and demographic trends, as well as existing product, experiences and events that are impacting the local and regional visitor economy. The research and analysis presented in this Strategy highlights the issues that should be addressed and the opportunities that could be unlocked to achieve positive outcomes for the Shire's visitor economy and community.

The information in this Strategy is informed by independent research and analysis, as well as consultation with representatives of community groups, organisations, businesses and Government stakeholders

Visitor Economy Context

The Central Goldfields Visitor Economy currently supports 134 tourism businesses, providing services to over 225,500 visitors annually, and equating to over $35.1 million in domestic visitor expenditure.

Central Goldfields Shire forms part of the Goldfields Tourist Region, which includes the two significant population and visitation hubs of Ballarat and Bendigo which are well serviced and easily accessible from Melbourne.

Whilst these cities are growing significantly and developing reputations as hubs of arts, heritage, culture and food; product development and promotion of the villages which comprise the Central Goldfields, and the remainder of the Goldfields Region, has been lacking.

The Shire has a range of existing significant assets, however to date product development, activation and interpretation of these assets has been limited. Existing strategic policy supports development of key existing and emerging product and experience strengths across the Shire, including arts and culture, gold rush history, indigenous cultural heritage and nature based tourism.

Themes

Based on research, analysis and consultation, the following seven key themes provide the framework for enhancing and progressing the visitor economy in the Tourism & Events Strategy.

1. Shift the Narrative around the Shire's Identity and Perception
   Shifting the existing narrative both inside and outside the Shire will be integral to improving the current tourism offer, with a holistic approach that goes beyond external marketing required.
2. Improve Visitor Experience, Product and Activation
   As with the wider Goldfields Villages region, there is a distinct lack of quality visitor experiences and products through the Shire, which impacts on the potential to encourage visitors to stay and explore.
3. Enhance and Reinterpret the Gold Story
   The existing history and heritage of the region is currently both an identity strength and weakness, with existing heritage assets providing the perfect backdrop from which to build and leverage tourism visitation, but existing community sentiment a barrier to the development of aligned and ancillary experiences that would attract key regional target markets.
4. Support and Leverage the

Emerging Arts & Culture Sector
Development of the arts and culture sector within the Shire presents a range of opportunities to enhance both the Shire's visitor offer, and community liveability outcomes.

5. Revitalise Assets, Infrastructure and Accommodation
Assets and infrastructure are currently an issue across the Central Goldfields, both in supporting the visitor experience, and in meeting community requirements
6. 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 key target markets.
7. Provide a Contemporary Approach to Marketing and Visitor Services
Building awareness of the region in a contemporary way that showcases existing assets and signature experiences will be key to shifting the existing negative perception of the Shire.

Transformative Projects

Transformative projects in the Strategy are discussed below. Other ideas and opportunities are presented later in this Strategy.

Social Media Strategy

Undertake a Central Goldfields Shire led social media strategy, targeting both locals and Melbournians which promotes the unique positive attributes, local heroes and stories of the Central Goldfields.

Maryborough Railway Station Tourism Concept and Masterplan

Undertake a tourism concept masterplan for Maryborough Railway Station, which will guide innovative contemporary tourism uses for the Station and surrounding precinct.

Maryborough to Newstead Rail Track Rider

Assess the feasibility of creating a pedal-powered 'Railtrack Rider' course from Maryborough to Newstead that allows visitors to travel through and enjoy a unique experience of the Central Goldfields Shire.

WHL Bid Enhancement

In conjunction with the other Goldfields Villages, conduct an audit of existing history and heritage sites to inform development of the Goldfields Heritage and Cultural Sites Audit project and subsequent Goldfields Villages Heritage Museums Improvement Plan (as identified in the Goldfields Villages DMP).

Arts & Culture Strategy

Undertake an arts and culture study for the Shire in conjunction with the local arts and culture community.

Central Goldfields Art Gallery Redevelopment Feasibility Study

Conduct a redevelopment feasibility study for the Central Goldfields Art Gallery to enhance and activate the space including addressing street activation issues (e.g. existing fire doors).

Refresh Central Goldfields Visitor Accommodation

Undertake a refresh of Central Goldfields accommodation stock through development of a refresh accommodation project similar to that being undertaken in Noosa, and through promotion of permanent dwellings use as holiday rentals.

Golden Winter Event Series

Create a Winter Event Series across the Shire which is based around the key themes of the Goldfields Villages Touring Concept (cultural journey, creative journey and culinary journey) and creates connections to gold and goldrush history.

Events Tiering & Funding Criteria

Development of an event tiering and funding criteria to assess new and existing events against key objectives.

VIC Relocation

Consider relocation of the current VIC services to the Maryborough Railway Station in a smaller footprint satellite VIC capacity (to Bendigo VIC) to capture more visitors, this could also be collated within a larger community use space to promote activation such as a creative arts enterprise or a coworking space.

BACKGROUND

Central Goldfields Shire Council is planning for the Shire's economic future by preparing a Tourism and Events Strategy to provide a clear vision and action plan for growing the Central Goldfields tourism industry.

The Strategy plans for future growth and enhancement of the Central Goldfields visitor economy to benefit visitors and locals alike through focusing on the existing and potential tourism and product strengths of the region, and addressing any gaps and barriers to successful and sustainable visitor economy growth.

The process so far...

The Strategy considers the visitation, economic and demographic trends, as well as existing product, experiences and events that are impacting the local and regional visitor economy. The research and analysis presented in this Strategy highlights the issues that should be addressed and the opportunities that could be unlocked to achieve positive outcomes for the Shire's visitor economy and community.

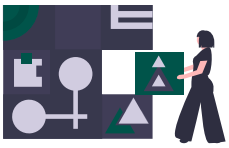
The information in this Strategy is informed by independent research and analysis, as well as consultation with representatives of community groups, organisations, businesses and Government stakeholders.

- Consultation
- Independent Research and Analysis
- Background and Discussion Paper
  - Vision
  - Issues & Opportunities
- **Tourism and Events Strategy 2020-2025**

What is the Visitor Economy?

As the economic impact of tourism has become more widely researched and its impacts more closely understood, the traditional definition has evolved to a more complex appreciation of the industry. It is now recognised that visitor activity does not occur in isolation moreover contributes to the wider investment and jobs across a range of industry sectors.

As recognised by the Victorian Visitor Economy Strategy (2016) the 'visitor economy' refers to the production of goods and services for consumption by visitors, which includes the industries that directly service visitors such as hotels, transport providers, tour companies and attractions, as well as intermediaries and those involved indirectly, such as retail and food production.



What is Council's role in the Visitor Economy?

The visitor economy is much broader than 'tourists' and 'tourist attractions' but plays a key role in the development of regional local economies through the creation of jobs for locals, and enhancing services and assets for use by tourists and locals alike.

Local Government therefore plays an important role in facilitating the growth and development of the visitor economy, through tourism service delivery which includes the following:

- Delivery of visitor information services;
- Industry support;
- Domestic marketing;
- Content development;
- Event attraction and support; and
- Investment attraction

VISION AND STRATEGIC FRAMEWORK

Council's vision for this strategy sits within its overall vision for the Central Goldfields community and specific objectives for the local economy, as expressed in the Council Plan.

Our Vision:
'To be a vibrant, thriving and inclusive community.'

Our Purpose:
'To achieve the best outcomes for the local community and having regard to the long term and cumalative effects of decisions.'

Economic Development Outcome:

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

Economic Objectives

- Facilitate an environment which is conducive to industry/business growth and employment growth and retention.
- Develop a skilled workforce to support economic growth
- Promote Central Goldfields as a place of choice to live, work and play
- Provide a supportive environment for existing business to prosper
- Strengthen and facilitate diversification for the Agri-business and food processing sectors
- Grow the digital capability of the Shire
- Capitalise on tourism and the visitor economy through growth of events and promotion of unique local experiences.

Themes

Based on research, analysis and consultation, seven key themes form the framework for the Tourism & Events Strategy.

1	Shift the Narrative around the Shire's Identity and Perception	Shifting the existing narrative both inside and outside the Shire will be integral to improving the current tourism offer, with a holistic approach that goes beyond external marketing required.
2	Improve Visitor Experience, Product and Activation	As with the wider Goldfields Villages region, there is a distinct lack of quality visitor experiences and products through the Shire, which impacts on the potential to encourage visitors to stay and explore.
3	Enhance and Reinterpret the Gold Story	The existing history and heritage of the region is currently both an identity strength and weakness, with existing heritage assets providing the perfect backdrop from which to build and leverage tourism visitation, but existing community sentiment a barrier to the development of aligned and ancillary experiences that would attract key regional target markets.
4	Support and Leverage the Emerging Arts & Culture Sector	Development of the arts and culture sector within the Shire presents a range of opportunities to enhance both the Shire's visitor offer, and community liveability outcomes.
5	Revitalise Assets, Infrastructure and Accommodation	Assets and infrastructure are currently an issue across the Central Goldfields, both in supporting the visitor experience, and in meeting community requirements
6	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 key target markets.
7	Provide a Contemporary Approach to Marketing and Visitor Services	Building awareness of the region in a contemporary way that showcases existing assets and signature experiences will be key to shifting the existing negative perception of the Shire.

LOCATION AND STRATEGIC CONTEXT

Location

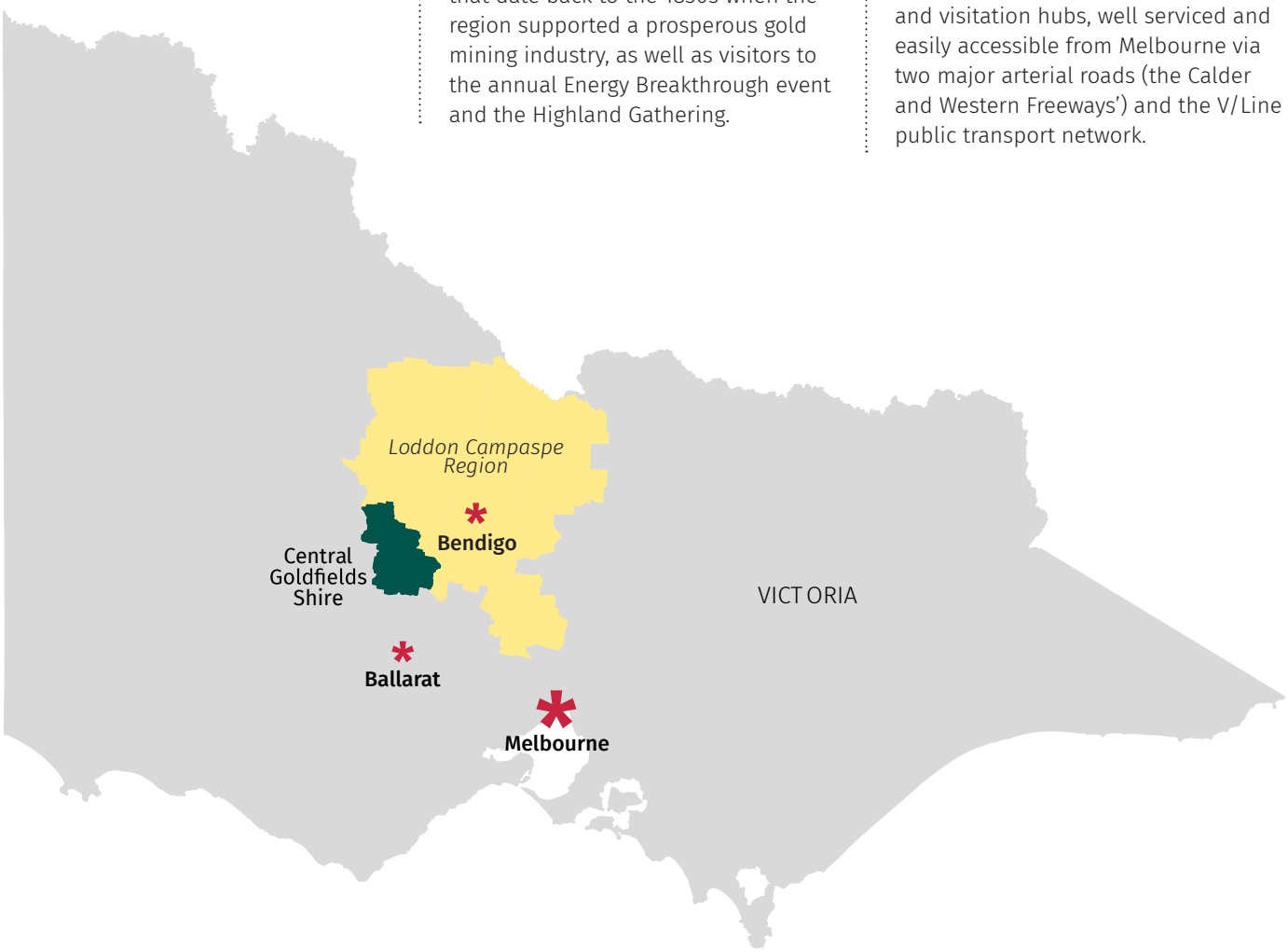
Central Goldfields Shire is located approximately 150 km north west of Melbourne. the Shire is uniquely located between two regional cities, approximately 40 km north of Ballarat and 55 km south west of Bendigo.

Located at the geographic heart of Victoria, Central Goldfields Shire is home to just over 13,000 people. Maryborough is the Shire's major business centre and is a health and retail centre for surrounding towns including Castlemaine, St Arnaud, Avoca, Talbot and Dunolly. The Shire also hosts a number of food manufacturing businesses. The Shire is part of the Goldfields Tourist Region, with many visitors coming to see the historic buildings and townships that date back to the 1850s when the region supported a prosperous gold mining industry, as well as visitors to the annual Energy Breakthrough event and the Highland Gathering.

Regional Tourism Context

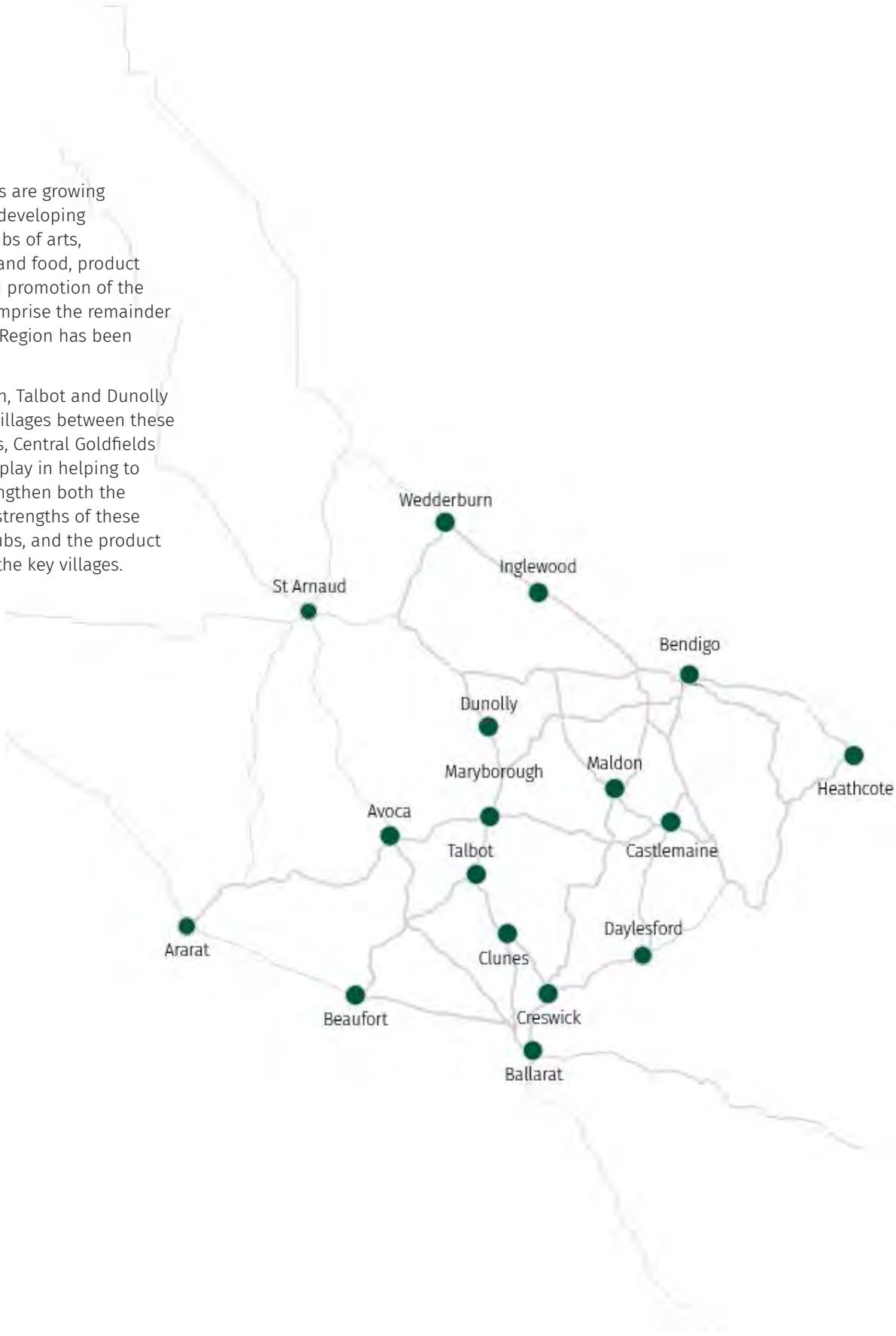
Central Goldfields Shire forms part of the Goldfields tourism region, as defined by Visit Victoria, which also includes the Local Government Areas of City of Ballarat, City of Greater Bendigo, Loddon Shire, Mount Alexander Shire, Pyrenees Shire, and the northern section of Golden Plains Shire

Within the Goldfields Region, the two regional cities of Ballarat and Bendigo are significant population and visitation hubs, well serviced and easily accessible from Melbourne via two major arterial roads (the Calder and Western Freeways') and the V/Line public transport network.



Whilst these cities are growing significantly and developing reputations as hubs of arts, heritage, culture and food, product development and promotion of the villages which comprise the remainder of the Goldfields Region has been lacking.

With Maryborough, Talbot and Dunolly three of the key villages between these two growing cities, Central Goldfields has a key part to play in helping to connect and strengthen both the existing product strengths of these growing visitor hubs, and the product emerging across the key villages.



Strategic Context

A range of strategic policy which provides a guiding framework for tourism has been prepared for the Central Goldfields and surrounds at a local, regional and state level. Existing policy supports development of key existing and emerging product and experience strengths across the Shire, including arts and culture, gold rush history, indigenous cultural heritage and nature based tourism.

Key state strategies also highlight that the creative sector presents significant opportunities for product development and growth across Central Goldfields Shire, and the wider Goldfields region, with a range of existing arts and cultural assets, and an emerging community of passionate artists and makers in the nearby towns and cities of Ballarat, Bendigo and Castlemaine. There is capacity for Central Goldfields to actively support and develop initiatives in this space to promote resident and visitor attraction.

The World Heritage Listing Bid, and the development and promotion of indigenous tourism also present significant opportunity for the wider Victorian Goldfields Region, and Central Goldfields in particular

The following documents have been reviewed to inform this Background and Discussion Paper:

- Regional Tourism Review Discussion Paper (2019)
- Victorian Visitor Economy Strategy 2016-2020
- Victoria's 2020 Strategy
- Victoria's Tourism and Events Industry Strategy 2020
- Victorian Regional Economic Development and Services Review 2015
- Creative State 2016-2020
- First Peoples Action Plan for the Creative Industries 2018 – 2020
- Victoria's Aboriginal Tourism Development Strategy 2013-2023
- Victoria's Trails Strategy 2014-24
- Loddon Mallee Regional Strategic Plan 2015-2018
- Loddon Mallee South Regional Growth Plan (2014)
- Draft Loddon Campaspe Regional Economic Growth Strategy (2019)
- Goldfields Villages Destination Management Plan (2018)
- Goldfields Villages Touring Concept Product Development & Marketing Plan (2018)
- Central Victorian Goldfields World Heritage Listing Bid (2017)
- Goldfields Heritage Development and Opportunity Summit 2017
- Developing Victoria's Goldfields into Australia's Cultural Heritage Region 2012
- Victorian Goldfields Tourism Executive Annual Plan 2018-19
- Bendigo Region Destination Management Plan (2015)
- Central Goldfields Shire Council Plan 2017-2021
- Destination Central Goldfields Strategic Tourism Plan 2010-2020
- Central Goldfields 5-year Events Strategy (2014)

VISITOR ECONOMY PROFILE

Visitor Economy Snapshot

As the economic impact of tourism has become more widely researched and its impacts more closely understood, the traditional definition has evolved to a more complex appreciation of the industry. It is now recognised that visitor activity does not occur in isolation moreover contributes to the wider investment and jobs across a range of industry sectors.

As recognised by the Victorian Visitor Economy Strategy (2016) the 'visitor economy' refers to the production of goods and services for consumption by visitors, which includes the industries that directly service visitors such as hotels, transport providers, tour companies and attractions, as well as intermediaries and those involved indirectly, such as retail and food production.

The visitor economy in Central Goldfields is broader than just visitors to the Shire and traditional tourism businesses, with tourism being a major driver of the Shire's economy, and the local community having a key role to play in both servicing visitors and positively promoting the region.

Tourism
is 1 of 4 Key Industries
Driving of the Shire's Economy

160,513 Domestic Daytrip Visitors

63,615 Domestic Overnight Visitors

1,457 International Visitors

$18 million Domestic Daytrip Visitor Expenditure

$17.1 million Domestic Overnight Visitor Expenditure

12,993 Current Residents

14,134 Forecast Residents to 2036

#1 Most Disadvantaged Council Area in Victoria

831 Local Businesses

134 Tourism Businesses

4,112 Employed Residents

$190,000 Median House Price

50 years Median Age

Key Policy

Goldfields Villages Destination Management Plan and Goldfields Villages Touring Concept Product Development & Marketing Plan

The recently prepared Goldfields Villages Destination Management Plan and Goldfields Villages Touring Concept Product Development & Marketing Plan which build on previous Destination Management Plans prepared for the Bendigo and Ballarat regions (as well as other local plans and strategies conducted across the municipalities that make up the Goldfields Villages region) both provide key guidance for tourism across the Goldfields Villages region, and an overarching framework for the Central Goldfields Shire Tourism & Events Strategy.

In particular strengths and opportunities identified within the Shire closely align to themes and objectives as outlined in the DMP document; with development, growth and promotion of the Shire's creative, cultural and culinary products and experiences forming the central spine connecting the strong regional experiences offered in the cities that bookend the region, Ballarat and Bendigo.

Regional Tourism Review

1. **Strengthening our tourism offering**
- Making the most of our natural and cultural sites
- Improving and increasing our accommodation offering
- Catering for diversity
- Encouraging regional and business events
- Supporting our boutique producers and cross-sector partnerships.

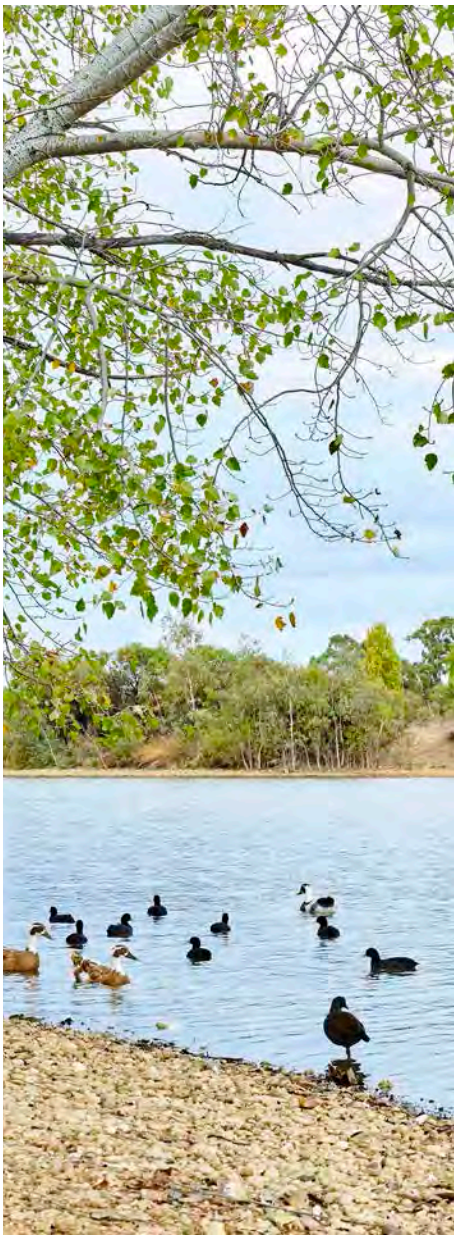
2. **Making the most of our marketing spending**
- There are multiple levels of investment in regional marketing
- Working together on shared priorities
- Making sure our marketing activity is aligned

3. **Supporting industry**
- Facilitating investment in our regions
- Improving planning and approval processes
- Securing labour and skills
- Supporting the tourism industry to harness technology

4. **Enhancing Regional Tourism Boards**
- Boards have a common purpose but varied governance arrangements
- Funding models and levels differ
- Local support and buy-in matters
- Boundaries and scale are important for success

5. **Better coordinating effort**
- Building on work and lessons from the past
- Many actors have a role to play
- Better leveraging our shared investment
- Aligning state and regional strategies

To inform the further development of the Review, a range of feedback activities occurred throughout regional Victoria in July and August 2019, including a public online submission portal.



VISITOR PROFILE

Central Goldfields attracted an estimated 225,585 visitors annually between 2009 and 2018. Visitation to the Shire was dominated by daytrip visitors, who comprised 71% of total visitors to the Shire annually.

Trended Visitation

Total visitation to the Shire showed strong growth over the 10 year period, growing from 246,556 visitors annually in 2009 to 343,621 visitors annually in 2018.

Total Visitation to the Shire

In the Goldfields Villages DMP, it was identified that the Goldfields Villages currently capture an exceptionally low proportion of the total number of visitors to the wider Goldfields Region, with Central Goldfields Shire itself capturing only 4% of total visitation to the Goldfields Region. Including an average of 3.8% of daytrip visitors, 4.1% of overnight visitors and 3.5% of international visitors between 2009 and 2018.

Share of Regional Visitation

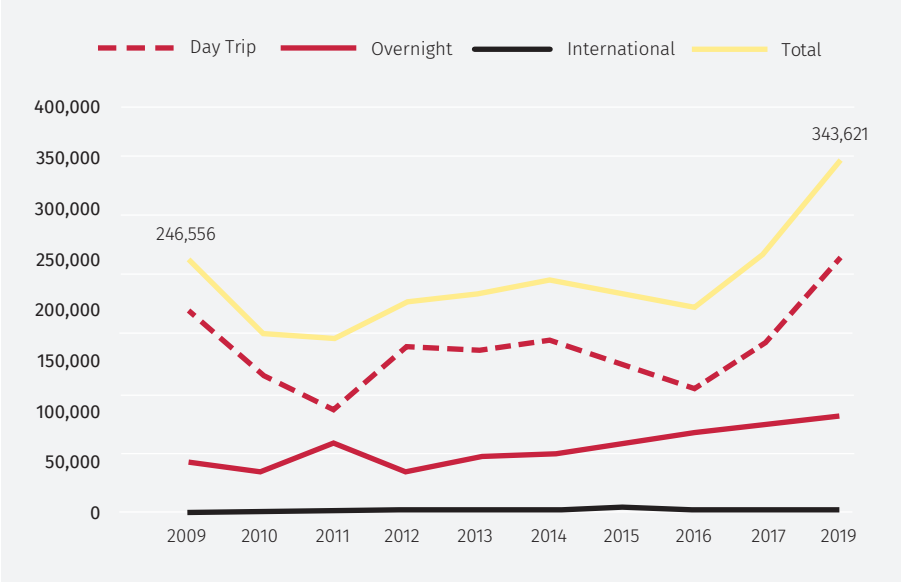
This demonstrates a large market opportunity for the Goldfields Villages to increase visitation through the development of products and experiences that promote their unique stories in line with themes that already draw visitors to Bendigo and Ballarat (e.g. arts, heritage and food), and presents a key opportunity for Central Goldfields in particular, having both unique existing assets across these themes, and strong community and industry interest in their activation and development.

160,513
Domestic Daytrip Visitors

63,615
Domestic Overnight Visitors

1,457
International Visitors

Summary of Average Annual Visitation to the Shire (2008-2019)



Total Visitation to Central Goldfields Shire^

3.8%
Domestic Daytrip Visitors

4.1%
Domestic Overnight Visitors

3.5%
International Visitors

Share of Regional Visitation

This is particularly important as currently the Shire attracts primarily VFR visitors across domestic daytrip, domestic overnight and international visitor markets, which is inconsistent with the wider Goldfields Region and regional Victoria where holiday was the primary purpose of visit.

Key demographics for daytrip, overnight and international visitor markets to the Shire are outlined overleaf as compared to the Goldfields Region and regional Victoria.

Notably visitors to the Shire were more likely to be older, visiting friends and relatives, and participating less in popular visitor activities such as eating and dining out, as compared to the Goldfields Region, and regional Victoria.

^All visitor and demographic data has been based on the 10-year average from 2008 to 2018 (calendar years) due to low sample sizes across the investigation regions.

Key Visitor Demographics 2009-2018

Source: TRA CDMOTA NVS & IVS Calendar Year 2009-2018 average.

	Daytrip Visitors				Overnight Visitors				International Visitors			
	Indicator	CG	G	RV	Indicator	CG	G	RV	Indicator	CG	G	RV
Age Structure	15-24 years	12%	12%	13%	15-24 years	12%	14%	15%	15-24 years	3%	12%	15%
	25-34 years	6%	14%	16%	25-34 years	13%	16%	17%	25-34 years	21%	18%	24%
	35-44 years	16%	16%	17%	35-44 years	15%	17%	17%	35-44 years	11%	13%	14%
	45-54 years	19%	19%	17%	45-54 years	22%	17%	17%	45-54 years	24%	18%	15%
	55-64 years	23%	18%	17%	55-64 years	15%	18%	17%	55-64 years	31%	21%	18%
	65+ years	24%	21%	19%	65+ years	22%	19%	17%	65+ years	9%	18%	12%
Origin State/ Country (Top)	Victoria	100	98%	97%	Victoria	83%	81%	85%	United Kingdom	19%	18%	17%
	New South Wales	0%	1%	3%	NSW	8%	8%	7%	New Zealand	14%	19%	13%
	South Australia	0%	0%	1%	SA	4%	4%	4%	United States of America	13%	9%	9%
					Qld	2%	3%	2%	Singapore	6%	3%	3%
					WA	2%	1%	1%	Hong Kong	6%	1%	2%
Purpose of Visit (Top)	Visiting friends and relatives	43%	34%	30%	Visiting friends and relatives	52%	44%	33%	Visiting friends and relatives	46%	38%	30%
	Holiday	41%	44%	52%	Holiday	32%	37%	54%	Holiday	40%	49%	66%
	Other reason	9%	11%	10%	Other reason	3%	6%	3%	Business	11%	8%	5%
	Business	8%	11%	9%	Business	12%	13%	10%	Employment	2%	2%	3%
					In transit	0%	1%	1%	Education	1%	3%	2%
Activities (Top)	Visit friends & relatives	41%	38%	35%	Visit friends & relatives	59%	52%	44%	Eat out / dine at a restaurant and/or cafe	94%	94%	93%
	Eat out / dine at a restaurant and/or cafe	37%	46%	46%	Eat out / dine at a restaurant and/or cafe	44%	52%	54%	Go shopping for pleasure	77%	81%	78%
	Go shopping for pleasure	19%	21%	17%	Sightseeing/looking around	25%	22%	28%	Sightseeing/looking around	75%	80%	80%
	Sightseeing/looking around	18%	16%	19%	Go shopping for pleasure	19%	18%	20%	Go to markets	61%	62%	58%
	None of these	10%	13%	10%	Pubs, clubs, discos etc	15%	18%	20%	Pubs, clubs, discos etc	54%	58%	53%
	Attend an organised sporting event	6%	4%	3%	Bushwalking / rainforest walks	13%	7%	15%	Visit national parks / state parks	51%	69%	64%
	Visit history / heritage buildings, sites or monuments	6%	5%	3%	Visit history / heritage buildings, sites or monuments	8%	9%	5%	Visit botanical or other public gardens	46%	60%	52%
	Pubs, clubs, discos etc	5%	5%	6%	None of these	6%	8%	7%	Visit museums or art galleries	39%	60%	46%
	Picnics or BBQs	5%	3%	5%	Play other sports	6%	4%	4%	Visit history / heritage buildings, sites or monuments	34%	55%	46%
	Other outdoor activities nfd	4%	1%	2%	Go on a daytrip to another place	5%	4%	5%	Visit farms	29%	29%	23%
	Go to markets	4%	3%	3%	Visit museums or art galleries	5%	10%	5%	Visit wildlife parks / zoos / aquariums	27%	50%	44%
	Visit industrial tourist attractions / mines / breweries (breweries excl 2016 onwards)	3%	2%	1%	Exercise, gym or swimming	5%	4%	5%	Bushwalking / rainforest walks	25%	49%	44%

Hub & Spoke Model

The key opportunity for Central Goldfields as part of the Goldfields Villages, is to further leverage from current and future visitation to both Ballarat and Bendigo, by developing products and experiences that entice visitors to disperse from these two regional hubs. As such, identified target markets for these regional cities (and the villages themselves, including within Central Goldfields) include:

Ballarat

- **Families**
- **Socially aware**
- **Older travellers**
- **Western Anglo Markets**
- United Kingdom
- New Zealand
- **Chinese**

Bendigo

- **Lifestyle Leaders**
- Creative Opinion Leaders
- Food and Wine Lifestylers
- Enriched Wellbeing
- Inspired By Nature
- **International Experience Seekers**

Key Target Markets

Creative Opinion Leaders

Creative Opinion Leaders represent approximately 6% of the total population 18+. They are creative both in terms of their involvement in cultural and creative pursuits and their openness to risks, new experiences and new ideas. Their extensive social networks and extroverted nature means that once they've visited a destination, the latest exhibition or experience, they will generate positive word of mouth among their friends and family.

Food and Wine Lifestylers

Food and Wine Lifestylers represent approximately 13% of the population aged over 18 years. They are a credible authority for eating out and seek to enhance their sophisticated palate and culinary knowledge through an understanding about everything food and wine. In particular they like to get to know the characters and stories behind the food and wine from the winemaker or chef.

Inspired by Nature

Represent approximately 14% of the total population 18+. They regularly get away for weekends and want a choice of activities that allow them to get active to varied degrees, from hiking and cycling to shopping and dining. Their genuine environmental concerns lead them towards preferring an eco-tourism experience where respect for natural surrounds is paramount.

Enriched Wellbeing

Enriched Wellbeing represent approximately 7% of the total population over 18 years old. They are progressive, educated and professional individuals who seek luxurious breaks to indulge personal passions within a culturally rich, natural or rejuvenating setting. They are financially secure, and spend more on travel and luxury accommodation. They value quality over price and seek enrichment and rejuvenation through connecting with nature and focussing on their wellbeing.

ECONOMIC PROFILE

Overview

Central Goldfields Shire's economy is small relative to the broader region, and is attributed to the lower population base. The Shire accounts for 6% of the region's population, 4% of employed persons and 4% of businesses.

Based on employment data, the industry strengths of the Shire are closely aligned to the Loddon Campaspe region, with the highest employing sectors identified as health care and social assistance, manufacturing and retail trade.

	Central Goldfields	Loddon Campaspe
Population (2016)	12,993	232,903
Employed Residents (2016)	4,112	101,109
Highest Employing Sectors (2016)	1 Health Care & Social Assistance 2 Manufacturing 3 Retail Trade	1 Health Care & Social Assistance 2 Retail Trade 3 Manufacturing
Local Businesses (2018)	831	20,283
Median House Price (2017)	$190,000	$322,000

Economic Snapshot - Central Goldfields

Industry Composition

A profile of the Central Goldfields Shire based on a range of economic indicators, including employment and business by industry and sub-sector identifies that tourism is one of four key industries driving the Central Goldfields local economy.

Local Economy Key Drivers

Source: Urban Enterprise 2019, derived from economic indicators (employment, business), Australian Bureau of Statistics (ABS), 2011, 2016

Tourism Businesses

TRA identified that the Central Goldfields had an estimated 134 tourism businesses of which:

- 49 were non-employing;
- 50 had between 1 to 4 employees;
- 24 had between 5 to 19 employees; and
- 5 had 20 or more employees[1].

The accommodation and food services sector, which primarily relates to the tourism industry, has been identified as a major employing sector within Central Goldfields Shire.

Employment in this sector grew significantly between 2011 and 2016, increasing by 28% (+63 jobs). Employment across all sub-sectors increased over that period.

Cafes, restaurants and takeaway food services is the highest employing sub-sector, as it accounts for 60% of employment and increased by 21% (+31 jobs), suggesting that the hospitality role and product offering of the Shire is strengthening.

Domestic Visitor Expenditure

Daytrip Visitors

Domestic daytrip visitors to Central Goldfields spent an estimated $18 million on average annually between 2015 and 2018, equating to $104 per trip

Overnight Visitors

Domestic overnight visitors to Central Goldfields spent an estimated $ 17.1 million on average annually between 2015 and 2018, equating to $210 per trip, or $92 per night during their trip. Overnight visitors spent an estimated $140 per night on average for commercial accommodation.[1]

	2011	2016	Change (No.)	Change (%)
Accommodation and Food Services	228	291	63	28%
Cafes, Restaurants and Takeaway Food Services	145	176	31	21%
Clubs (Hospitality)	26	37	11	42%
Accommodation	30	35	5	17%
Pubs, Taverns and Bars	24	28	4	17%
Food and Beverage Services, nfd	3	11	8	267%
Accommodation and Food Services, nfd	0	4	4	0%

Business Counts - Central Goldfields Shire - 2011 to 2016

Source: Business Counts (by employment range), Australian Bureau of Statistics (ABS), 2016, 2018

* Note that employment figures differ from those presented Table 16, as not all sub-sectors have been included

[1] Tourism Research Australia, Local Government Area Profiles 2018, data averaged for 2015-2018.

PRODUCTS & EXPERIENCES PROFILE

Products & Experiences Snapshot

The Shire has a range of existing significant assets, however to date product development, activation and interpretation of these assets has been limited.

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.

Existing assets within the region which showcase the region's Gold Rush legacy are currently underutilised and have the capacity, if leveraged effectively, to both build awareness and attract visitors to the region.

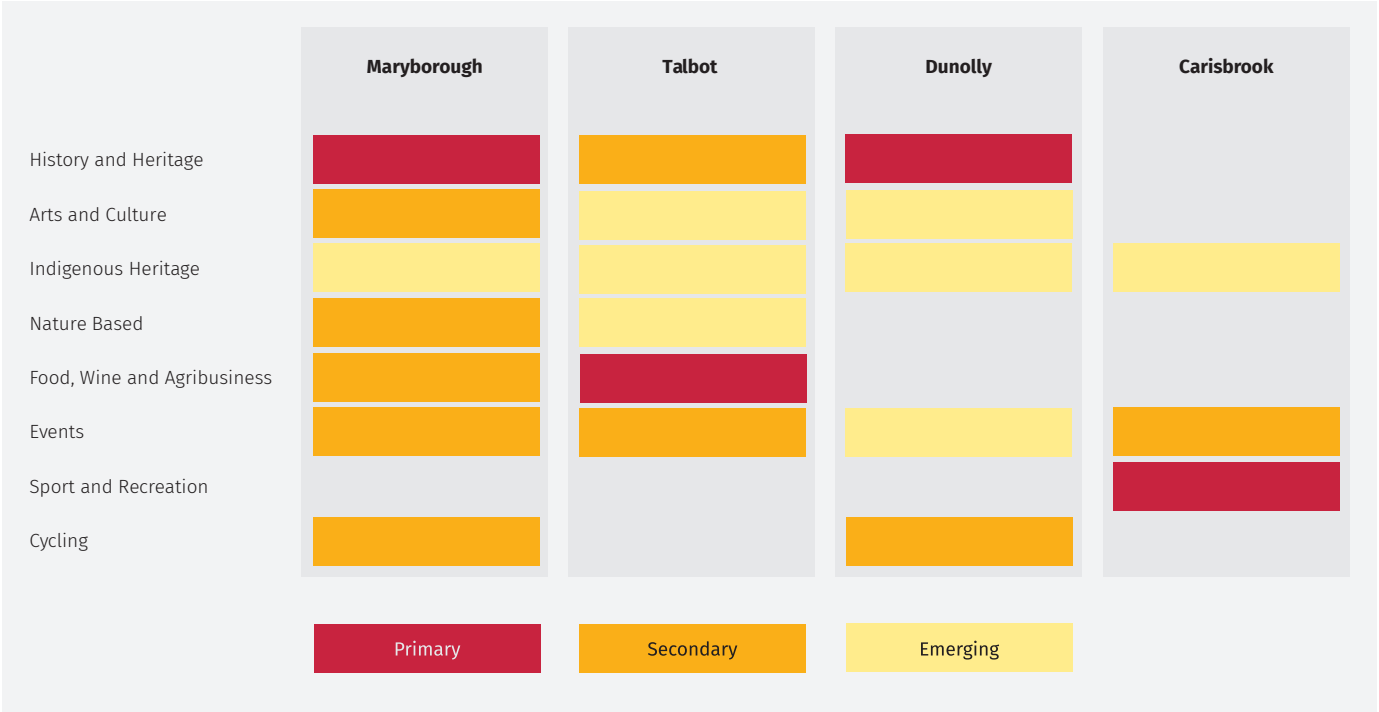
Signature food and wine experiences are starting to develop in the Shire, with Talbot township a leader in this space with both the Talbot Provedore and Eatery, and the Talbot Farmers Market.

Central Goldfields also has a burgeoning artists and makers community and a range of existing arts and cultural assets which could be better promoted and activated.

There is opportunity to utilise this to both increase liveability and social inclusion outcomes for the local community, and attract visitors to the region (particularly lifestyle leaders).

In particular utilising the arts to contemporise and leverage existing signature assets (such as gold) through installations, interpretation, activation and events is a key opportunity.

The Shire also has a range of natural assets including state and regional parks, and waterways, which are currently underutilised and could be developed or enhanced to support increased community and visitor use.



Township Product Strengths Comparison

History and Heritage

The wider Goldfields Region is known for its iconic history and heritage, and Central Goldfields Shire has a diverse range of existing heritage products and visitor experiences, with varying levels of development and interpretation.

Key historic assets and experiences in the Shire include Maryborough Railway Station, Dunolly Historic Precinct, Dunolly Museum, Bristol Hill Tower, Moliagul Historic Reserve, Grand Duke Mine in Timor, Worsley Cottage in Maryborough, McLandress Square, Talbot historic streetscape and the Ballarat to Maryborough Heritage Trail.

Gold Rush

The extensive Gold Rush history is a key feature and strength of the Goldfields Region, with Central Goldfields in particular home to unique Goldrush narratives such as the Welcome Stranger Gold Nugget (as well as a host of other more recent significant finds, particularly within Dunolly); and experiences such as the Coiltek Gold Centre (which offers gold prospecting tours as well as the hire of gold and metal detectors). The Gold Rush era heritage streetscapes and architecture across the Shire's townships are both a distinguishing feature and underutilised tourism backdrop.

The goldfields history is extensive across the wider region and Central Goldfields Shire, however there are limitations to the experience and interpretation of the assets.

The Goldfields Villages DMP identified the need for a thorough audit of all heritage sites across the Goldfields region and the creation of stories and interpretation that brings depth to the goldfields heritage experience. This presents a unique opportunity for Central Goldfields to build on and leverage from their existing assets and unique stories within this wider Gold Rush narrative to create a point of difference for their Gold history.

Indigenous

Indigenous tourism is relatively unexplored in the Goldfields region, with a significant number of assets recorded across the region, but these assets, and the Indigenous history either not well known or not promoted. The Indigenous story presents a key opportunity to explore and develop a different narrative for the region (pre gold rush), which could be heroed by Central Goldfields Shire. The Goldfields Villages DMP identified the potential to expand upon existing known assets through identification, interpretation and subsequent or improved promotion, particularly within the Maryborough region where existing assets include Aboriginal Wells; Bull Gully Rock Wells and The Aboriginal Shelter Tree.

In particular development of arts and culture experiences which celebrate and promote indigenous culture (such as the recent Ngardang Girri Kalat Mimini exhibition at Central Goldfields Art Gallery) is a key opportunity.

Nature-Based

Central Goldfields Shire has significant State and regional parks, including the Maryborough-Dunolly Box-Ironbark Region, however product and experience development to date has been limited. Existing parks include Paddy's Ranges State Park and Maryborough Regional Park, as well as Havelock Nature Conservation Reserve, Waanyarra Nature Conservation Reserve, Bristol Hill Reserve, and Timor Conservation Reserve; which support a range of active and passive recreational uses. Waterways are also a key feature of the region, including Tullaroop Reservoir, Cairn Curran Reservoir and Goldfields Reservoir.

A number of golf facilities are also located across the Shire, including golf clubs/courses in Dunolly, Maryborough, Talbot, as well as the popular Maryborough Harness Racing Club in Carisbrook.

Cycling and Walking

The Goldfields Region is an emerging cycling region, with existing cycling assets across the Central Goldfields including the Ballarat Maryborough Heritage Trail taking in townships of Creswick, Clunes and Talbot; Cycle Central Goldfields; and Dunolly Cycle Tracks.

There are also a range of established walking-only trails within the Shire including Maryborough Town Walk; and Goldfields Reservoir Walk in Paddys Ranges State Park.

Arts and Culture

Ballarat and Bendigo are both developing a growing market recognition for arts and culture, attracting strong arts-based communities and a range of art and culture products and experiences. Arts and culture across the Goldfields is still emerging, and presents significant opportunities for Central Goldfields

Shire, including leveraging from Ballarat and Bendigo's existing assets and experiences.

Existing assets and experiences within the Shire include the Alvah Art Gallery (Dunolly), Dunolly Gilbert and Sullivan Society, Dunolly Historic Precinct, the Corridor Gallery (Talbot), Railway Station Gallery (Talbot), Central Goldfields Art Gallery (Maryborough), Ministry of Fun (Dunolly), Talbot Arts and Historical Museum, Puzzleflat Gallery (Dunolly), and Possum Gully Fine Arts Gallery (Adelaide Lead).

Felix Ceramics Studio in Talbot is also a popular visitor attraction, offering a range of workshops and retreat packages in partnership with local businesses Talbot Provedore & Eatery and Pretty Cottage.

Food, Wine and Agritourism

Food, wine and agritourism is a key strength across the wider Goldfields Region, with both Ballarat and Bendigo foodie hotspots well regarded for their emerging food and wine culture and Bendigo receiving designation as a UNESCO Creative City (and region) of Gastronomy in 2019.

Further product and experience development, and use and promotion of local produce to tie into this regional strength presents a significant opportunity to improve the offer of all Goldfields villages across the region.

Within the Central Goldfields, Talbot in particular is developing an emerging strength in this space with both the Talbot Provedore and Eatery and the very popular Talbot Farmers Market. Other existing food and agritourism products and experiences across the Shire include Bull & Mouth Hotel, Lillicur Vineyard, Daily Dose Cafe, Amherst Winery, Madam Chi Chi Café, Storm Café, Railway Café and Tracks Bar and Supreme Court Bar and Restaurant.

Wine Regions

There are several wine regions partly located in the Goldfields Region, including Bendigo Wine Region, Heathcote Wine Region, and Pyrenees Wine Region, part of which is located in Central Goldfields Shire. Bendigo, Heathcote, and Pyrenees wine regions (along with the Grampians wine region) have recently been designated as the fifth pillar "Central Region" of Wine Victoria's Five Pillars Tourism Project. This represents significant opportunity for the wider Goldfields Region to grow it's food and wine offer through increased promotion and marketing, and strategic contemporary product and experience development. The Pyrenees Wine region includes approximately 26 wineries, with 22 including a cellar door, and one of which, Amherst Vineyard, located in close proximity to Talbot.

Accommodation

A total of 24 accommodation establishments were identified within the Central Goldfields, with 50% of establishments (12) and 64% of room stock (112 rooms) located in the main township of Maryborough. There were four properties located in Dunolly. three in Talbot, and two in Carisbrook. Almost half (42%) of all establishments (10) were a cottage, self contained, and/or farm stay, and 38% were a hotel, motel or motor inn. Quality of establishments varied with a number of establishments dated and unlikely to attract contemporary visitors/target markets (such as Lifestyle Leaders).

Room occupancy rates for Hotels, motels and serviced apartments in 2016[3] (June Quarter) varied across the Goldfields Region, from 49.6% in Ballarat Tourism Region to 63.5% in Bendigo Loddon Tourism Region, as compared to 68.5% for Victoria as a whole.

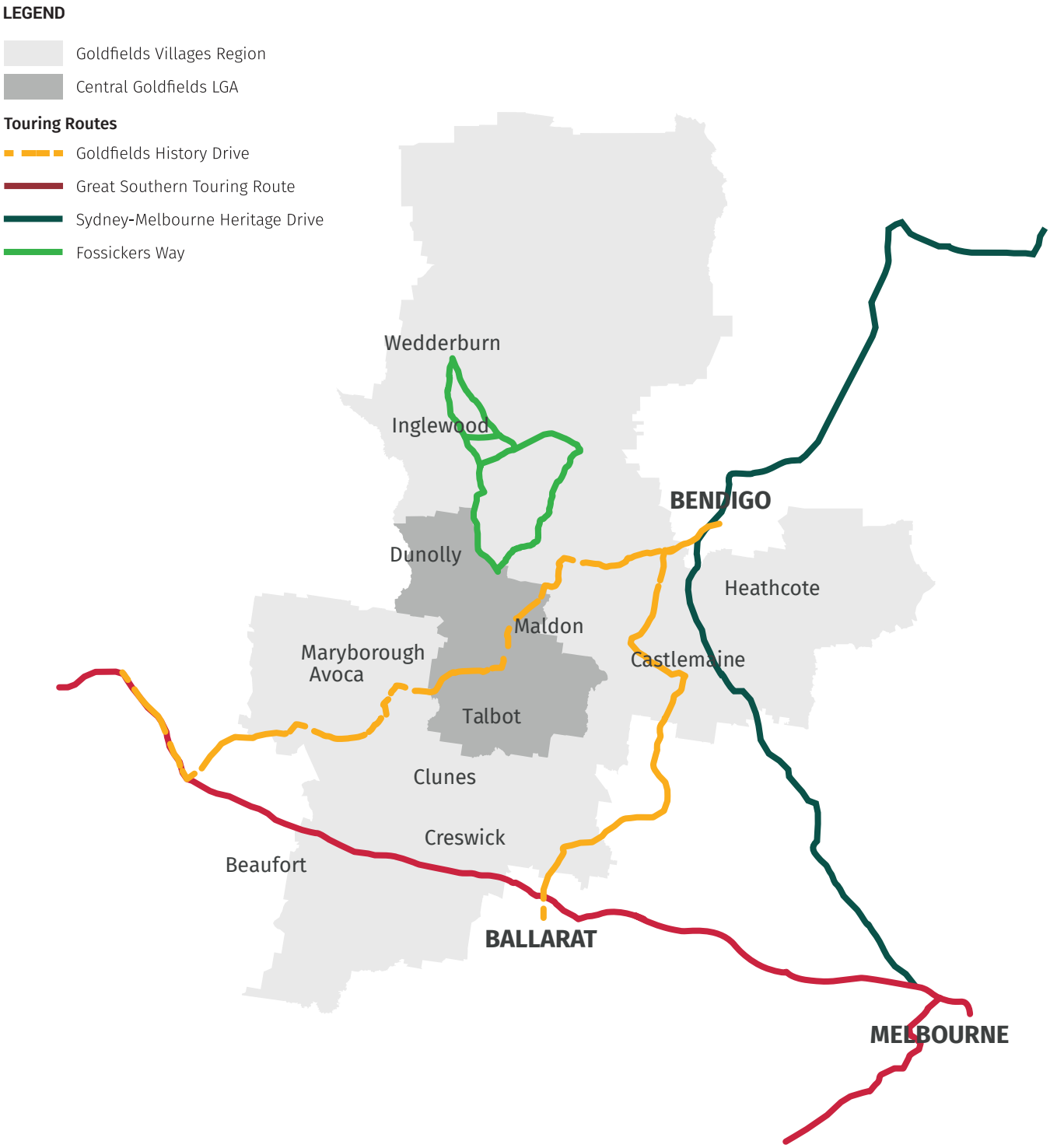
AirDNA estimates that Central Goldfields has a total of 31 entire house rentals available on Airbnb/HomeAway and 2 private rooms, with an average daily rate of $150 and a 33% occupancy rate. A total of 934 Airbnb/HomeAway entire home rentals were recorded within the LGAs that comprise the wider Goldfields Region^ with approximately 33% of these located within Bendigo (312 entire house rentals) and 32% within Ballarat (including Creswick township) (300). In total, 1159 active properties were recorded across the Goldfields Region.

Touring

There are a number of existing formal touring routes that currently traverse, or are in close proximity to, Central Goldfields Shire, including the Fossickers Way, and Goldfields History Drive. These touring routes are shown in the figure on the right.

The creation of a contemporary touring experience based on a series of three interpretation themes was identified within the Goldfields Villages DMP, and an associated Goldfields Villages Touring Product Development & Marketing Plan has been developed.

[3] 2015-2016 is the last release of the ABS Tourist Accommodation dataset. Results are not available for Central Goldfields Shire individually.
^This includes the LGA's of Central Goldfields; Ballarat (including the Creswick township); Bendigo; Loddon; Mount Alexander; Pyrenees; and the Clunes township.



Goldfields Villages Touring Landscape

EVENTS PROFILE

Events Snapshot

Events are a growing strength for both Ballarat and Bendigo and utilised to address seasonality issues and promote the respective strengths of each township.

Coordination of event calendars in the two regional cities presents a key opportunity for growing visitation across the villages, including within Central Goldfields.

Currently there are 31 events held annually across the Shire, including 11 key events held across the year. This includes a number of unique signature events which draw significant visitation to the region regularly, in particular the Energy Breakthrough event and Talbot Farmers Market, however expansion and development potential of these events is limited due to resourcing capacity limitations.

Development of aligned events and product/activity across multiple days/ townships will enable increased yield and length of stay from these signature events

	Type	Township	Month	Estimated Attendance
Energy Breakthrough	Educational	Maryborough	November	25,000
Maryborough Highland Gathering	History & Heritage	Maryborough	January	4,000
Talbot Farmers Market	Market	Talbot	Monthly	3,500
Talbot Town Hall Market	Market	Talbot	Monthly	3,500
Redwood Carnival	Sport & Recreation	Carisbrook	August	2,000
Maryborough Antique Bottle & Collectables Fair	History & Heritage	Carisbrook	August	1,500
Maryborough Gold Cup	Sport & Recreation	Carisbrook	March	1,500
Maryborough Lions Tourist Market	Market	Maryborough	Monthly	1,500
Tiny Towns Arts Trail	Arts & Culture	Shire wide	April	1,500
Words in Winter Festival	Arts & Culture	Shire wide	August	1,000
Chopped	Sport & Recreation	Carisbrook	October	3,000

Key Events Summary

Source: Central Goldfields Shire, 2019

Currently arts & culture events (e.g. Dunolly Queens Birthday Festival (incorporating the Gilbert & Sullivan Festival)), markets (e.g. Talbots Farmers Market), and sport & recreation events (e.g. Chopped, and Maryborough Gun Club Grand Prix) are the main type of events held in Central Goldfields Shire.

Maryborough has the largest number of events with the shire (13), followed by Carisbrook (5) and Talbot (4 events). The main event types for Maryborough were sport & recreation, arts & culture and lifestyle and community events.

The number of events and event attendance, whilst limited, is fairly consistent over the year due to local monthly markets which draw significant attendance (such as the Talbot Farmers Market and Talbot Town Hall Market). The Energy Breakthrough event, which is the key event for the Shire creates a distinct peak in event visitation in November, drawing an estimated 25,000 visitors to the Shire. Talbot Farmers Market (and the Talbot Town Hall Market held at the same location/time) also draws significant attendance, attracting an estimated 3,500 attendees monthly, equal to 42,000 attendees annually.

Overall, there is significant potential to expand the events calendar, particularly across the winter months, as well as the months of February, September and December.

The majority of events held within Central Goldfields were single day events (15 events). Of events, 14 were held on a weekend.

There were a total of 17 facilities that hosted events across the shire, with 6 of these in Maryborough, 5 in Dunolly, 3 in Talbot and 3 in Carisbrook. Major venues included the Maryborough Harness Racing Club in Carisbrook, and Princes Park Complex in Maryborough.

In addition to Council, a further 12 current event organisers were identified within the Shire. These were Carisbrook Historical Society; Central Goldfields Historical Machinery Society Inc; Dunolly Community Market Inc. Energy Breakthrough; Maryborough & District Gun Club INC; Maryborough District Historical Vehicle Club (MDHVC); Maryborough Golf Club; Maryborough Harness Racing Club; Maryborough Highland Society; Maryborough Theatre Company; Talbot Farmers Market Committee; and Dunolly & District Inc.

SWOT Analysis

Strengths

Energy Breakthrough event currently recieves 25,000 visitors annually, and attracts particpants from interstate and occasionally internationally

Talbot Farmers Market attracts signficant visitation year round and transforms the township during the event

Weaknesses

Limited number of events

Predominantly small-scale events not generating much yield or attracting many visitors

Lack of complementary tourism product to support events

Opportunities

Develop signature arts and culture event(s), and food and/or beverage event(s)

Development complementary/ancillary events for signature events such as the Energy Breakthrough and Talbot Farmers Market - as expansion of the existing events is currently limited

Develop complementary tourism product (e.g. dining, accommodation) to support events

Nature-based tourism events

Threats

Lack of activities for event visitors within the shire

Small-scale of most tourism events poses a threat to long-term sustainability

Niche nature of many events may attract repeat visitors only and no new visitors (reducing the WOM marketing and awareness building capacity)

VISITOR SERVICING & MARKETING

Existing Marketing and Network Snapshot

Urban Enterprise conducted a review of visitor services and marketing activities undertaken by Council across Central Goldfields Shire including:

- The current Visitor Information Centre network in Central Goldfields;
- Identification of Central Goldfields' digital presence, including websites and social media platforms;
- Identification of marketing activities undertaken by Central Goldfields; and
- An overview of the governance structure and resources currently dedicated to tourism, arts and culture and visitor services.

There is currently one accredited (under the previous guidelines) VIC located within Central Goldfields Shire, the Central Goldfields Visitor Information Centre. Housed within the Maryborough Resource Centre the building is relatively new and well set out, providing limited but quality local merchandise[4], as well as a pop-up VIC at major local events.

Staffing related to VIC services in Central Goldfields currently includes a Visitor Services Team Leader (0.6 EFT); Tourist Officers x 2 (0.4 EFT); and a Tourist Officer (Casual). The visitor services review (2017) also identified there were 10 volunteers who assisted with the VIC contributing approximately 2,000 volunteer hours.

There are a number of existing visitor information centres and other visitor information service providers located across the wider Goldfields Region, including larger scale VICs located within the city centres of both Ballarat and Bendigo, and accredited VIC's within the villages including at Heathcote, Castlemaine, Wedderburn, Maldon and Clunes.

Walk-in visitation to the Central Goldfields VIC has declined steadily since 2009/10, with the VIC only attracting just under 13,000 walk in visitors in 2017/18. This represents only 4.3% of total visitors to the Shire, or 2.8% including the estimated proportion of local residents who visited the VIC. Phone and email enquiries have also shown decline over the period.

The current expenditure and resources dedicated to operating the VIC is below that of VICs of a similar size across Victoria, however is considerably higher than other VIC's across the Goldfields Region[5], estimated at a cost of $8.19 per walk in visitor.

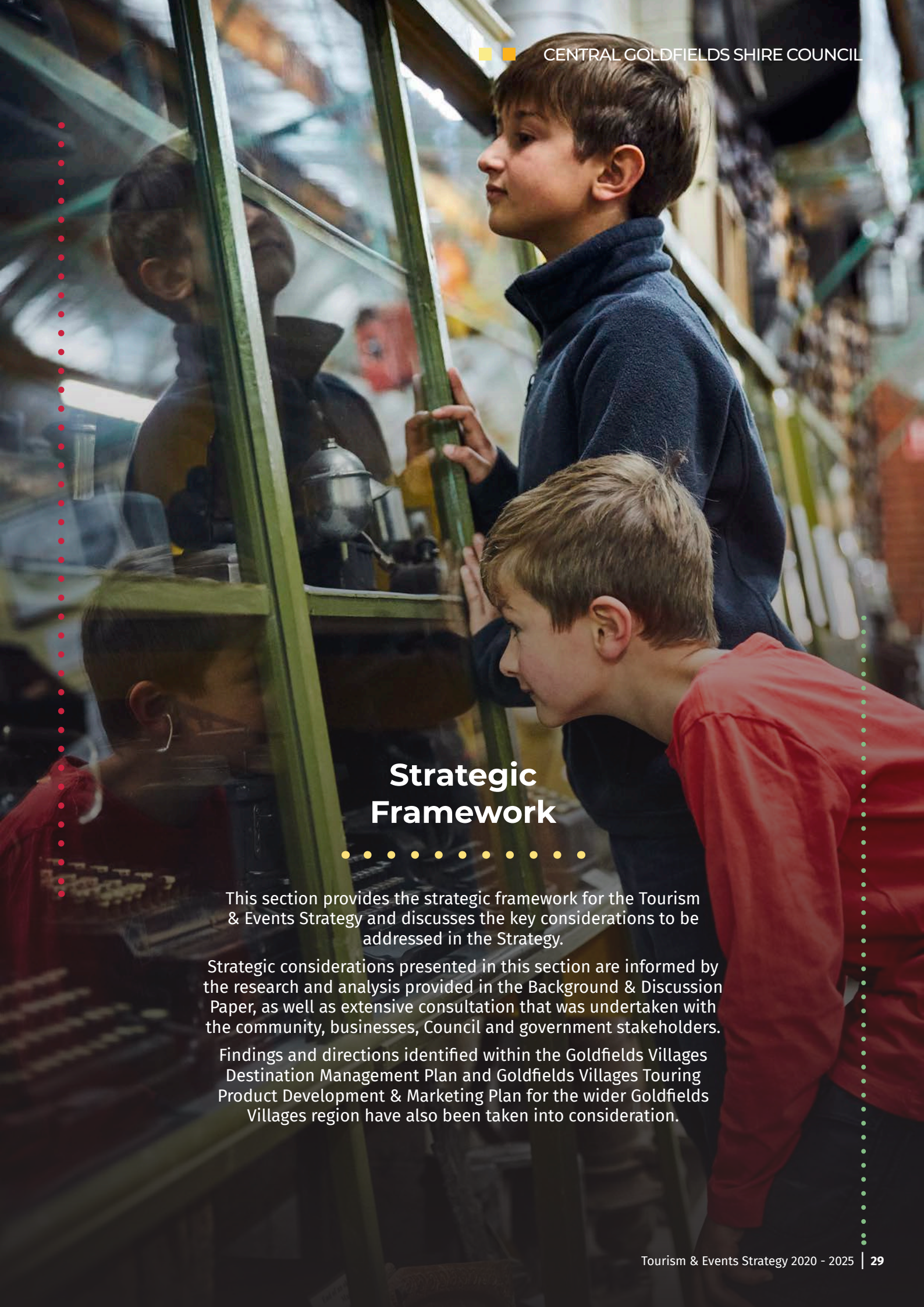
Strategic policy highlights the need to intercept visitors on multiple points in their journey, with a need to go digital and provide face to face engagement that is mobile in nature.
Central Goldfields is currently working in Partnership with the Bendigo Regional Tourism Board to promote Maryborough and surrounds as well as other locations within the Bendigo region.

There is a need for further investment in marketing by Central Goldfields Shire aligned to townships and connections with surrounding regions in order to grow brand recognition and drive visitation.

There are a number of websites promoting the Central Goldfields region to visitors including Council's website and websites developed in partnership with the Bendigo Regional Tourism Board.

There were three websites identified that are either run by or run in partnership with, the Bendigo Regional Tourism Board: the Bendigo Tourism website, Maryborough and Surrounds (launched in early August 2019); and the Heathcote tourism website. With the launch of the new Maryborough and Surrounds website visitors to the Bendigo Tourism website who are currently redirected to the Visit Maryborough website will be redirected to the Maryborough and Surrounds website

[4] Goldfields Visitor services review (2017), Bill Fox & Associates
[5] Accuracy of VIC visitation estimates across the region vary due to data collection methods which may influence comparative estimates



Strategic Framework

This section provides the strategic framework for the Tourism & Events Strategy and discusses the key considerations to be addressed in the Strategy.

Strategic considerations presented in this section are informed by the research and analysis provided in the Background & Discussion Paper, as well as extensive consultation that was undertaken with the community, businesses, Council and government stakeholders.

Findings and directions identified within the Goldfields Villages Destination Management Plan and Goldfields Villages Touring Product Development & Marketing Plan for the wider Goldfields Villages region have also been taken into consideration.

Themes

Based on research, analysis and consultation, seven key themes form the framework for the Tourism & Events Strategy.

1	Shift the Narrative around the Shire's Identity and Perception	Shifting the existing narrative both inside and outside the Shire will be integral to improving the current tourism offer, with a holistic approach that goes beyond external marketing required.
2	Improve Visitor Experience, Product and Activation	As with the wider Goldfields Villages region, there is a distinct lack of quality visitor experiences and products through the Shire, which impacts on the potential to encourage visitors to stay and explore.
3	Enhance and Reinterpret the Gold Story	The existing history and heritage of the region is currently both an identity strength and weakness, with existing heritage assets providing the perfect backdrop from which to build and leverage tourism visitation, but existing community sentiment a barrier to the development of aligned and ancillary experiences that would attract key regional target markets.
4	Support and Leverage the Emerging Arts & Culture Sector	Development of the arts and culture sector within the Shire presents a range of opportunities to enhance both the Shire's visitor offer, and community liveability outcomes.
5	Revitalise Assets, Infrastructure and Accommodation	Assets and infrastructure are currently an issue across the Central Goldfields, both in supporting the visitor experience, and in meeting community requirements
6	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 with appeal to key target markets.
7	Provide a Contemporary Approach to Marketing and Visitor Services	Building awareness of the region in a contemporary way that showcases existing assets and signature experiences will be key to shifting the existing negative perception of the Shire.

THEME 1

Shift the Narrative Around the Shire's Identity and Perception

Shifting the existing narrative both inside and outside the Shire will be integral to improving the current tourism offer, with a holistic approach that goes beyond external marketing required.

Issues and opportunities for this theme are categorised as follows:

- Challenging existing community sentiment
- Historic negative perception

Challenging the Existing Community Sentiment

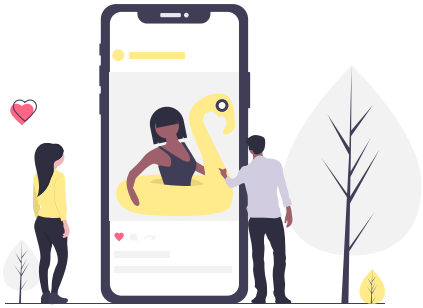
From an internal perspective, the current attitude of a section of the community to place is a major barrier for the Shire, both in terms of increasing liveability outcomes for existing residents and in effectively drawing visitors to the Shire.

There is a need to rebuild community confidence through identifying and actioning clear, tangible outcomes that show demonstrated progress and help build a sense of pride of place within the Shire.

Historic Negative Perception

Externally, the Shire has historically suffered from overrepresentation in negative media narratives, and active positive promotion is required to build awareness and recognition of what the Shire does have to offer.

Transformative Project: Social Media Strategy



A social media strategy could be led by Central Goldfields Shire, targeting both locals and Melbournians which promotes the unique positive attributes, local heroes and stories of the Central Goldfields. This should include paid social media advertising and will support VFR visitation and build awareness of the positive attributes of Central Goldfields in the key visitor markets.

Opportunities:

- Provide a clear staged implementation plan for identified tourism and event strategy actions with community feed-back mechanisms available as actions are implemented.
- Garner community support and involvement in actioning tourism and event 'quick wins'.
- Actively identify and promote 'good news stories' for the Shire.

THEME 2

Improve Visitor Experience, Product and Activation

As with the wider Goldfields Villages region, there is a distinct lack of quality visitor experiences and products through the Shire, which impacts on the potential to encourage visitors to stay and explore.

Issues and opportunities for this theme are categorised as follows:

- Contemporary interpretation
- Supporting product and experience
- Activation of existing underutilised assets
- Leveraging from existing nature assets

Contemporary Interpretation

The Shire's tourism offer currently consists primarily of a range of heritage assets which are mostly dated and static in format, including architecture, streetscapes and gold mining history.

There is a need to maximise existing heritage assets, in particular identifying opportunities for contemporary interpretation and cultural heritage experience development.

Ancillary Product and Experience

Food and wine experiences, as well as high quality accommodation, remain limited across the Shire with a few recent notable exceptions (Talbot Provedore Eatery, Talbot Farmers Market and Bull & Mouth Hotel). There is a need to create more contemporary, motivating experiences that will drive visitation to the Shire.

Activation of Underutilised Assets

Existing significant assets within the region which showcase the region's legacy (such as Maryborough Railway Station) are currently underutilised and have the capacity, if leveraged effectively, to both build awareness of the Shire and attract visitors to the region.

Consideration of initiatives that will create activation and provide the visitor with a meaningful and interesting experience is required, whether it be food and beverage experiences, goldrush stories, cycling, walking or exploration of art and makers.

Leveraging from Exisiting Nature Assets

Although the wider Goldfields Region is not currently recognised as a premier nature based destination, opportunity exists within Central Goldfields Shire to build on and activate existing natural assets for both visitor and community use.

Nature based assets in the Shire are currently underutilised and under recognised, requiring enhancement and/or development of supporting infrastructure to enable increased community and visitor use.

There is opportunity to provide better physical and conceptual linkages between nature based assets and the heritage strengths of the region through contemporary interpretation (including indigenous heritage).

Supporting Resources

Effective collaboration and resourcing is required in order to deliver improved visitor experiences, product and activation across the Shire.

Transformative Project: Maryborough Railway Station Tourism Concept and Masterplan

Undertake a feasibility study and concept plan to investigate the transformation of the Maryborough Railway Station Precinct into an iconic, game-changing local and visitor hub that accommodates a mix of tourism, commercial, transport and community uses. Ensure the study/plan considers innovative contemporary tourism uses for the Station and surrounding precinct. This will include visitor accommodation, arts and culture, visitor services, events spaces and activation.

Transformative Project: Maryborough to Newstead Rail Track Rider

Assess the feasibility of creating a pedal-powered 'Railtrack Rider' course from Maryborough to Newstead that allows visitors to travel through and enjoy a unique experience of the Central Goldfields Shire.

Other Opportunities:

- Develop an investment prospectus for the Shire for potential private investors targeted towards the development of high quality/ experiential accommodation (in areas such as Talbot) and food and beverage developments.
- In conjunction with the other Goldfields Villages, conduct an audit of existing history and heritage sites to inform development of the Goldfields Heritage and Cultural Sites Audit project and subsequent Goldfields Villages Heritage Museums Improvement Plan (as identified in the Goldfields Villages DMP).
- Development of on-road cycling experiences/trails in Maryborough.
- Identification of villages loops (cycling) and walks to be included in region wide networks (as identified in the Goldfields Villages DMP).
- Investigate the establishment of mountain biking and walking trails in the parks and forests surrounding Maryborough, in particular Maryborough Regional Park.
- 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.
- Investigate a strategic approach to the appointment of additional Council resources to allow for increased collaboration across Council units, enabling more effective delivery of improved visitor experiences, product and activation.

Rail Cart Tours, Forgetten World Adventures, New Zealand
Source: Andy Jackson, Fairfax NZ

THEME 3

Enhance and Reinterpret the Gold Story

The goldfields history is extensive across the wider region and Central Goldfields Shire, however there are limitations to the experience and interpretation of the assets.

The existing history and heritage of the region is currently both an identity strength and weakness, with existing heritage assets in the Shire providing the perfect backdrop from which to build and leverage tourism visitation, but existing community sentiment around what heritage 'should' be, and a singular focus on the traditional 'gold history', a barrier to the development of aligned and ancillary experiences that would attract key regional target markets.

Issues and opportunities for this theme are categorised as follows:

- Supporting and leveraging from the World Heritage Listing Bid
- Gold assets are not enough in isolation
- New products and experiences should connect to stories of gold

Supporting and Leveraging from the World Heritage Listing Bid

Central Goldfields Shire sits at the centre of the Central Victorian Goldfields region and therefore has an important role to play in advancing the World Heritage Listing Bid, as well as significant opportunity to leverage from the WHL appointment, particularly through the identification of assets and experiences that showcase the goldrush story and are unique to the Shire.

Gold Assets are not enough in Isolation

The physical and narrative legacy of gold in the region is an important asset, but one that is not unique to Central Goldfields Shire, and therefore innovative and contemporary interpretation to increase it's appeal to new audiences and identified regional target markets is required to better showcase existing assets, and draw new visitors to the region.

New Products and Experiences Should Connect to Stories of Gold

The Goldfields Villages DMP identified the need for a thorough audit of all heritage sites across the Goldfields region and the creation of stories and interpretation that brings depth to the goldfields heritage experience, This presents a unique opportunity for Central Goldfields to build on and leverage from their existing assets and unique stories within this wider Gold Rush narrative to create a point of difference for their Gold history.

This should include exploration of potential opportunities to connect arts and makers experiences and assets to stories of gold to better appeal to key Lifestyle Leader target markets.

Transformative Project: WHL Bid Enhancement

In conjunction with the other Goldfields Villages, conduct an audit of existing history and heritage sites to inform development of the Goldfields Heritage and Cultural Sites Audit project and subsequent Goldfields Villages Heritage Museums Improvement Plan (as identified in the Goldfields Villages DMP).

Within this audit, Central Goldfields should focus on identifying the Shire's signature gold assets and narratives which contemporary interpretation can then be focused on, to create a point of difference within the WHL area. This should include exploration of VR/AR experiences which provide appeal to contemporary audiences. A key narrative which should be explored is the legacy of large gold nuggets discovered in the Dunolly area.

Other Opportunities:

- Explore potential to develop Dunolly township as a 'living gold mine' heritage attraction through contemporary interpretation, AR/VR activations and signage.
- Investigate opportunities to activate existing empty or underutilised heritage buildings across key townships. This could include development of an arts and culture initiative similar to Renew Newcastle which promoted the transition of empty shops and offices for artists and creative projects.

THEME 4

Support and Leverage the Emerging Arts & Culture Sector

Development of the arts and culture sector within the Shire presents a range of opportunities to enhance the both the Shire's visitor offer, and community liveability outcomes.

Issues and opportunities for this theme are categorised as follows:

- Increasing liveability
- Bringing history and heritage alive
- Activating spaces and the public realm

Increasing Liveability

Supporting the emerging role of arts and culture in the Shire presents an opportunity to positively influence and shape the narrative and identity of the region, in order to improve liveability and social inclusion outcomes for current residents, as well as attract new residents and visitors to the Shire.

Arts and cultural initiatives provide increased opportunities for participation and social connection enhancing the liveability and social cohesiveness of the Shire, in particular increasing youth engagement.

Improving and activating existing arts and culture assets across the Shire presents significant opportunity to improve liveability for local residents and create products and experiences which align well with key target markets such as Creative Opinion Leaders.

Bringing History and Heritage Alive

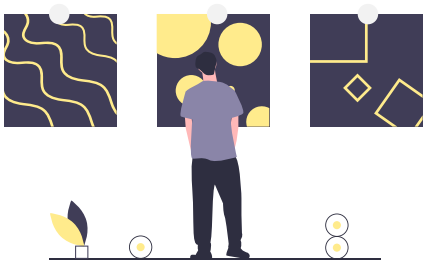
The development of arts and culture experiences which explore the history and cultural heritage of the Shire through creative interpretation provide the opportunity to increase recognition and awareness of the Shire in a positive light.

Activating Spaces and the Public Realm

Improving the public realm and amenity of key townships through artistic interventions will improve both the visitor experience; and create increased community pride of place.

Increasing promotion and activation of the Shire through events and exhibitions aligned to the arts is also a key opportunity for the Shire.

Transformative Project: Arts & Culture Strategy



Undertake an arts and culture study for the Shire in conjunction with the local arts and culture community to identify:

- Arts initiatives and programs to engage the local community; and
- Existing key assets and required infrastructure upgrades and interpretation possibilities to increase activation and visitor/ community uses.

Transformative Project: Central Goldfields Art Gallery Redevelopment Feasibility Study

Conduct a redevelopment feasibility study for the Central Goldfields Art Gallery to enhance and activate the space including addressing street activation issues (e.g. existing fire doors).

Other Opportunities:

- Development of a cultural arts precinct which links the key heritage sites in Maryborough including the Town Hall, Art Gallery, and Train Station.
- Activation of the recently refurbished Dunolly Courthouse with a focus on the arts.
- Establish a permanent indigenous exhibition at the Central Goldfields Art Gallery in conjunction with the Ngardang Girri Kalat Mimini network.
- In conjunction with the local arts community identify areas for artistic interventions within each of the key townships, these should be linked to key narratives for each township.
- Development of an indigenous sculpture trail through the Shire in collaboration with local indigenous artists.

THEME 5

Revitalise Assets, Infrastructure and Accommodation

Assets and infrastructure are currently an issue across the Central Goldfields, both in supporting the visitor experience, and in meeting community requirements.

Issues and opportunities for this theme are categorised as follows:

- Meeting contemporary visitor expectations
- Increasing accessibility and connectivity

Meeting Contemporary Visitor Expectations

Existing assets, infrastructure and accommodation in the region are not in line with current visitor expectations, particularly for the identified target markets at a regional level (e.g. Lifestyle Leaders).

Increasing Accessibility and Connectivity

There are a range of infrastructure gaps across the Shire that effect the development of the Shires tourism offer as well as negatively impacting on residents and workforce development, particularly in relation to connectivity and accessibility.

Identified issues include digital connectivity (wifi blackspots) and transport connectivity, such as train service frequency and timing, as well as smaller scale transport options between townships, as well as digital connectivity issues which effect the capacity of businesses to effectively service the visitor economy.

Transformative Project: Refresh Central Goldfields Visitor Accommodation

This project looks at two things: The development of a refresh accommodation project similar to that being undertaken in Noosa, where by accommodation operators are provided with hard and soft refresh options that can be rolled out easily across accommodation facilities and secondly promoting the use of permanent dwellings for use as holiday rentals including advice as to improvements and marketing. This will improve the existing accommodation stock to meet current market expectations but also deliver new stock by local entrepreneurs.

Other Opportunities:

- Conduct an accommodation audit of existing accommodation throughout the shire and upgrades required to service current visitor demand.
- Optimise towns for capturing the RV market.
- Conduct a review of current public transport network timetable across the Shire with a view to optimising frequency and timing to increase visitor use.
- Lobby government to address key digital connectivity issues across the Shire (i.e. wifi blackspots).

THEME 6

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 with appeal to key target markets.

Issues and opportunities for this theme are categorised as follows:

- Coordination of effort
- Effective event procurement
- Better Leverage from Existing Signature Events and Festivals

Coordination of Effort

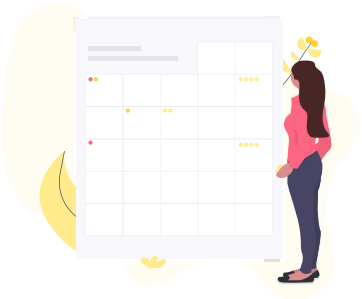
Coordination of the existing Shire events calendar with the Goldfields Region is required in order to effectively leverage from existing and future events occurring with Ballarat and Bendigo in particular, as well as in surrounding townships.

Effective Event Procurement

Development of an events tiering and funding criteria which will give Council direction regarding events promotion, funding and support should be considered, aimed at building on identified strengths of the shire, and attracting the development of events which will effectively capture identified regional target markets (e.g. Lifestyle Leaders). This includes in particular arts and culture, food and wine and heritage themed events.

Working in conjunction with other identified Goldfields Villages to develop or attract regional level events which can disperse visitors through the region and effectively promote increased stays is required, beginning with those identified as Tier 1 priorities within the Goldfields Villages Destination Management Plan.

Transformative Project: Golden Winter Event Series



Create a Winter Event Series across the Shire which is based around the key themes of the Goldfields Villages Touring Concept (cultural journey, creative journey and culinary journey) and creates connections to gold and goldrush history. This could be run across three (non-consecutive) weekends with each based around one theme and developed in partnership with local key business to promote overnight stays and repeat visitation.

Transformative Project: Events Tiering & Funding Criteria

Development of an event tiering and funding criteria to assess new and existing events against key objectives including:

- Strong attendance and visitation – Is the event of state significant in terms of size and capture of attendance and visitation?
- International, national or local/ regional event – What is the market focus of the event (International, national, local)?
- Key driver for overnight visitation – Does the event drive overnight visitation or does it simply service visitors already in the region?
- Drives visitation during the off peak – Does the event drive visitation to the Central Goldfields during the off peak?
- Event alignment – Does the event align with Central Goldfields market strengths?

This criteria will be used to assess both new and existing events to accurately allocate funding and resources to those events which will provide the best benefit for the Shire.

Opportunities:

- Development of a coordinated events calendar which leverages from the existing Goldfields Region events where possible.
- Development a signature arts & culture event (Goldfields Art Villages Project) in conjunction with the other Goldfields Villages (as identified in the Goldfields Villages DMP), this could have an indigenous art theme for Central Goldfields.
- Development of 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 Provedore Trail through Talbot, Maryborough and Dunolly and/ or a paddock to plate style long lunch developed in conjunction with Talbot Provedore and/or Talbot Farmers Market.
- Develop a festival that provides contemporary interpretation of the Gold history of the region (Golden Night Festival), in conjunction with the other Goldfields Villages (as identified in the Goldfields Villages DMP).
- Develop a signature arts & cultural heritage festival for Maryborough in conjunction with local artists.
- Support an entrepreneurship festival in Central Goldfields.
- Create an event prospectus for event organisers that showcases benefits for hosting events in the Shire, including available incentives, desired event types and event facility details. This should be supported by a dedicated streamlined regulation and planning process for event applications.

Better Leverage from Existing Signature Events and Festivals

There is opportunity to improve the community and economic benefit generated by signature events held across the Shire through identifying gaps and opportunities in the event visitor experience. For example although the Talbot Farmers Market attracts significant visitation from outside of Central Goldfields Shire, Talbot township (and surround Central Goldfields Shire townships) do not currently effectively capture visitors during their market visit, with many only visiting the market itself and utilising businesses in Clunes on their way back to Melbourne due to the lack of product options in Talbot township itself.

Opportunities:

Explore opportunities to create aligned events for current signature events in the Shire, in particular the Energy Breakthrough and Talbot Farmers Market which are currently constrained from expanding their current event operations. This could include:

- 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;
- Assisting Energy Breakthrough organisers to create aligned events in the other townships across the region through resourcing/financial assistance; and/or
- Exploring opportunities for Energy Breakthrough organisers to align with other events/event organisers (E.g.: hotrod industry) and/or renewable energy initiatives.

Identify opportunities to enhance existing signature events and festivals including:

- Identify infrastructure upgrades to improve the visitor experience at events such as the Talbot Farmers Market;
- Identify mechanisms to help local businesses leverage from the visitation generated from signature events such as the Talbot Farmers Market; and
- Conduct collaborative marketing activities showcasing signature events and aligned product and experiences across the Shire to promote dispersal and yield.

THEME 7

Provide a Contemporary Approach to Marketing and Visitor Services

Building awareness of the region in a contemporary way that showcases existing assets and signature experiences will be key to shifting the existing negative perception of the Shire.

Issues and opportunities for this theme are categorised as follows:

- Development and promotion of the Goldfields villages touring concept
- Creating an effective and sustainable visitor services offer

Development and Promotion of the Goldfields Villages Touring Concept

The Goldfields Villages Touring concept was developed to reflect the way contemporary visitors tour regions and destinations, with emphasis placed on providing a journey that encourages visitors to experience a narrative across the villages with a focus on culture and heritage, arts and creativity, and culinary products and experiences.

Central Goldfields Shire has a key role to play within the development and promotion of this concept, including the identification of key stories within the Shire which align to these journeys (and their potential interpretation), with Maryborough, Talbot and Dunolly identified as 'hero' or 'emerging' villages within each of the three sample itineraries, each home to various signature and emerging experiences identified within the Plan.

In particular, all three villages are identified as 'emerging' villages within the 'Creative Journey' itinerary, further highlighting the need for support and development within the arts and culture sector across the Shire.

Maryborough and Talbot were also identified as 'hero' villages within the Cultural Journey and Culinary Journey respectively, highlighting the strengths of these townships in each of these spaces, but also identifying the need for further enhancement and promotion in these spaces in order to create a motivating journey.

Creating an Effective and Sustainable Visitor Services Offer

There is a need to move away from the traditional VIC visitor services model to create a contemporary offer for the Shire. This should focus on the provision of timely and engaging digital content, and mobile visitor services that capture visitors at key times (such as major events) in order to maximise their experience (and spend) in the Shire, and ideally increase their length of stay in the region/lead to repeat visitation.

Existing attitudes effect the overall visitor readiness of the Shire, with training and development required to ensure industry operators are acting brand ambassadors for the Shire, and are aware of the role that tourism does (and can) play in the local economy, including the inherent value for their individual business.

Local industry will be visitor ready, playing an important role as brand ambassadors for the region through engaging effectively with visitors. Community will also have a role to play in this.

Working in conjunction with other identified Goldfields Villages to develop or attract regional level events which can disperse visitors through the region and effectively promote increased stays is required, beginning with those identified as Tier 1 priorities within the Goldfields Villages Destination Management Plan.

Transformative Project: VIC Relocation

Consider relocation of the current VIC services to the Maryborough Railway Station in a smaller footprint satellite VIC capacity (to Bendigo VIC) to capture more visitors, this could also be collated within a larger community use space to promote activation such as a creative arts enterprise or a coworking space.

Other Opportunities:

- Identify opportunities to enhance and promote the key experiences and stories of the region that align with the Goldfields Villages Touring Concept.
- Continue the recent focus on the provision of digital visitor information services including the rollout of the new Maryborough and surrounds digital resources through Bendigo Regional Tourism.
- Provide support and training to increase the digital capacity of existing businesses to create a more cohesive online brand for the region through a mentoring program delivered though Council.
- Provide increased pop up visitor services at major events across the Shire; as well as utilising existing businesses to disperse visitor information.
- Providing industry education around what it means to be visitor ready, and how to maximise their role as brand ambassadors of the Central Goldfields and wider Goldfields Region.

Action & Implementation Plan

Action & Implementation Plan

The Tourism & Events Strategy includes seven key themes, strategies and an action plan to support the implementation of the Strategy over the next 5 years (2020 to 2025).

An indicative timeframe and relevant stakeholders are identified for each action. Timeframes are categorised as follows:

- Short term (1 year);
- Medium term (2 – 3 years);
- Long term (3 – 5 years); and
- Ongoing.

This Tourism & Events Strategy has been prepared in the context of the Shire's planning framework and broader regional priorities in Loddon Campaspe, and the Goldfields Tourism Region. The Strategy will be implemented over time in partnership with state and federal agencies; local business and industry; business and trader, arts and culture and tourism associations; and the community.

The implementation of the Tourism & Events Strategy should be regularly monitored and evaluated. High-level targets are provided under each theme and are in-line with historical growth rates (where applicable). Each target proposes an indicator to monitor in order to track progress at choice intervals.

Learnings also need to be captured to improve future delivery and decision making. The Strategy will be monitored by Council's Tourism, Events and Culture Unit. The team will work with key stakeholders to undertake an annual review to ensure that the Strategy remains relevant and responsive.

An annual progress report on the strategy's implementation should be considered. Additional information sources that will be used to track progress, include:

- Participant feedback in business and community workshops;
- Business / traders / arts and culture/ tourism associations and group meetings;
- Tourism Research Australia's NVS and IVS;
- Online review and booking platforms;
- Google Analytics and other digital media statistics tracking tools; and
- Australian Business Register data.

THEME 1

SHIFT THE NARRATIVE AROUND THE SHIRE'S IDENTITY AND PERCEPTION

STRATEGY 1

Challenge and improve the existing community sentiment and historic perception

No.	Action	Lead & partners	Timeframe
1.1	Prepare a social media strategy targeting both locals and Melbournians which promotes the unique positive attributes, local heroes and stories of the Central Goldfields, to support VFR visitation, and build awareness of the positive attributes of Central Goldfields in the key visitor markets. This should include consideration of: • Paid social media advertising; • Consolidation of existing market-facing social media channels/ accounts; • Development of dedicated social media accounts to support current tourism and event operators and facilitate industry networking; and • Development of an effective social media engagement framework to ensure content is current and cohesive.	Tourism, Events and Culture; Media and Communications	Short to Medium Term
1.2	Develop an implementation plan for identified tourism and event strategy actions which includes community feedback mechanisms for each action to promote open communication and collaboration between Council and community.	Tourism, Events and Culture; Media and Communications	Short term
1.3	Actively promote upcoming tourism and event 'quick win' projects and encourage and facilitate community involvement.	Tourism, Events and Culture; Media and Communications	Ongoing
1.4	Identify and promote 'good news stories' for the Shire to local and regional media publications (print and digital).	Tourism, Events and Culture; Media and Communications	Ongoing

TARGETS & MONITORING

TARGET	MONITOR
Increase awareness outside of the Shire of Central Goldfields' positive attributes.	Record the number and frequency of positive media articles across local/regional media.
Improve tourism business and community sentiment towards Council.	Monitor Council's formal feedback mechanisms and/or design and distribute a targeted quarterly survey.
Improve the perception of Central Goldfields as a visitor destination.	Track the number and frequency of positive reviews and social media rhetoric quarterly for key Central Goldfields attractions using Google Analytics.

THEME 2

IMPROVE VISITOR EXPERIENCE, PRODUCT AND ACTIVATION

STRATEGY 2

Activate underutilised assets through identifying opportunities for contemporary interpretation and experience development

No.	Action	Lead & partners	Timeframe
2.1	Complete a feasibility study and concept plan to investigate the transformation of the Maryborough Railway Station Precinct into an iconic, game-changing local and visitor hub that accommodates a mix of tourism, commercial, transport and community uses. Ensure the study/plan considers innovative contemporary tourism uses for the Station and surrounding precinct. This will include visitor accommodation, arts and culture, visitor services, events spaces and activation.	Tourism, Events and Culture; VicTrack; Private Sector	Short to Medium Term
2.2	Undertake a feasibility study for the development of a pedal-powered 'Railtrack Rider' course from Maryborough to Newstead that allows visitors to travel through and enjoy a unique experience of the Central Goldfields Shire.	Tourism, Events and Culture; VicTrack; Private Sector	Long Term

STRATEGY 3

Develop ancillary products and experiences

No.	Action	Lead & partners	Timeframe
3.1	Develop an investment prospectus for the Shire for potential private investors, targeted towards the development of high quality/ experiential accommodation (in areas such as Talbot) and food and beverage developments.	Tourism, Events and Culture; Strategy and Economic Development	Medium Term
3.2	Investigate the 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.	Tourism, Events and Culture; VGTE	Medium Term

STRATEGY 4

Leverage from existing nature assets

No.	Action	Lead & partners	Timeframe
4.1	Develop on-road cycling experiences/trails in Maryborough.	Tourism, Events and Culture; Infrastructure; Open Space and Recreation	Long Term
4.2	Identify village loops (cycling) and walks to be included in region wide networks (as identified in the Goldfields Villages DMP).	VGTE; Tourism, Events and Culture; Visit Ballarat; Bendigo Regional Tourism; RDV; Goldfields Region LGAs; Visit Victoria; Parks Victoria	Medium Term
4.3	Investigate the establishment of mountain biking and walking trails in the parks and forests surrounding Maryborough, in particular Maryborough Regional Park.	Tourism, Events and Culture; Infrastructure; Open Space and Recreation	Long Term

STRATEGY 5

Increase collaboration and supporting resources

No.	Action	Lead & partners	Timeframe
5.1	Investigate a strategic approach to the appointment of additional Council resources to allow for increased collaboration across Council units, enabling more effective delivery of visitor experiences, product and activation. This includes the appointment of a full-time economic development officer to undertake the core roles and functions of the unit, including regular business engagement, investment attraction, responding to investment enquiries, undertaking industry research and strengthening regional partnerships.	Strategy and Economic Development; Tourism, Events and Culture	Short Term

TARGETS & MONITORING

TARGET	MONITOR
Increase in private sector interest and investment in ancillary products and experiences (e.g. accommodation and hospitality).	Annually using Council's investment enquiry database and planning/building permit applications.
Increase in the number of visitors using tracks and trails in the Shire (e.g. for cycling, bushwalking etc.)	Annually, using Tourism Research Australia's visitor activity participation data.

THEME 3

ENHANCE AND REINTERPRET THE GOLD STORY

STRATEGY 6

Support and leverage from the World Heritage Listing Bid

No.	Action	Lead & partners	Timeframe
6.1	In conjunction with the other Goldfields Villages, conduct an audit of existing history and heritage sites to inform development of the Goldfields Heritage and Cultural Sites Audit project and subsequent Goldfields Villages Heritage Museums Improvement Plan (as identified in the Goldfields Villages DMP).	VGTE; Visit Ballarat; Bendigo Regional Tourism; RDV; Tourism, Events and Culture; Infrastructure; Other Goldfields Region LGAs	Short Term
6.2	Identify the Shire's signature gold assets and narratives that contemporary interpretation can be focused on, to create a point of difference within the WHL area.	Tourism, Events and Culture; VGTE; Visit Ballarat; Bendigo Regional Tourism; RDV; Other Goldfields Region LGAs	Short Term
6.3	Investigate the potential to develop VR/AR experiences within the Shire which provide appeal to contemporary audiences. A key narrative which should be explored is the legacy of large gold nuggets discovered in the Dunolly area.	Tourism, Events and Culture; VGTE; Visit Ballarat; Bendigo Regional Tourism; RDV; Other Goldfields Region LGAs	Medium Term

STRATEGY 7

Increase the contemporary appeal of existing gold assets

No.	Action	Lead & partners	Timeframe
7.1	Explore the potential to develop Dunolly township as a 'living gold mine' heritage attraction through contemporary interpretation, AR/VR activations and signage.	Tourism, Events and Culture	Long Term

STRATEGY 8

New products and experiences should connect to stories of gold

No.	Action	Lead & partners	Timeframe
8.1	Investigate opportunities to activate existing empty or underutilised heritage buildings across key townships. This could include development of an arts and culture initiative similar to Renew Newcastle which promoted the transition of empty shops and offices for artists and creative projects.	Tourism, Events and Culture; Infrastructure	Medium Term

TARGETS & MONITORING

TARGET	MONITOR
Increase visitation to heritage attractions across the Shire.	Annually using Tourism Research Australia's visitor activity participation data.
Decrease in vacancy rates (i.e. increase in occupancy) of the Shire's underutilised heritage assets/buildings.	Every two years using Council's Property Rates Database.
Increase in private sector interest and investment in the Shire's heritage assets and attractions.	Annually using Council's investment enquiry database.

THEME 4

SUPPORT AND LEVERAGE THE EMERGING ARTS & CULTURE SECTOR

STRATEGY 9

Increase liveability and social inclusion in the Shire through arts and culture initiatives, programs and assets

No.	Action	Lead & partners	Timeframe
9.1	Undertake an Arts and Culture Strategy for the Shire in conjunction with the local arts and culture community to identify: • Arts initiatives and programs to engage the local community; and • Existing key assets and required infrastructure upgrades and interpretation possibilities to increase activation and visitor/community uses.	Tourism, Events and Culture Go Goldfields; Local Artist Groups	Short Term
9.2	Conduct a redevelopment feasibility study for the Central Goldfields Art Gallery to enhance and activate the space including addressing street activation issues (e.g. existing fire doors).	Tourism, Events and Culture	Medium Term
9.3	Identify opportunities to active the recently refurbished Dunolly Courthouse with a focus on the arts.	Tourism, Events and Culture	Medium Term

STRATEGY 10

Bring History and Heritage Alive through development of arts and culture experiences

No.	Action	Lead & partners	Timeframe
10.1	Establish a permanent indigenous exhibition at the Central Goldfields Art Gallery in conjunction with the Ngardang Girri Kalat Mimini network.	Tourism, Events and Culture; Central Goldfields Art Gallery; Ngardang Girri Kalat Mimini network	Short to Medium Term
10.2	Develop an indigenous sculpture trail through the Shire in collaboration with local Indigenous artists.	Tourism, Events and Culture; Local Indigenous Artists;	Medium to Long Term

STRATEGY 11

Activate spaces and the public realm through artistic intervention and promotion

No.	Action	Lead & partners	Timeframe
11.1	Develop a cultural arts precinct which links the key heritage sites in Maryborough including the Town Hall, Art Gallery, and Train Station.	Tourism, Events and Culture; Visit Victoria; RDV	Long Term
11.2	In conjunction with the local arts community identify areas for artistic interventions within each of the key townships, these should be linked to key narratives for each township.	Tourism, Events and Culture; Local Artist Groups	Medium Term

TARGETS & MONITORING

TARGET	MONITOR
Increase the number of youth and indigenous participants in arts and culture activities/programs.	Annually by monitoring attendance and active participants for arts and culture programs, exhibitions and initiatives held across the Shire.

THEME 5

REVITALISE ASSETS, INFRASTRUCTURE AND ACCOMMODATION

STRATEGY 12

Meet contemporary visitor expectations and increase accessibility and connectivity

No.	Action	Lead & partners	Timeframe
12.1	Undertake a refresh accommodation project for the Shire similar to that being undertaken in Noosa, including: • Providing accommodation operators with hard and soft refresh options that can be rolled out easily across accommodation facilities; and • Promoting the use of permanent dwellings as holiday rentals including advice as to improvements and marketing.	Tourism, Events and Culture; Private Sector	Medium to Long Term
12.2	Conduct an accommodation audit of existing accommodation throughout the shire and upgrades required to service current visitor demand.	Tourism, Events and Culture; Local Accommodation Operators	Short to Medium Term
12.3	Optimise towns for capturing the RV marketing by focusing on improving RV friendly infrastructure across the Shire.	Tourism, Events and Culture; Infrastructure	Short to Medium Term
12.4	Conduct a review of the current public transport network timetable across the Shire to identify key issues, with a view to lobbying operators to optimise frequency and timing to increase visitor use.	Tourism, Events and Culture; Infrastructure; V/Line; Local Transport Operators; DoT	Medium to Long Term
12.5	Lobby government to address key digital connectivity issues across the Shire (i.e. wifi blackspots).	Tourism, Events and Culture; Infrastructure; State Government	Short to Medium Term

TARGETS & MONITORING

TARGET	MONITOR
Improve the quality of accommodation supply in the Shire.	Track and review the star rating and online user reviews (e.g. TripAdvisor, Google reviews) for commercial accommodation types.
Increase in private sector reinvestment into existing accommodation in the Shire.	Every two years, using Council's permit and building application data/enquiries.

THEME 6

DEVELOP AND ENHANCE EVENTS AND FESTIVALS

STRATEGY 13

Coordinate events effort regionally

No.	Action	Lead & partners	Timeframe
13.1	Develop a coordinated events calendar in conjunction with other Goldfields Villages which leverages from the existing Goldfields Region events where possible.	Tourism, Events and Culture; Other Goldfields Region LGAs; Bendigo Regional Tourism; Visit Ballarat; VGTE	Medium Term

STRATEGY 14

Develop an effective event procurement approach

No.	Action	Lead & partners	Timeframe
14.1	Develop an event tiering and funding criteria for the Shire to assess new and existing events against key objectives including: • Strong attendance and visitation – Is the event of state significant in terms of size and capture of attendance and visitation? • International, national or local/regional event – What is the market focus of the event (International, national, local)? • Key driver for overnight visitation – Does the event drive overnight visitation or does it simply service visitors already in the region? • Drives visitation during the off peak – Does the event drive visitation to the Central Goldfields during the off peak? • Event alignment – Does the event align with Central Goldfields market strengths? This criteria will be used to assess both new and existing events to accurately allocate funding and resources to those events which will provide the best benefit for the Shire.	Tourism, Events and Culture	Short Term
14.2	Create an event prospectus for event organisers that showcases benefits for hosting events in the Shire, including available incentives, desired event types and event facility details. This should be supported by a dedicated streamlined regulation and planning process for event applications.	Tourism, Events and Culture	Short to medium Term

STRATEGY 14 (cont.)

Develop an effective event procurement approach

No.	Action	Lead & partners	Timeframe
14.3	Develop a signature arts & culture event (Goldfields Art Villages Project) in conjunction with the other Goldfields Villages (as identified in the Goldfields Villages DMP), this could have an indigenous art theme for Central Goldfields.	VGTE; Visit Ballarat; Bendigo Regional Tourism; RDV; Tourism, Events and Culture; Other Goldfields Region LGAs; Visit Victoria	Medium Term
14.4	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.	VGTE; Visit Ballarat; Bendigo Regional Tourism; RDV; Tourism, Events and Culture; Other Goldfields Region LGAs; Visit Victoria	Medium Term
14.5	Develop a festival that provides contemporary interpretation of the Gold history of the region, in conjunction with the other Goldfields Villages (as identified in the Goldfields Villages DMP).	VGTE; Visit Ballarat; Bendigo Regional Tourism; RDV; Tourism, Events and Culture; Other Goldfields Region LGAs; Visit Victoria	Short to Medium Term
14.6	Create a Winter Event Series across the Shire which is based around the key themes of the Goldfields Villages Touring Concept (cultural journey, creative journey and culinary journey) and creates connections to gold and goldrush history. This could be run across three (non-consecutive) weekends with each based around one theme and developed in partnership with local key business to promote overnight stays and repeat visitation.	Tourism, Events and Culture; Local Tourism Businesses; Local Arts Groups; Local Cultural Groups; Local Historical Groups	Medium to Long Term
14.7	Support an entrepreneurship festival in Central Goldfields.	Tourism, Events and Culture; Strategy and Economic Development	Medium Term
14.8	Develop a signature arts & cultural heritage festival for Maryborough in conjunction with local artists.	Local Artists; Tourism, Events and Culture; Arts Cultural and/or Historical Groups	Short Term

STRATEGY 15

Better Leverage from Existing Signature Events and Festivals

No.	Action	Lead & partners	Timeframe
15.1	Explore opportunities to create aligned events for current signature events in the Shire, in particular the Energy Breakthrough and Talbot Farmers Market which are currently constrained from expanding their current event operations. This could include: • 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; • Assisting Energy Breakthrough organisers to create aligned events in the other townships across the region through resourcing/ financial assistance; and/or • Exploring opportunities for Energy Breakthrough organisers to align with other events/event organisers (E.g.: hotrod industry) and/or renewable energy initiatives.	Tourism, Events and Culture; Talbot Farmers Market; Energy Breakthrough	Short to Medium Term
15.2	Identify opportunities to enhance existing signature events and festivals including: • Identify infrastructure upgrades to improve the visitor experience at events such as the Talbot Farmers Market; • Identify mechanisms to help local businesses leverage from the visitation generated from signature events such as the Talbot Farmers Market such as developing online resources for event operators and local businesses to network and collaborate; and • Conduct collaborative marketing activities showcasing signature events and aligned product and experiences across the Shire to promote dispersal and yield.	Tourism, Events and Culture; Talbot Farmers Market	Short Term

TARGETS & MONITORING

TARGET	MONITOR
Increase in the number of annual events which showcase and promote the Shire's strengths and attract key visitor target markets (e.g. arts and culture, food and beverage, history and heritage).	Annually, using the Shire's annual event calendar.
Increase in events visitation to the Shire.	Annually using Tourism Research Australia's purpose of visit and activity participation data and/or using counters at key events.

THEME 7

PROVIDE A CONTEMPORARY APPROACH TO MARKETING AND VISITOR SERVICES

STRATEGY 16

Develop and Promote the Goldfields Villages Touring Concept

No.	Action	Lead & partners	Timeframe
16.1	Identify opportunities to enhance and promote the key experiences and stories of the region that align with the Goldfields Villages Touring Concept.	Tourism, Events and Culture	Short Term

STRATEGY 17

Create an effective and sustainable visitor services offer

No.	Action	Lead & partners	Timeframe
17.1	Investigate the relocation of the current VIC services to the Maryborough Railway Station in a smaller footprint satellite VIC capacity (to Bendigo VIC) to capture more visitors, this could also be collated within a larger community use space to promote activation such as a creative arts enterprise or a coworking space. This should be undertaken in conjunction with the feasibility study and concept plan for Maryborough Railway Station.	Tourism, Events and Culture	Medium Term
17.2	Continue to improve digital visitor information services including the rollout of the new Maryborough and surrounds digital resources through Bendigo Regional Tourism.	Tourism, Events and Culture; Bendigo Regional Tourism	Ongoing
17.3	Provide support and training to increase the digital capacity of existing businesses to create a more cohesive online brand for the region through a mentoring program delivered though Council.	Tourism, Events and Culture; Go Goldfields; Local Tourism Businesses	Short to Medium Term
17.4	Provide increased pop up visitor services at major events across the Shire; as well as utilising existing businesses to disperse visitor information.	Tourism, Events and Culture; Local Tourism Businesses	Ongoing
17.5	Develop an industry and community education program around what it means to be visitor ready (industry) and how to maximise their role as brand ambassadors of the Central Goldfields and wider Goldfields Region (industry and community).	Tourism, Events and Culture; Go Goldfields	Short Term

TARGETS & MONITORING

TARGET	MONITOR
Increase the number of tourism businesses with a quality digital presence and online booking capabilities..	Annually by monitoring the number of tourism businesses featured on booking platforms such as Trivago and social media platforms such as Instagram.
Increase the number of attendees and participants at tourism-related education and training programs.	Record the attendance figures for each education and/or training program.

Appendices

Appendix A Stakeholder Summary

Name	Industry	Company/Organisation	Consultation Date	Consultant	Format
Charles Williamson	Agricultural	lamb and wool	12/07/2019	Urban Enterprise	one-on-one
Sandra Hamilton	Community Development	Go Goldfields	15/07/2019	Urban Enterprise	one-on-one
Mark Dellavedova	Property/Real Estate/Land Development	Land Developer/Real estate/business owner	16/07/2019	Urban Enterprise	one-on-one
Darren Ross	Agricultural	agric, hay and straw baling	16/07/2019	Urban Enterprise	one-on-one
Anna Ashton	Arts and Culture	Ministry of Fun/president of Dunolly and District Inc	16/07/2019	Urban Enterprise	one-on-one
Kay Parkin and Helen Kaptein	Arts and Culture	Central Goldfields Art Gallery	17/07/2019	Urban Enterprise	one-on-one
Deborah Halpern	Arts and Culture	International artists based in Dunolly	17/07/2019	Urban Enterprise	one-on-one
Lisa Miller	Tourism and Accommodation	Maryborough Caravan Park	17/07/2019	Urban Enterprise	one-on-one
Janet McDonald	Tourism and Accommodation	Junction Motel	17/07/2019	Urban Enterprise	one-on-one
Jo Reid	Tourism and Accommodation	Bull & Mouth	17/07/2019	Urban Enterprise	one-on-one
Peter McAlister	Food Manufacturing/Manufacturing	True Foods & C for M	17/07/2019	Urban Enterprise	one-on-one
Windsor Main	Food Manufacturing/Manufacturing	Edlyn Foods	17/07/2019	Urban Enterprise	one-on-one
Kerrie Dowling	Food Manufacturing/Manufacturing	Sonac Australia/Committee for Maryborough	17/07/2019	Urban Enterprise	one-on-one
Terry Welsh	Health	Maryborough District Health Service	18/07/2019	Urban Enterprise	one-on-one
Carli Springate	Education	Bendigo TAFE - Castlemaine	18/07/2019	Urban Enterprise	one-on-one
Kate Ashton	Property/Real Estate/Land Development	Maryborough Ballarat Real Estate	18/07/2019	Urban Enterprise	one-on-one
Anthony Nigro	Retail	McDonalds owner/ Business owner	18/07/2019	Urban Enterprise	one-on-one
David Sutton	Education	Maryborough Education Centre	19/07/2019	Urban Enterprise	one-on-one
John Stafford	Events	Energy Breakthrough	23/07/2019	Urban Enterprise	one-on-one
Les Chapman	Events	Maryborough Harness Racing Club	23/07/2019	Urban Enterprise	one-on-one
Felicity Martin	Events	Talbot Farmers Market	24/07/2019	Urban Enterprise	one-on-one
Garry Higgins	Retail and Hospitality	Parkview Bakery/Committee for Maryborough	24/07/2019	Urban Enterprise	one-on-one
Rod Stuart	Retail and Hospitality	Dunolly Bakery	24/07/2019	Urban Enterprise	one-on-one
Maria Smith	Professional Services / Education & Training	Bounce Australia	09/08/2019	Urban Enterprise	one-on-one
Georgia MacGuire	Arts and Culture	Indigenous Exhibition Organiser	14/08/2019	Urban Enterprise	one-on-one

Summary of submissions to draft Economic Development and Tourism & Events Strategies

Submitter (personal details removed for privacy)	Summary	Response by officers	Change recommended by officers
	Economic Development Strategy		
Maryborough Advertiser –	Both this and the Tourism & Events Strategy clearly identify the issues. The newspaper looks forward to the next stage of the process.	Support is noted	No change requested
Resident / aero club member	There should be a photo of the aerodrome (not hotel) adjacent to the section on the aerodrome.	Agreed. It was intended that an aerodrome photo be sourced but this was not able to be done in time for the draft strategy.	1. Source an appropriate aerodrome photo and insert it into p.38 of the strategy.
Resident	Submitter believes there is no point commenting regarding economic development and tourism in Dunolly as other voices always prevail.	No comment on the strategy itself has been provided in the submission.	No change requested
Business training provider	The submitter can provide professional business training and mentorship to support the Thriving Business Community theme area. No requests for changes to the strategy.	Offer of services noted. Submitter will be contacted regarding strategy implementation.	No change requested
	Tourism and Events Strategy		
Victorian Goldfields Tourism Executive (VGTE)	Very supportive; noted where VGTE work supports the Tourism Strategy – especially regarding the World Heritage Bid	• Support is noted. • VGTE is referenced as a proposed partner in several actions, including regarding the World Heritage Bid under Strategy 6 on p.51	No change required
Motel accommodation and restaurant operator	• Weren't included in consultation – disappointed. • Tourism Strategy can build on Maryborough Lions Club Market (not just Talbot Farmers Market)	• Existing tourism networks were contacted regarding early consultation – apologies if this provider was not reached • With regard to monthly markets, the priority in the strategy is building on 'signature events' – Talbot Farmers Market	1. On p. 57, under Strategy 15, amend action delete 'signature' from Action 15.2 so it reads: 15.2 Identify opportunities to enhance existing ~~signature~~ events and festivals including…

	• Can expand on the heritage narrative and highlight sites more – Bristol Hill Tower needs upgrade • More multi-day events to encourage overnight stays are needed • No need for more or higher-end accommodation beds at present or for a rejuvenation project	meets this description. Wording can be amended so as not to exclude support for other markets, events and festivals. • An upgrade to Bristol Hill Tower is outside the current scope of the strategy but may still be investigated – ownership, funding and cost/benefit needs to be established • Multi-day events are addressed in Strategy 14 • Developing higher-end accommodation product is part of an overall strategy to attract a section of the tourist market over time, including being ready for a potential World Heritage listing, not just meeting current demand. Agree that the value of a 'refresh' should be further assessed before being committed to.	2. On p.54, under Strategy 12, amend actions as follows: 12.1 Change the wording of the refresh Central Goldfields Visitor Accommodation to include the word **Investigate** a refresh of Central Goldfields…
Motel accommodation and restaurant operator	• Request details be deleted from Appendix A • Supports initiatives to 'change the narrative' • Need is for more budget rooms than higher end accommodation – price sensitive • P.37 Tourism Strategy: it will be difficult to compete with Sovereign Hill with gold & heritage offerings • Supports proposal of Economic Development officer role at council • Concerned about recommendations for further studies and reports • Doesn't support an accommodation 'refresh' project – operators respond to market demand	• Submitter's details can be removed from the list of those consulted • Support for elements of the strategy is noted • A higher priority can be made of developing an investment prospectus and providore trail to help create attractive tourist experiences • Reference to accommodation refresh can be amended (as per Recommendation 2 above) • Visitor 'hooks' are proposed through several actions in the document – some higher priority can be given to these within Strategy 3	3. Remove reference to individual consultation in Appendix A as requested 4. On p.49, under Strategy 3, amend actions as follows: 3.1 Change from Medium Term to Short to medium term 3.2 Change from Medium Term to Short to medium term 5. On p.50, under Strategy 4, amend action by amending wording as follows: 4.3 Investigate the establishment of **off-road (e.g. mountain/gravel)** biking and walking trails

Summary of submissions to draft Economic Development and Tourism & Events Strategies

	• Need for a visitor 'hook' and new events (supports winter series proposal) - as well as consolidating existing local events • Can develop more cycling events – e.g. 'gravel cycling' • Rail track rider is a good idea • Supports relocating VIC to railway station		Amend Action 12.1 as per Recommendation 2 above
Resident & council staff member	Supports move of VIC and other activation of Maryborough Station. Supports strategy overall		No change requested
Resident / local tourism association member	Very supportive of overall strategy • Strongly supports the need to change the narrative', including educating new councillors after elections • Tourism industry groups are needed, and require support • More staffing needed (VIC manager + 2 other tourism development staff, not just one tourism manager who runs VIC as well)	• A minor change to wording can strengthen efforts to change the narrative' • Support for tourism industry groups is already provided by Council's Tourism, Events and Culture – while more staffing and support will always be welcome, there are constraints on Council's resources that mean extra staffing cannot be committed to within the strategy	6. On p.44, under Theme 7 sub-theme *Creating an Effective and Sustainable Visitor Services Offer:* Insert wording as follows: …the training and development required to ensure industry operators , **councilors and community** are acting brand ambassadors…
Private art gallery operator	Need for more promotion of arts & tourism destinations in publications, as well as bus tours which used to occur but don't now	• Promotion of destinations is addressed in the strategy but can be made a higher priority; a more prominent VIC will help with this. • Running visitor/tourist buses, while done in the past, is currently outside the scope of council activities	7. Amend Strategy 3 priorities as per Recommendation 4 above
Maryborough Midlands Historical Society MMHS)	• Re-establish the Central Gold fields Shire Heritage Planning Committee, with MMHS membership providing historical information and background. • Ensure that information circulated about Central Goldfields Shire be as	• The first four requests deserve consideration but are only indirectly related to the strategy and don't warrant changes to it – to be followed up separately with MMHS • Strategies 6, 10 and 11 allow for innovative ways of re-interpreting the Gold theme,	8. On p.51, amend Action 6.3 by inserting wording as follows: …develop **new technology such as** VR/AR **and mobile device app** experiences within the Shire…

	historically accurate as possible. MMHS researchers would again provide information. • Keep a record be kept of the background to all new street names. • Keep a record of all potential house demolitions. • Gold rush history theme is outdated and done better elsewhere - a more nuanced and imaginative approach to celebrating local history is required e.g. o 'índustrial revolution'; art deco heritage, aboriginal heritage o Many significant figures in Australian history were born in Maryborough o Fund a mobile device app that could be used by visitors touring our notable streets and buildings	while also finding new ways to celebrate heritage, including indigenous heritage. MMHS can be added as a potential partner for implementing relevant actions in order to explore additional historical theme areas	9. On p.51 and p.53, amend Actions 6.1, 6.2, 6.3, 11.1 by adding **Maryborough Midlands Historical Society** to the list of potential partners
	Both strategies		
	Officer request not specific to a submission	Need to reference the research, data and strategy development work done by the consultants	10. In the Acknowledgements section in both strategies, insert a reference to research, data and strategy development work done by Urban Enterprise on behalf of Council

8.3 PLANNING APPLICATION 009/19 – USE AND DEVELOPMENT OF RACING DOG HUSBANDRY (180 DOGS) AT 540 LILLICUR ROAD, LILLICUR

Author: **Coordinator Statutory 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 planning application 009/19 for the use and development of racing dog husbandry at 540 Lillicur Road, Lillicur be refused.

The application was not progressed to public notification as the proposal did not meet the objectives of the zone and a referral authority objected to the proposal.

The Application has been assessed against the policy and specific controls of the Planning Scheme the proposal is not able to demonstrate compliance with the principles of the relevant state and local policy context, the zone and the relevant scheme provisions.

LEGISLATION AND POLICY CONTEXT

This report has been developed in accordance with the Planning and Environment Act 1986, and the Central Goldfields Planning Scheme.

BACKGROUND INFORMATION

Planning application 009/19 was submitted to council on 14 February 2019 subsequent to a site visitation by the Planning Compliance Officer. During inspection, the site was found to be utilised for the purposes of racing dog husbandry (the training, boarding and breeding of greyhound dogs) without a planning permit. Buildings and works associated with the use had also been developed on the site. The owner believed they were acting within the requirements of a previous planning permit which had been granted for dog keeping (include boarding kennels and cattery) on March 1996. However this permit was not enacted within the timeframe of expiry and is no longer a valid permit.

As a result, the applicant applied for a planning permit for the use and development of racing dog husbandry for 180 greyhounds.

REPORT

Proposal

The application proposes the use and development of the land for racing dog husbandry for a maximum of 180 racing dogs. The works will comprise of a kennel block, circular training ring, galloping paddocks and dog runs (Attachment 1). These works are located in the cleared space north east and north-west from the existing dwelling. The existing driveway and crossover will be utilised for site access.

There is no vegetation proposed to be removed.

Site and Surrounds

The total site area is 24 hectares and is formally identified as CA 6A Section 1 Parish of Lillicur. The subject site is a rectangular shape with a triangular section cut out on the north-west to run along the road boundary. The road side frontage to the Mt Seven Track is 233.9m long. Access to the site is via Lillicur Rd over a section of crown land which is part of the Bung Bong Lillicur State Forest. The typography of the site is relatively consistent, with no significant ridges, hill tops, crests or slopes excessing 25%. There is no springs, lakes, wetlands or other significant features onsite and subsequent referral to Goulburn Murray Water has confirmed the water lines dissecting the property are drainage courses.

A copy of the aerial photograph is attached to this report (see Attachment 2).

The land at 540 Lillicur Road is developed with a single storey dwelling, associated outbuildings and existing greyhound housing/training facilities concentrated in the mid southern section of the site. There are two dams, one in the northern corner and a larger dam in the centre of the site. There is extensive native vegetation on the borders of the site, particularly the south-western side and through the centre of the site.

The site is located within the Bung Bong State Forest, sharing a boundary with the forest on the south, west and north. Land to the west is broad acre grazing with scattered vegetation. The closest rural residential dwellings are several kilometres away to the south-west and north-west.

Planning Permit Trigger

The subject land is zoned Rural Conservation Zone (RCZ) under the Central Goldfields Planning Scheme. Under Clause 35.02-2 of the zone, a planning permit is required for racing dog husbandry if more than 2 animals are proposed to be kept.

The subject land is covered by the Salinity Management Overlay (SMO). A permit is required for buildings and works.

Planning Scheme Provisions

The purposes of the Central Goldfields Planning Scheme are as follows:

- *To provide a clear and consistent framework within which decisions about the use and development of land can be made.*
- *To express state, regional, local and community expectations for areas and land uses.*
- *To provide for the implementation of State, regional and local policies affecting land use and development.*

Council must take into consideration the State Planning Policy Framework (SPPF) and the Local Planning Policy Framework (LPPF) including the Municipal Strategic Statement (MSS).

State Planning Policy

Clause 13 Environmental Risk and Amenity

The objective of this clause is that 'Planning should aim to avoid or minimise natural and human-made environmental hazards, environmental degradation and amenity conflicts'.

Clause 13.03-1S Floodplain Management

The objective of this Clause is to assist the protection of 'the natural flood carrying capacity of rivers, streams and floodways' and 'floodplain areas of environmental significance or of important to river health'. Relevant strategies to achieve this objective include:

Locate use and development that involve the storage or disposal of environmentally hazardous industrial and agricultural chemicals or wastes and other dangerous goods (including intensive animal industries and sewage treatment plants) outside floodplains

unless site design and management is such that potential contact between such substances and floodwaters is prevented, without affecting the flood carrying and flood storage functions of the floodplain.

Clause 13.05-1s Noise Abatement

The objective of this Clause is to ‘’assist the control of noise effects on sensitive land uses’. Relevant strategies to achieve this objective include:

- *Ensure that development is not prejudiced and community amenity is not reduced by noise emissions, using a range of building design, urban design and land use separation techniques as appropriate to the land use functions and character of the area.*

Clause 13.07-1S Land Use Compatibility

The objective of this Clause is ‘to safeguard community amenity while facilitating appropriate commercial, industrial or other uses with potential off-site effects’. Relevant strategies to achieve this objective include:

- *Ensure the compatibility of a use or development as appropriate to the land use functions and character of the area by:*
    - *Directing land uses to appropriate locations.*
    - *Using a range of building design, urban design, operational and land use separation measures.*

Clause 14.01-2S Sustainable Agricultural Land Use

The objective of this Clause is ‘to encourage sustainable agricultural land use’. Relevant strategies to achieve this objective include:

- *Ensure agricultural and productive rural land use activities are managed to maintain the long-term sustainable use and management of existing natural resources.*
- *Ensure that the use and development of land for animal keeping or training is appropriately located and does not detrimentally impact the environment, the operation of surrounding land uses and the amenity of the surrounding area.*

Local Planning Policy

Clause 21.08 Agricultural Productivity

The objective of this Clause is to ‘encourage ecologically sustainable farm management practices having regard to the North Central Regional Catchment Management Strategy, particularly the priority issues such as salinity, erosion, water management and nutrient run-off. Relevant strategies to achieve this objective include:

- *Ensure land capability assessment is part of the approval process for land use and development located in areas of the shire where environmental conditions need to be met.*
- *Ensure that method and location of effluent disposal systems in unsewered areas minimise the risk of pollution to watercourses and that efficiency of effluent disposal systems are monitored at regular intervals.*
- *Ensure that the use and development of land in rural areas minimises the loss of remnant native vegetation.*
- *Assist, where possible, in the implementation of the North Central Regional Catchment Management Strategy and other key natural resource strategies*

Clause 21.09 Protection of Land and Water Resources

The objective of this Clause is to address the need for sustainable land management in water supply catchment areas. Relevant strategies to address this objective include:

- *Minimise the potential impact of existing and new developments to cause water pollution, land degradation, and risk of salinity and erosion.*
- *Ensure land capability is taken into account in the assessment of land use and development proposals.*
- *Ensure appropriate effluent disposal systems are suitably located in circumstances where sewerage is not available and that systems are monitored at regular intervals.*

Clause 22.04 Agriculture

The objectives of this Clause are:

- *To protect the productive capacity of agricultural land.*
- *To promote sustainable use and management of agricultural land.*
- *To prevent land use conflicts between agricultural uses and other land uses.*
- *To support the diversification of agriculture and processing of local agricultural products.*
- *To prevent fragmentation of agricultural land.*
- *Ensure that land capability is taken into account in the assessment of land use and development proposals. Proposals demonstrating consistency with land capability studies, salinity management and other relevant natural resource studies will be encouraged.*

Central Goldfields has policy to:

- *Ensure that land capability is taken into account in the assessment of land use and development proposals.*
- *Require an application to demonstrate how the proposal will impact on existing or proposed infrastructure such as roads and drainage channels.*

Zones and Overlays

Zone

Clause 35.06 Rural Conservation Zone

The land is located within the Rural Conservation Zone, the purpose of the zone is as follows:

- *To implement the Municipal Planning Strategy and the Planning Policy Framework.*
- *To conserve the values specified in a schedule to this zone.*
- *To protect and enhance the natural environment and natural processes for their historic, archaeological and scientific interest, landscape, faunal habitat and cultural values.*
- *To protect and enhance natural resources and the biodiversity of the area.*
- *To encourage development and use of land which is consistent with sustainable land management and land capability practices, and which takes into account the conservation values and environmental sensitivity of the locality.*
- *To provide for agricultural use consistent with the conservation of environmental and landscape values of the area.*

- *To conserve and enhance the cultural significance and character of open rural and scenic non-urban landscapes*.

The relevant Decision Guidelines of this zone includes:

- *The Municipal Planning Strategy and the Planning Policy Framework.*
- *The capability of the land to accommodate the proposed use or development.*
- *Whether use or development protects and enhances the environmental, agricultural and landscape qualities of the site and its surrounds.*
- *Whether the site is suitable for the use or development and the compatibility of the proposal with adjoining land uses.*

Overlays

Clause 44.06 Bushfire Management Overlay

A permit is not required for buildings and works associated with racing dog husbandry.

Clause 44.02 Salinity Management Overlay

The land is located within the Salinity Management Overlay, the purpose of the overlay is as follows:

- *To implement the Municipal Planning Strategy and the Planning Policy Framework.*
- *To identify areas subject to saline ground water discharge or high ground water recharge.*
- *To facilitate the stabilisation of areas affected by salinity.*
- *To encourage revegetation of areas which contribute to salinity.*
- *To encourage development to be undertaken in a manner which brings about a reduction in salinity recharge.*
- *To ensure development is compatible with site capability and the retention of vegetation, and complies with the objectives of any salinity management plan for the area.*
- *To prevent damage to buildings and infrastructure from saline discharge and high water table.*

The relevant Decision Guidelines of this overlay includes:

- *The Municipal Planning Strategy and the Planning Policy Framework.*
- *The need for planting of salt-tolerant species to stabilise and lower ground water levels in discharge areas.*
- *The need for stock-proof fencing of discharge and high discharge areas to enable effective stock management for site stabilisation.*
- *Any land management plan, works program, or farm plan applicable to the land.*
- *The design, siting and servicing of the development and the extent of earthworks.*
- *The appropriateness of the proposed use or development having regard to the sensitivity and constraints of the land and the capability of the land to accommodate the use or development.*

Particular Provisions

Clause 53.12 Racing Dog Keeping and Training

As the proposal is required to be assessed against Clause 53.12 of the Central Goldfields Planning Scheme. The purpose of this clause is as follows:

To ensure the use and development of land for racing dog husbandry is consistent with orderly and proper planning.

Clause 53.12-1 sets out requirements for applications under this clause. The requirement is listed as follows:

An application to use land, or construct a building or construct or carry out works, for racing dog husbandry under a provision of a rural zone must comply with Planning requirements for racing dog keeping and training (Department of Environment, Land, Water and Planning, August 2017)

The Planning requirements for racing dog keeping and training include a number of objectives and approved measures.

An objective describes the outcome to be achieved by the proposed racing dog facility and the approved measure is an approach, action, practice or method that meets the objective.

An application must meet all the objectives and should meet all the approved measures.

General Provisions

Clause 65 Decision Guidelines

This clause states:

Because a permit can be granted does not imply that a permit should or will be granted. The responsible authority must decide whether the proposal will produce acceptable outcomes in terms of the decision guidelines of this clause.

Clause 65.01 states:

Before deciding on an application or approval of a plan, the responsible authority must consider, as appropriate:

- *The matters set out in section 60 of the Act.*
- *The Municipal Planning Strategy and the Planning Policy Framework.*
- *The purpose of the zone, overlay or other provision.*
- *Any matter required to be considered in the zone, overlay or other provision.*
- *The orderly planning of the area.*
- *The effect on the amenity of the area.*
- *The proximity of the land to any public land.*
- *Factors likely to cause or contribute to land degradation, salinity or reduce water quality.*
- *Whether the proposed development is designed to maintain or improve the quality of stormwater within and exiting the site.*
- *The extent and character of native vegetation and the likelihood of its destruction.*
- *Whether native vegetation is to be or can be protected, planted or allowed to regenerate.*
- *The degree of flood, erosion or fire hazard associated with the location of the land and the use, development or management of the land so as to minimise any such hazard.*

- *The adequacy of loading and unloading facilities and any associated amenity, traffic flow and road safety impacts.*

Referrals

The application was referred internally to Councils Environmental Health Officer and externally to Goulburn Murray Water and DELWP. Each authority consented to the application subject to numerous conditions, as shown in Table 2 below.

Table 1 – Internal Referrals

Department	Proposed Conditions
Environmental Health Officer	Under section 52 (Recommending Authority) SMO trigger for buildings and works associated with a septic system, the EHO gave consent to the proposal with the following conditions: a) All wastewater from proposed dwelling/lots and kennels must be treated and contained within the property boundaries in accordance with the current EPA Code of Practice – Onsite Wastewater Management: Guidelines for Environmental Management, Australian Standards 1547 and Council requirements. b) All waste water and liquid is to be contained and treated on site by an approved septic tank system or equivalent. The system must be at least 30 metres from any watercourse and/or dam (non-potable water supply), on the subject or neighbouring properties, and must meet the Guidelines for Environmental Management: Code of Practice – Onsite Wastewater Management 891. 4 (2016). c) Sewage, sullage and other liquid wastes to arise from the development shall be treated and retained on site by a septic tank system in accordance with the requirements of the Environment Protection Act 1970, the Guidelines for Environmental Management: Code of Practice – Onsite Wastewater Management 891. 4 (2016).and the Responsible Authority. d) No buildings or works shall occur over any part of the approved waste disposal system including the septic tank in accordance with the requirements of the Environment Protection Act 1970, the *Guidelines for Environmental Management: Code of Practice – Onsite Wastewater Management 891. 4 (2016*). e) Prior to the *commencement of construction* of the dwelling, shed or kennel, plans of a suitable effluent disposal system and its location on the land must be approved in writing by the Responsible Authority f) Animal wastes on the property must be treated or dispersed in such a manner to ensure that:

	i. Offensive odours are reduced to a minimum; and ii. The wastes are not a nuisance as described in the *Public Health and Well Being Act 2008* and are contained within the boundaries of the site to the satisfaction of the Responsible Authority
Planners comment	Council's Environmental Health Officer has required that a septic system be installed. It is noted that the report prepared by Dean Edwards Environmental dated July 2019 it is stated: *The management of the site does not include wash down of nay facilities including pens. There will be no waste water generated from this proposal and therefore the requirement of a waste water treatment system is not required.* The lack of wash down as part of the site management is a concern to the planning officer- wash down is also a requirement with the Code of practice (2019).

Table 2 – Section 55 referral Goulburn Murray Water

Goulburn Murray Water	GMW objects to the current proposal but would have no objection to the planning permit being granted if the following conditions can be met: 1. All construction and ongoing activities must be in accordance with sediment control principles outlined in 'Construction Techniques for Sediment Pollution Control' (EPA, 1991). 2. Dog pens/kennels must be located at least 30m from all waterways and dams on waterways. 3. No faecal waste material from the dogs, stormwater containing faecal matter or washdown water is to be discharged to any waterways or dams on waterways either directly or indirectly. 4. Solid faecal waste must be collected from the pens/kennels and managed to the satisfaction of council's Environmental Health Department.

	5. All washdown water from the kennels and wastewater from any other activity associated with the keeping of the dogs (e.g. dog washing) must be treated and disposed of using an EPA approved system, installed, operated and maintained in compliance with the relevant EPA Code of Practice and Certificate of Conformity. 6. The wastewater disposal area must be kept free of stock, buildings, driveways and service trenching and must be planted with appropriate vegetation to maximise its performance. Stormwater must be diverted away. A reserve wastewater disposal field of equivalent size to the primary disposal field must be provided for use in the event that the primary field requires resting or has failed. 7. The wastewater disposal area must be located above the 1 in 100 year flood level and at setback distances of at least 100m from any waterway or dam on a waterway, 60m from any other dams, 40m from any drainage lines and 20m from any bore. If the above conditions cannot be satisfied, GMW's objection to the proposal must stand. **Planning Note:** The subject property is located within an area of Cultural Heritage Sensitivity. Should the activity associated with proposed development require a Cultural Heritage Management Plan (CHMP), planning permits, licences and work authorities cannot be issued unless a CHMP has been approved for the activity.
Planners comment	As the applicant is not proposing a waste water treatment system condition 5 cannot be met. Therefore GMW object to the application.

Table 3 - Section 55 referral to Department of Environment Land Water and Planning

Department of Environment Land Water and Planning	Section 55 (Determining Authority) SMO trigger for buildings and works Notes DELWP gave consent to the proposal, with the requirement for the following note to be added: The Department notes that the access to the property from Lillicur Road is using a track maintained by DELWP. The department advises it cannot guarantee the maintenance of this track to a sufficient standard for this purpose.
Planners comments	Nil

CONSULTATION/COMMUNICATION

Due to the officers recommendation to refuse a planning permit the application has not been progressed to advertising stage.

ASSESSMENT OF APPLICATION

The application is for the use and development of the land for the purposes of racing dog husbandry. The maximum number of dogs proposed be contained at the property is 180.

The proposal is subject to assessment against the Planning Policy Framework, Local Planning Policy Framework, the purpose and decision guidelines of both the Rural Conservation Zone and the Salinity Management Overlay, Clause 53.12 for racing dog keeping and training and the decision guidelines of Clause 65.

The following section of the reports explains in greater detail each ground for refusal recommended by the Planning Officer.

1) *The proposed number of dogs (180) does not meet the following objectives set out in the 'Planning requirements for racing dog keeping and training':*

    a) *4.1 Facility scale objective*

    b) *4.2 Setback objective*

    c) *4.5 Fencing and gates objective*

An application must meet the objectives.

The Planning Requirements for racing dog keeping and training is an incorporated document under the Central Goldfields Planning Scheme which sets out a number of objectives and approved measures related to land use planning; it is through this framework that the planning officer measures suitability for planning approval.

Table 4 provides an assessment of the current application against the approved measures and objectives,

Table 4 - Assessment against the objectives and approved measures

Measure	Objective	Relevant approved measure	Meeting measure, or varied or prohibited
4.1 Facility Scale Objective	To ensure the scale of a racing dog facility does not adversely impact the amenity of the surrounding area.	The number of racing dogs on the land must not exceed: • 20 in the Rural Living Zone	Does not comply The application proposes 180 dogs to be kept on the property.
4.2 Setback Objective	To ensure the racing dog facility is appropriately set back from boundaries and neighbouring dwellings to minimise its impact on the character and amenity of the surrounding area.	Minimum distance from edge of greyhound facility from property boundary must be 10 metres for facilities with more than 20 dogs	Does not comply Site contains existing kennels set back less than 10 metres from the site boundary. This is not considered to be an acceptable setback to public land.
4.3 Visual Amenity Objective	To ensure that buildings are constructed of materials and finishes that minimise their impact on the visual amenity of the surrounding area.	Building materials must be non-reflective and finished in natural colours and tones of surrounding vegetation, soil and rocks.	Complies – site secluded, no visibility from private land due to extensive vegetation.
4.4 Landscaping Objective	To ensure that views of buildings from adjacent roads and dwellings on neighbouring properties are screened to minimise their impact on the visual amenity of the surrounding area.	Buildings visible from adjacent roads and dwellings on neighbouring properties must be screened by a 1.5 metre wide strip of vegetation with a height of at least 1.2 metres when fully mature	Complies – site has existing native vegetation on boundary
4.5 Fencing and Gates Objective	To ensure that adequate fencing and gates are provided to prevent escape of racing dogs.	• Any area where a racing dog is kept must be enclosed by secure fencing and gates with a height of at least 1.5 metres above ground level. • Any area where a racing dog is trained must be	Does not comply Plans do not demonstrate adequate fencing in regards to height, amount and materials and gates for 180 dogs.

		enclosed by secure fencing and gates with a height of at least 1.2 metres above ground level.	
4.6 Screening Objective	To ensure that any area where a racing dog is kept is appropriately screened to minimise barking as a result of external activity	Fencing around the area where a racing dog is kept must be covered in a material that screens the animal's outward view. The screening must be: • to a height of at least 1.2 metres above ground level; and • non-reflective and finished in natural colours and tones of surrounding vegetation, soil, rocks or other natural features finished in natural, muted colour tones and kept in good condition.	Complies – site secluded
4.7 Site Management Objective	To ensure the management of the racing dog facility minimises its impact on the amenity of the surrounding area.	A racing dog must only be fed outside a secure building if: • it is fed at least 500 metres from any dwelling in separate ownership and the boundary of any land in a residential zone; or • it is fed between the hours of 7am and 6pm. A racing dog must only be trained outside a secure building if: • it is trained at least 500 metres from any	Complies – seclusion of the site will ensure these measures are met

		dwelling in separate ownership and the boundary of any land in a residential zone; or • it is trained during daylight hours	
4.8 Noise Objective	To ensure the design, construction and use of a kennel minimises noise impacts on adjoining properties.	Approved measures outlined include a number of construction materials and methods.	Complies – objective can be achieved as facility many kilometres from residence or dwellings.

Three of the objectives or approved measures as specified in the Planning requirements for racing dog keeping and training are not considered achievable by this proposal.

In particular the proposed number of dogs far exceeds the maximum of 20 within the RCZ, the adequacy of the fencing and gates is poorly demonstrated in the plans and existing facilities do not meet the approved measure setback of 10 metres to a boundary.

2) *The proposal does not include the installation of a septic system and therefore does not adequately manage waste water.*

The applicant has submitted a report prepared by Edwards Environmental, dated July 2019, which was submitted to address a number of matters set out in a request for further information sent to the applicant. Section 21-23 addresses waste water by stating the following:

The management of the site does not include washdown of any facilities including pens. There will be no wastewater generated from this proposal and therefore the requirement of a wastewater treatment system is not required. All GMW conditions in related to the generation of wastewater and setback distance to waterways are moot. Dry manure composting practices will be undertaken with occasional disinfection undertaken manually. This would be undertaken in accordance with Grey Hound Code of Practice 2018.

Section 6.7.1 of the Code of Practise for the Keeping of Racing Greyhounds April 2018 sets out the standards for disinfecting and cleaning of the facilities. It is required that:

The Person in Charge or staff at an establishment must:

- *clean all pens and kennels used to house greyhounds at least once per day (or more often as required) by hosing or other appropriate means*
- *disinfect pens, using hospital or veterinary grade disinfectants no less than four times per year (or more often as required) and:*
  - prior to the introduction of a new greyhound
  - prior to whelping
  - upon the removal of puppies

It is not considered that the proprietors of the site can meet these requirements to the standard required without creating any wastewater as suggested in the report submitted. A septic tank system is considered an integral component of a development of this nature. The site is within a Special Water Supply Catchment Area for the Loddon River (Laanecoorie) Catchment area and contains many drainage lines, some which flow into dams located on the property. The discharge of any waste water containing wash down chemicals/disinfectants or waste from the dogs is considered to have a negative impact on the landscape as well as potential to contaminate water quality within the catchment area.

3) *Goulburn Murray Water object to the application on the basis the application does not meet all the conditions required; specifically the treatment and disposal of waste water using an EPA approved system.*

Goulburn Murray Water provided as response which state they object to the planning permit unless a number of conditions (refer to table 2) can be met.

Condition 5 requires an effluent system for the purpose of managing the wash-off/wastewater from the kennels and pens be installed. As the applicant is not proposing a septic tank be installed the GMW conditions cannot be met and therefore they currently object to the application as per their response.

Under Clause 66.02-5 of the Central Goldfields Planning Scheme the application is required to be referred GMW as a Determining Referral Authority.

4) *The proposal is not considered to be consisted with the purpose of the Rural Conservation Zone.*

The Rural Conservation Zone emphasises the importance of development which is consistent with sustainable land management and land capability practices. The proposed use of the site for animal husbandry (180 dogs) is considered an over development of the site. Further to this the application fails demonstrate that essential infrastructure is being planned for, that the site is capable of managing 180 dogs, how waste water will be managed appropriately to ensure the protection of the environment and how the use protects and enhances to environmental and landscape qualities of the site.

FINANCIAL & RESOURCE IMPLICATIONS

The assessment of planning permit applications is within the normal operational budget of Council.

Should any party appeal any decision that Council makes there would be a VCAT hearing. Additional costs will be incurred if a VCAT hearing occurs.

RISK MANAGEMENT

The risk management issues in relation to this planning permit application have been discussed in the Report and Assessment of Application sections above.

The risk to council of not making a decision on the application is a ‘failure to determine’ appeal at VCAT.

Should the proposal by approved by Council and VCAT (upon appeal) there is a risk to non-compliance with the permit conditions. Council has a planning compliance function to mitigate this risk.

CONCLUSION

The proposed planning application seeks approval for the use and development of racing dog husbandry (180) at 540 Lillicur Rd, Lillicur.

A Council determination is sought for the application as the Council's Planning Officer recommends that the permit be refused.

Council must determine a position on the application for a planning permit and take one of the following options:

I. Issue a Refusal to Grant a Planning Permit for the proposal, or;

II. Approve a planning permit, and issue a Planning Permit for the use and development of animal husbandry (180 dogs) at 540 Lillicur Rd Lillicur (with conditions).

ATTACHMENTS

1. Proposed Development Plans
2. Subject Site Aerial

RECOMMENDATION

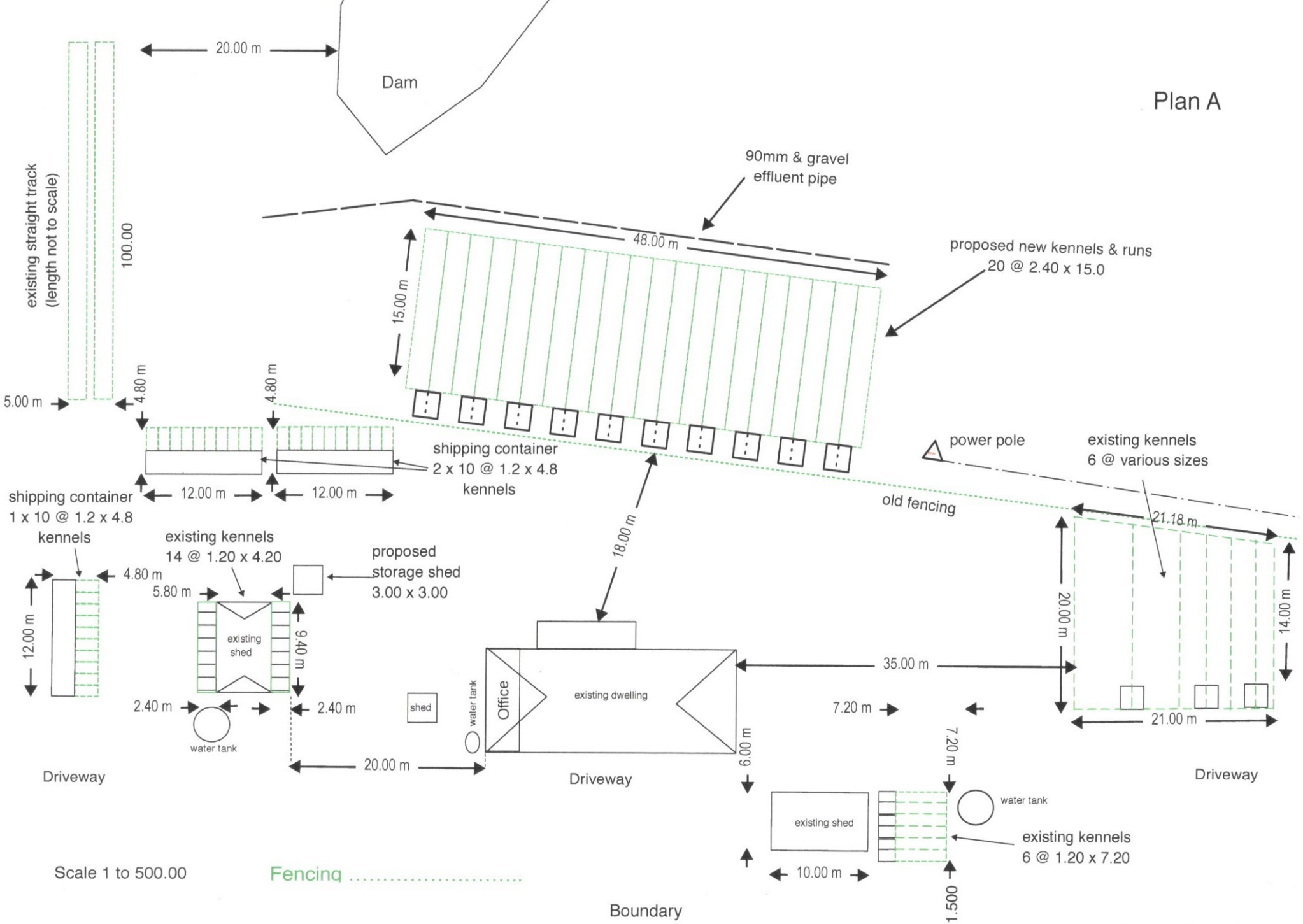
That Council having considered all the matters generally required, determine to refuse Planning Permit 009/19 in respect of the land known and described as 540 Lillicur Rd, Lillicur, the use and development of animal husbandry (180 dogs) on the following grounds:

1) *The proposal does not meet the following objectives set out in the 'Planning requirements for racing dog keeping and training':*
   4.1 Facility scale objective
   4.2 Setback objective
   4.5 Fencing and gates objective

2) *The proposal does not include the installation of a septic system and therefore does not adequately manage waste water.*

3) *Goulburn Murray Water object to the application on the basis the application does not meet all the conditions required; specifically the treatment and disposal of waste water using an EPA approved system.*

4) *The proposal is not consisted with the purpose of the Rural Conservation Zone.*


Plan A
20.00 m
Dam
existing straight track
(length not to scale)
100.00
90mm & gravel
effluent pipe
48.00 m
15.00 m
proposed new kennels & runs
20 @ 2.40 x 15.0
5.00 m
4.80 m
4.80 m
shipping container
2 x 10 @ 1.2 x 4.8
kennels
shipping container
1 x 10 @ 1.2 x 4.8
kennels
12.00 m
12.00 m
power pole
existing kennels
6 @ various sizes
old fencing
21.18 m
18.00 m
existing kennels
14 @ 1.20 x 4.20
proposed
storage shed
3.00 x 3.00
4.80 m
5.80 m
12.00 m
existing
shed
9.40 m
2.40 m
2.40 m
water tank
shed
water tank
Office
existing dwelling
35.00 m
20.00 m
14.00 m
7.20 m
21.00 m
6.00 m
7.20 m
water tank
existing shed
existing kennels
6 @ 1.20 x 7.20
10.00 m
1.500
20.00 m
Driveway
Driveway
Driveway
Scale 1 to 500.00
Fencing .....
Boundary

M7 Trk

8.4 PLANNING APPLICATION 108/18 A2 - AMENDMENT TO THE PERMIT TO ALLOW AN INCREASE IN DOG NUMBERS AND PERMISSION TO BREED 1 LITTER PER YEAR.

Author: **Coordinator Statutory 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 a notice of decision to approve amendment 108/18 A2. The amendment to the permit would allow an additional 1 litter of greyhounds (per year), no older than 16 months, to be kept and trained on the property at 89 Shaw Road, Daisy Hill.

The permit applicant proposed to have 1 litter of up to 6 dogs to the age of 16 months. However, it is not considered practical to place a limit on the number of puppies from a litter as this cannot be controlled; the recommendation allows a litter of any size.

The application has been advertised and has received 5 objections.

The Application has been assessed against the policy and specific controls of the Central Goldfields Planning Scheme. The proposal is considered to be consistent with the relevant state and local policy and the purpose of the zone.

LEGISLATION AND POLICY CONTEXT

This report has been developed in accordance with the Planning and Environment Act 1986, and the Central Goldfields Planning Scheme.

BACKGROUND INFORMATION

Planning application 108/18 A2 was submitted to council on 6 October 2019. Planning permit 108/19 A1 currently allows for 6 dogs to be kept on site in association with the use of the land for racing dog husbandry.

The applicant has indicated that a litter of pups would be bred on site and from this litter the appropriate dogs would be kept for racing purposes; to establish this generally takes up to 16 months. The dogs who do not show potential for racing are required to be placed within the Greyhound Adoption Program (GAP).

A greyhound puppy must be registered with Greyhound Racing Victoria (GRV) at birth and is allocated a unique tracking number. The applicant is currently a registered member with GRV and has recently been inspected by GRV for compliance with the Code of Practice for the Keeping of Racing Greyhounds (the Code).

REPORT

Proposal

The application proposes to amend the existing planning permit to allow for 1 litter of to be bred annually and kept on site. The applicant applied for an additional 6 dogs up to the ages of 16 months to be allowed and 1 litter to be bread annually. However, it is not considered practical to place a limit on the number of puppies from a litter as this cannot be controlled.

Instead it is proposed by the Planning Officer that any permit issued will condition a maximum of one litter to be bred on site annually and the keeping of this litter up to 16 months of age. This has been discussed with the applicant who is agreeable. Advice has sort from GRV who have advised a greyhound litter is likely to be up to 11 puppies for any one litter.

The applicant must ensure the number of dogs older than 16 months complies with the current permit (6 adult dogs). No dogs younger than 16 month that have not been bred from a litter on the site will be permitted to be kept permanently on the site.

The applicant is not proposing any additional buildings and works as the currently facilities are able to accommodate the additional numbers and the breeding of a litter.

Site and Surrounds

The subject site is located at 89 Shaw Road, Daisy Hill and is formally identified as lot 37 PS 128648. The site is 2 ha triangular shaped lot within the Rural Living Zone and is covered by the Bushfire Management Overlay, Salinity Management Overlay and the Erosion Management Overlay. The site is located on the corner of Shaw Road and Dehnerts Road.

The site currently contains a single dwelling, a dam and facilities associated with the keeping of racing dogs allowed under planning permit 108/18 A1. These include a shed which contains kennels and housing for the dogs, dog runs, a training track and a circular training track (see attachment 1: aerial photo of the site). A smaller shed is located within the southern portion of the site, this is proposed to be used for the whelping area and housing for puppies and the mother while appropriate. Once the puppies can be separated from their mother, they will be housed with the dog runs which contain kennels.

All the sites surrounding the subject site are used for residential purposes and generally contain single dwellings.

Planning Permit Trigger

Clause 73.03 defines Racing Dog Husbandry (nested under agriculture) as the following:

Land used to keep, breed, board or Racing dogs.

The subject site is within the Rural Living Zone which is Clause 35.03 of the Central Goldfields Planning Scheme.

Within this Racing Dog Husbandry (for more than 2 dogs) is a section 2 (permit required use).

Planning Scheme Provisions

The purposes of the Central Goldfields Planning Scheme are as follows:

- *To provide a clear and consistent framework within which decisions about the use and development of land can be made.*
- *To express state, regional, local and community expectations for areas and land uses.*
- *To provide for the implementation of State, regional and local policies affecting land use and development.*

Council must take into consideration the State Planning Policy Framework (SPPF) and the Local Planning Policy Framework (LPPF) including the Municipal Strategic Statement (MSS).

Planning Policy Framework

Clause 13 Environmental Risk and Amenity

The objective of this clause is that 'Planning should aim to avoid or minimise natural and human-made environmental hazards, environmental degradation and amenity conflicts'.

Clause 13.05-1s Noise Abatement

The objective of this Clause is to ''assist the control of noise effects on sensitive land uses'. Relevant strategies to achieve this objective include:

- *Ensure that development is not prejudiced and community amenity is not reduced by noise emissions, using a range of building design, urban design and land use separation techniques as appropriate to the land use functions and character of the area.*

Clause 13.07-1S Land Use Compatibility

The objective of this Clause is 'to safeguard community amenity while facilitating appropriate commercial, industrial or other uses with potential off-site effects'. Relevant strategies to achieve this objective include:

- *Ensure the compatibility of a use or development as appropriate to the land use functions and character of the area by:*
    - *Directing land uses to appropriate locations.*
    - *Using a range of building design, urban design, operational and land use separation measures.*

Local Planning policy Framework

Clause 22.04 Agriculture

Objectives

- To protect the productive capacity of agricultural land.
- To promote sustainable use and management of agricultural land.
- To prevent land use conflicts between agricultural uses and other land uses.
- To support the diversification of agriculture and processing of local agricultural products.
- To prevent fragmentation of agricultural land.

Zone and Overlays

Zone

The subject site is within the Rural Living Zone. Clause 35.03 states the purpose of the Rural Living Zone is as follows:

To implement the Municipal Planning Strategy and the Planning Policy Framework.

To provide for residential use in a rural environment.

To provide for agricultural land uses which do not adversely affect the amenity of surrounding land uses.

To protect and enhance the natural resources, biodiversity and landscape and heritage values of the area.

To encourage use and development of land based on comprehensive and sustainable land management practices and infrastructure provision.

Overlays

The subject site is covered by the Bushfire Management Overlay, Salinity Management Overlay and Erosion Management Overlay. A planning permit is not triggered under any of the overlays.

Particular provisions

Clause 53.12 Racing Dog Keeping and Training

The purpose of this clause is as follows:

To ensure the use and development of land for racing dog husbandry is consistent with orderly and proper planning.

Clause 53.12-1 sets out requirements for applications under this clause. The requirement is listed as follows:

An application to use land, or construct a building or construct or carry out works, for racing dog husbandry under a provision of a rural zone must comply with Planning requirements for racing dog keeping and training (Department of Environment, Land, Water and Planning, August 2017)

The Planning requirements for racing dog keeping and training include a number of objectives and approved measures.

An objective describes the outcome to be achieved by the proposed racing dog facility and the approved measure is an approach, action, practice or method that meets the objective.

An application **must** meet all the objectives and **should** meet all the approved measures.

The site is considered to currently be compliant with the above clause. The current application is not proposing additional buildings and works, which are primarily dealt with under clause 53.12.

General Provisions

Clause 65 Decision Guidelines

Because a permit can be granted does not imply that a permit should or will be granted. The responsible authority must decide whether the proposal will produce acceptable outcomes in terms of the decision guidelines of this clause.

Clause 65.01 states:

Before deciding on an application or approval of a plan, the responsible authority must consider, as appropriate:

- *The matters set out in section 60 of the Act.*
- *The Municipal Planning Strategy and the Planning Policy Framework.*
- *The purpose of the zone, overlay or other provision.*
- *Any matter required to be considered in the zone, overlay or other provision.*
- *The orderly planning of the area.*
- *The effect on the amenity of the area.*
- *The proximity of the land to any public land.*
- *Factors likely to cause or contribute to land degradation, salinity or reduce water quality.*
- *Whether the proposed development is designed to maintain or improve the quality of stormwater within and exiting the site.*

- *The extent and character of native vegetation and the likelihood of its destruction.*
- *Whether native vegetation is to be or can be protected, planted or allowed to regenerate.*
- *The degree of flood, erosion or fire hazard associated with the location of the land and the use, development or management of the land so as to minimise any such hazard.*
- *The adequacy of loading and unloading facilities and any associated amenity, traffic flow and road safety impacts.*

Clause 65 Decision Guidelines

This clause states that,

> *Because a permit can be granted does not imply that a permit should or will be granted. The responsible authority must decide whether the proposal will produce acceptable outcomes in terms of the decision guidelines of this clause.*

Referrals

The application was not required to be referred.

CONSULTATION/COMMUNICATION

Public notice of the application has been given by letters to adjoining owners and placing a sign on the site. Five objections have been received from adjoining land owners/occupiers. The concerns raised in the objections submitted relate to:

- Amenity impacts; including noise and odour
- Animal welfare concerns
- Waste management issues including the risk septic failure
- Environmental impacts
- Property de-valuation
- Further expansion of the facility in the future
- Safety issues if dogs are to escape

Some of the objections also spoke to previous decisions made, however this application cannot address concerns relating to past applications or decisions.

The application was originally advertised as the following:

Amendment to permit to allow an increased number of dogs (additional 6 puppies) and the use of the land for racing dog breeding.

After considering a number of matters relating to the application, including feedback within submissions/objections lodged, it was considered that the original notice provided by Council did not as accurately describe the proposal as it could have. In order to rectify this a letter was sent to all land owners who were originally notified. The letter included the more accurate description of:

Amendment to the permit to allow an additional 6 dogs no older than16 months of age and use of the land for racing dog breeding.

Recipients of the letter were given an additional 7 days to lodge an objection or add to a previous objection.

A petition against the application was also lodged to the Council Planning Officer on the 6 March 2020. The petition contained a number of local residents' signatures.

ASSESSMENT OF APPLICATION

The application is proposing to amend the current planning permit to allow for one litter to be bred annually on the site and the puppies from this litter to be kept up to the age of 16 months.

A site inspection of the facility was undertaken on the 02 January 2020.

The facility is considered to be run in accordance with the Code of Practice for the Keeping of Racing Greyhounds.

The applicant is proposing that the puppies bred from the litter on site will be kept and trained (this includes an amount of offsite training) until the age of 16 months. At this time the intention would be to keep and continue to work with the dogs considered suitable for racing. Any dogs not deemed suitable for racing will be retired into the Greyhound Adoption Program or rehomed in accordance with the requirements of the Code.

The proprietor will need to ensure that the number of dogs allowed under the permit are kept in accordance with the conditions.

The subject site is located within the Rural Living Zone; the purpose of the zone includes rural residential environment and agricultural uses which do not adversely impact the amenity of surrounding land uses.

Matters raised within the objections provided include concerns about potential amenity impacts to existing residential used such as noise, odour and the risk of the dogs escaping.

To date council does not have record of complaints lodged by surrounding land owners regarding these issues.

Council's ability to handle these issues, should they arise, have been discussed with the Environmental Health Officer who relayed the obligations that Council have to investigate complaints and remedy issues under the Public Health and Wellbeing Act.

Proposed permit conditions will include a number of reporting obligations for the applicant; including requesting an annual inspection by GRV and Council's Planning Enforcement, this has been discussed with GRV who are agreeable to under taking the inspections. Inspections would be undertaken randomly in the months following the request.

Animal welfare was also raised as a concern within the objections. Council's Planning Officer has been in contact a Greyhound Racing Victoria staff member who have confirmed the applicant is currently acting in accordance with the Code and is considered to be a 'low risk' property. The site inspection undertaken by Planning Officers did not raise animal welfare concerns.

Concern for excess puppies (above 6) has also been raised; from the time of birth, greyhounds are required to be registered with GRV which gives them the ability to track each dog. To address this the permit would allow for all of the puppies within the 1 litter per year to be kept on site until the ages of 16 months. After this the applicant would need to ensure that the 6 adult dog condition is not breached.

The property is currently serviced by a septic system which treats and disposes of any waste water generated from the facility. The risk of this system failing is not considered to be greater than the risk of any other septic system installed to service the surrounding dwellings.

Over all the application is considered to be generally compatible within the Rural Living Zone. The facility is considered to be of a small to medium scale within the zoning (maximum allowed under the RLZ is 20 dogs) and is managed appropriately. Whilst issues around amenity have been raised, the property does not appear to have a history of complaints regarding noise or odour made against it that have been reported to Council. It is considered that these can be managed by the applicant though the appropriate management of the site and if necessary can be escalated to Council who have obligations to investigate under the Planning & Environment Act and the Public Health and Wellbeing Act.

FINANCIAL & RESOURCE IMPLICATIONS

The assessment of planning permit applications is within the normal operational budget of Council.

Should any party appeal any decision that Council makes there would be a VCAT hearing. Additional costs will be incurred if a VCAT hearing occurs.

RISK MANAGEMENT

The risk management issues in relation to this planning permit application have been discussed in the Report and Assessment of Application sections above.

The risk to council of not making a decision on the application is a ‘failure to determine’ appeal at VCAT.

Should the proposal by approved by Council and VCAT (upon appeal) there is a risk to non-compliance with the permit conditions. Council has a planning compliance function to mitigate this risk.

CONCLUSION

A Council determination is sought for the application.

Council must determine a position on the application for a planning permit and take one of the following options:

I. Approve a planning permit and issue a Notice of Decision to Grant Planning Permit for the proposal (with or without conditions); or

II. Issue a Refusal to Grant a Planning Permit for the proposal – appeal rights apply to the applicant

ATTACHMENTS

1. Aerial photo of subject site (current site layout).

RECOMMENDATION

That Council, having caused notice of Planning Application No. 108/18 A2 to be given under Section 52 of the Planning and Environment Act 1987 and the Central Goldfields Planning Scheme and having considered all the matters generally required, determines to issue a Notice of Decision to Grant a Planning Permit 108/18 A2 in respect of the land known and described as 89 Shaw Road, Daisy Hill for the use and development of the land for racing dog husbandry (greyhounds) in accordance with the endorsed plans and subject to the following conditions:

1. The use and development must be in accordance with the endorsed plan and information submitted with and forming the planning permit.

2. The use and/or development as shown on the endorsed plans must not be altered without the written consent of the Responsible Authority.

3. Once the development has started it must be continued and completed to the satisfaction of the Responsible Authority.

4. The amenity of the area must not be detrimentally affected by the use or development through the:

    a) Transport of materials, goods or commodities to or from the land.

    b) Appearance of any buildings, works or materials.

    c) Emission of noise, artificial light, vibration, smell, wastewater and waste products.

    d) Presence of vermin.

    e) Discharge of polluted water or run off onto the site and or watercourses within or outside of the boundaries of the land.

5. A maximum of 1 litter per year may be bred on the site.

6. The permit holder must report in writing to Council's Planning Enforcement Officer, within 1 month of al litter being bred on the site. The report must include:

    a) Number of puppies

    b) Date of birth

    c) Greyhound Racing Victoria registration number of each puppy

    d) Number of male and female puppies

7. The number of racing dogs kept and/or bred on the site at any one time shall not exceed the following, without the further consent of the Responsible Authority:

    a) A maximum of 1 litter per year may be bred on the site. The dogs bred from this litter may be kept on site, up to the age of 16 months.
    b) 6 adult greyhounds

8. The permit holder must keep a written record of any complaints received regarding excess noise and odour; this record must be made available to Council on request.

9. In the event of the dog keeping and training use causing or generating any nuisance or detriment whether directly or consequentially to the locality in the opinion of the Responsible Authority, in consultation with appropriate Council or other officers, the Responsible Authority my serve written notice on the operator under this permit requiring such works, kennel practices or operating procedures to be undertaken as are deemed fit to endeavor to remedy any nuisance or detriment situation. Such measures may include soundproofing action, limits on the numbers of dogs, waste treatment systems, screening, planting and the like and the operator shall comply with any written directions of the Responsible Authority received in such matters in the manner and time directed.

10. All dogs shall be suitably housed and secured to prevent escape onto adjoining land or roads to the satisfaction of the responsible Authority.

11. All goods, materials and waste products stored onsite must be stored out of view or not appear in an unsightly manner if viewed from a street or adjoining property.

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

    a) The development of training tracks is not started within 1 year of the date of issue of this amended permit.

    b) The development of training tracks is not completed within 2 years of the date of issue of this amended permit.

    c) The use is not started within two years of the date of this permit.

    d) The use is discontinued for a period of two or more years.

    The Responsible Authority may extend the periods referred to if a request is made in writing before the permit expires or within six months afterwards.

13. All dog food shall be stored to the satisfaction of the Council's Environmental Health Officer.

14. Between the hours of 6:00pm and 8:00am Eastern Standard Time (March to September) and 9:00pm and 8:00am Eastern Standard Time (October to February) all dogs, unless being exercised on a leash, shall be locked in kennels. Such a kennel building shall:

    a) Be constructed in such a manner and with walls, roof and doors of such material that darkness inside the kennel is ensured between the hours stated in this condition, in order to prevent dogs barking.

    b) The materials of construction of the building shall be waterproof and durable and shall be capable of being cleaned without deterioration.

15. A permanent screen of trees and shrubs must be planted around the kennel shed and perimeters of the runs to provide an effective visual screen and must be designed and completed to the satisfaction of the Responsible Authority and then maintained to the satisfaction of the Responsible Authority.

16. All wastes and kennel runoff water generated by the use shall be disposed of and treated to the satisfaction of the Responsible Authority and then maintained to the satisfaction of the Responsible Authority, to EPA standards to the requirements of the Environmental Health Officer.

197
205
213
222
89

8.5 PLANNING APPLICATION 118/19 USE AND DEVELOPMENT OF THE LAND FOR TWO DWELLINGS AND A 2 LOT SUBDIVISION.

Author: **Coordinator Statutory 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 a notice of decision to approve planning application 118/19 for the use and development of the land for 2 dwellings on one lot and a 2 lot subdivision at 14 Taylor Street, Maryborough.

The application has been advertised and received 1 objection.

The application has been assessed against the policy and specific controls of the Central Goldfields Planning Scheme. The proposal is considered to be consistent with the relevant state and local policy and the purpose of the zone.

LEGISLATION AND POLICY CONTEXT

This report has been developed in accordance with the Planning and Environment Act 1986, and the Central Goldfields Planning Scheme.

BACKGROUND INFORMATION

Planning application 118/19 was submitted to Council on 28 November 2019. The application proposed the construction of 2 dwellings on the lot and a 2 lot subdivision.

The development consists of two, two bedroom units each with single garage. The subject site is located at 14 Taylor Street, Maryborough (corner of Taylor Street and Gillies Street).

The subject is within the General Residential Zone and is not covered by any overlays. The site adjoins a Road Zone Category 2 (Gillies Street).

REPORT

Proposal

The application is propping the use and development of the land for two dwellings and a 2 lot subdivision. Each proposed dwelling will contain:

- Two bedrooms
- Two bathrooms
- Water closet
- Laundry
- Kitchen
- Living/dining area
- Single garage

The proposed re subdivision will create 2 lots which will each contain dwelling. Proposed lot 1 will be 358.16 sqm and proposed lot 2 will be 304.56 sqm. Each lot will have access to Gillies Street via a crossover built to Councils requirements.

Site and surrounds

The subject site is located at 14 Taylor Street, Maryborough. The site is a square site, approximately 645 m2 in size formally identified as lot 1 and 2 TP 822926. The site is within the General Residential Zone and is not covered by any overlays (see attachment 1).

The site is a corner allotment with land to the east (side) and south (rear) both containing existing single dwellings. Land surrounding the subject site is also zoned General Residential Zone. The street is generally characterised by single story weatherboard dwellings with large front setbacks from the road.

Planning permit triggers

The subject site is within the General Residential Zone. Clause 32.08-3 states that:

A permit is required to subdivide land.

Clause 55 requires that a planning permit be granted to construct two or more dwellings on a lot.

Planning policy framework

Clause 11.01- 1R Settlement Loddon Mallee South

Strategies

Support Bendigo as the regional city and the major population and economic growth hub for the region, offering a range of employment and services.

Manage and support growth in Castlemaine, Gisborne, Kyneton and Maryborough as employment and service hubs that reinforce the network of communities in the region.

Support sustainable growth and expansion in Inglewood, Bridgewater, Marong and Harcourt to capitalise on their proximity to Bendigo.

Facilitate increased commercial and residential densities, mixed use development and revitalisation projects for underutilised sites and land in Bendigo.

Maintain non-urban breaks between settlements.

Clause 15.01-1S Urban design

Objective

To create urban environments that are safe, healthy, functional and enjoyable and that contribute to a sense of place and cultural identity

15.01-3S Subdivision design

Objective

To ensure the design of subdivisions achieves attractive, safe, accessible, diverse and sustainable neighbourhoods.

Local Planning Policy Framework

Clause 21.06 Residential Development

Objective 1

Develop a settlement pattern based on population being primarily directed to Maryborough as a sub-regional centre with other population directed to infill allotments that are suitable for development in the smaller townships of Dunolly, Carisbrook, Bealiba, Talbot and Majorca.

Objective 3

Provide opportunity for residential development in a range of types, lot sizes and costs to meet the needs of the future population of the Shire

Clause 22.01 Urban Design

Objectives

- To preserve and enhance the visual amenity and character of the Shire's city and towns.
- To ensure the siting and design of new development has regard to built form, landscape character and visual qualities of urban centres.
- To enhance the visual qualities and character of the major road entrances to Maryborough and townships in the Shire.
- To encourage and promote high quality tourist development that preserves heritage and landscape character.
- To provide opportunities to promote the Shire's tourism image at key locations such as city/town centres and entrances and major attractions.

Zones and Overlays

Clause 32.08 General Residential Zone

The subject site is within the General Residential Zone, the purpose of the zone is as follow:

To implement the Municipal Planning Strategy and the Planning Policy Framework.

To encourage development that respects the neighbourhood character of the area.

To encourage a diversity of housing types and housing growth particularly in locations offering good access to services and transport.

To allow educational, recreational, religious, community and a limited range of other non-residential uses to serve local community needs in appropriate locations.

Overlays

The subject site is not covered by any overlays.

Particular provisions

Clause 52.06 Car parking

To ensure that car parking is provided in accordance with the Municipal Planning Strategy and the Planning Policy Framework.

To ensure the provision of an appropriate number of car parking spaces having regard to the demand likely to be generated, the activities on the land and the nature of the locality.

To support sustainable transport alternatives to the motor car.

To promote the efficient use of car parking spaces through the consolidation of car parking facilities.

To ensure that car parking does not adversely affect the amenity of the locality.

To ensure that the design and location of car parking is of a high standard, creates a safe environment for users and enables easy and efficient use.

Comment:

Under clause 52.06 each dwelling is required to be provided with 1 car parking space, the proposed development meets this requirement.

Clause 55 two or more dwellings on a lot and residential buildings

To implement the Municipal Planning Strategy and the Planning Policy Framework.

To achieve residential development that respects the existing neighbourhood character or which contributes to a preferred neighbourhood character.

To encourage residential development that provides reasonable standards of amenity for existing and new residents.

To encourage residential development that is responsive to the site and the neighbourhood.

Comment:

An application for two dwellings on one lot is required to be assessed against the standards and objectives listed within Clause 55. An application must meet the objectives and should meet the standards.

Below is an assessment of the current proposal against clause 55.

Clause	Objective	Standard
55.01-1	**Neighbourhood and site description** The neighbourhood and site description may use a site plan, photographs or other techniques and must accurately describe: - In relation to the neighbourhood: - The pattern of development of the neighbourhood. - The built form, scale and character of surrounding development including front fencing. - Architectural and roof styles. - Any other notable features or characteristics of the neighbourhood. - In relation to the site: - Site shape, size, orientation and easements. - Levels of the site and the difference in levels between the site and surrounding properties. - The location of existing buildings on the site and on surrounding properties, including the location and height of walls built to the boundary of the site. - The use of surrounding buildings. - The location of secluded private open space and habitable room windows of surrounding properties which have an outlook to the site within 9 metres. - Solar access to the site and to surrounding properties. - Location of significant trees existing on the site and any significant trees removed from the site 12 months prior to the application being made, where known. - Any contaminated soils and filled areas, where known. - Views to and from the site. - Street frontage features such as poles, street trees and kerb crossovers. - The location of local shops, public transport services and public open space within walking distance. - Any other notable features or characteristics of the site. If in the opinion of the responsible authority a requirement of the neighbourhood and site description is not relevant to the evaluation of an application, the responsible	

Clause	Objective	Standard
	Planning Officer comment Compliant The application is considered to have addressed the surrounding neighbourhood and site description accurately	
55.01-2	**Design Response** The design response must explain how the proposed design: - Derives from and responds to the neighbourhood and site description. - Meets the objectives of Clause 55. - Responds to any neighbourhood character features for the area identified in a local planning policy or a Neighbourhood Character Overlay.	
	Planning Officer comment Compliant The application is considered to have adequately addressed the design repose requirements.	
55.02	**Neighbourhood Character and Infrastructure**	
B1 **55.02-1**	**Neighbourhood character objectives** To ensure that the design respects the existing neighbourhood character or contributes to a preferred neighbourhood character.	**Standard B1** The design response must be appropriate to the neighbourhood and the site. - The proposed design must respect the existing or preferred neighbourhood character and respond to the features of the site.
	Planning Officer comment compliant The proposed development is considered to be consisted with the existing neighbourhood character, the area is characterised by single storey dwellings with wise street setbacks the proposed development is in accordance with this.	
B2 **55.02-2**	**Residential policy objectives** To ensure that residential development is provided in accordance with any policy for housing in the State Planning Policy Framework and the Local Planning Policy Framework, including the Municipal Strategic Statement and local planning policies. To support medium densities in areas where development can take advantage of public transport	**Standard B2** An application must be accompanied by a written statement to the satisfaction of the responsible authority that describes how the development is consistent with any relevant policy for housing in the State Planning Policy Framework and the Local Planning Policy Framework, including the Municipal Strategic Statement and local planning policies.

Clause	Objective	Standard
	and community infrastructure and services.	
	Planning Officer comment Compliant Council does not currently have a housing policy, however there is a known demand for smaller more manageable lots and infill development within the Maryborough area.	
B4 **55.02-4**	**Infrastructure objectives** To ensure development is provided with appropriate utility services and infrastructure. To ensure development does not unreasonably overload the capacity of utility services and infrastructure	**Standard B4** Development should be connected to reticulated services, including reticulated sewerage, drainage, electricity and gas, if available. Development should not unreasonably exceed the capacity of utility services and infrastructure, including reticulated services and roads. In areas where utility services or infrastructure have little or no spare capacity, developments should provide for the upgrading of or mitigation of the impact on services or infrastructure
	Planning Officer comment Compliant The proposed development is able to be serviced appropriately.	
B5 **55.02-5**	**Integration with the street objective** To integrate the layout of development with the street.	**Standard B5** Developments should provide adequate vehicle and pedestrian links that maintain or enhance local accessibility. Development should be oriented to front existing and proposed streets. High fencing in front of dwellings should be avoided if practicable. Development next to existing public open space should be laid out to complement the open space.
	Planning Officer comment Compliant The proposed development is orientated towards Gillies street, the site is a corner block and could be orientated to Taylor Street or Gillies Street. Orientation to Gillies Street is considered to offer better solar access to the private open space and habitual rooms.	

Clause	Objective	Standard
	The application has avoided high front fences	
55.03	**Site Layout and Building Massing**	
B6 **55.03-1**	**Street setback objective** To ensure that the setbacks of buildings from a street respect the existing or preferred neighbourhood character and make efficient use of the site.	**Standard B6** Walls of buildings should be set back from streets: - At least the distance specified in a schedule to the zone, or - If no distance is specified in a schedule to the zone, the distance specified in Table B1 Porches, pergolas and verandahs that are less than 3.6 metres high and eaves may encroach not more than 2.5 metres into the setbacks of this standard. **Refer to Table B1 Street setback**
	Planning Officer comment Compliant The proposed development meets the required front and side setbacks. The development provides a 7 metre front setback and a 4.4 side setback in accordance with dwellings on abutting lots	
B7 **55.03-2**	**Building height objective** To ensure that the height of buildings respects the existing or preferred neighbourhood character.	**Standard B7** The maximum building height should not exceed the maximum height specified in the zone, schedule to the zone or an overlay that applies to the land. If no maximum height is specified in the zone, schedule to the zone or an overlay, the maximum building height should not exceed 9 metres, unless the slope of the natural ground level at any cross section wider than 8 metres of the site of the building is 2.5 degrees or more, in which case the maximum building height should not exceed 10 metres. Changes of building height between existing buildings and new buildings should be graduated

Clause	Objective	Standard
	Planning Officer comment Compliant The proposal does not exceed 9 metres in height as it is a single story dwelling.	
B8 **55.03-3**	**Site coverage objective** To ensure that the site coverage respects the existing or preferred neighbourhood character.	**Standard B8** The site area covered by buildings should not exceed: - The maximum site coverage specified in a schedule to the zone, or - If no maximum site coverage is specified in a schedule to the zone, 60 per cent.
	Planning Officer comment Compliant The site coverage is 53%	
B9 **55.03-4**	**Permeability objectives** To reduce the impact of increased stormwater run-off on the drainage system. To facilitate on-site stormwater infiltration.	**Standard B9** The site area covered by the pervious surfaces should be at least: - The minimum area specified in a schedule to the zone, or - If no minimum is specified in a schedule to the zone, 20 percent of the site.
	Planning Officer comment Compliant The proposal meets the 20% pervious site requirement	
B10 **55.03-5**	**Energy efficiency objectives** To achieve and protect energy efficient dwellings and residential buildings. To ensure the orientation and layout of development reduce fossil fuel energy use and make appropriate use of daylight and solar energy.	**Standard B10** Buildings should be: - Oriented to make appropriate use of solar energy. - Sited and designed to ensure that the energy efficiency of existing dwellings on adjoining lots is not unreasonably reduced. Living areas and private open space should be located on the north side of the development, if practicable. Developments should be designed so that solar access to north-facing windows is maximised.

Clause	Objective	Standard
	Planning Officer comment Compliant The dwellings have been orientated appropriately	
B11 **55.03-6**	**Open space objective** To integrate the layout of development with any public and communal open space provided in or adjacent to the development.	**Standard B11** If any public or communal open space is provided on site, it should: - Be substantially fronted by dwellings, where appropriate. - Provide outlook for as many dwellings as practicable. - Be designed to protect any natural features on the site. - Be accessible and useable.
	Planning Officer comment Compliant – No public nor communal public space proposed.	
B12 **55.03-7**	**Safety objective** To ensure the layout of development provides for the safety and security of residents and property	**Standard B12** Entrances to dwellings and residential buildings should not be obscured or isolated from the street and internal accessways. Planting which creates unsafe spaces along streets and accessways should be avoided. Developments should be designed to provide good lighting, visibility and surveillance of car parks and internal accessways. Private spaces within developments should be protected from inappropriate use as public thoroughfares.
	Planning Officer comment Compliant The proposed development is considered to be consistent with B12	
B13 **55.03-8**	**Landscaping objectives** To encourage development that respects the landscape character of the neighbourhood.	**Standard B13** The landscape layout and design should: - protect any predominant landscape features of the neighbourhood.

Clause	Objective	Standard
	To encourage development that maintains and enhances habitat for plants and animals in locations of habitat importance. To provide appropriate landscaping. To encourage the retention of mature vegetation on the site.	- Take into account the soil type and drainage patterns of the site. - Allow for intended vegetation growth and structural protection of buildings. - In locations of habitat importance, maintain existing habitat and provide for new habitat for plants and animals. - Provide a safe, attractive and functional environment for residents. Development should provide for the retention or planting of trees, where these are part of the character of the neighbourhood. Development should provide for the replacement of any significant trees that have been removed in the 12 months prior to the application being made. The landscape design should specify landscape themes, vegetation (location and species), paving and lighting. Development should meet any additional landscape requirements specified in a schedule to the zone.
	Planning Officer comment Compliant via condition – Landscape plan required.	
B14 **55.03-9**	**Access objective** To ensure the number and design of vehicle crossovers respects the neighbourhood character.	**Standard B14** The width of accessways or car spaces should not exceed: - 33 per cent of the street frontage, or - if the width of the street frontage is less than 20 metres, 40 per cent of the street frontage. No more than one single-width crossover should be provided for each dwelling fronting a street. The location of crossovers should maximise the retention of on-street car parking spaces.

Clause	Objective	Standard
		The number of access points to a road in a Road Zone should be minimised. Developments must provide for access for service, emergency and delivery vehicles.
	Planning Officer comment Compliant The proposed driveways are compliant with B14	
B15 **55.03-10**	**Parking location objectives** To provide convenient parking for resident and visitor vehicles. To protect residents from vehicular noise within developments.	**Standard B15** Car parking facilities should: - Be reasonably close and convenient to dwellings and residential buildings. - Be secure. - Be well ventilated if enclosed. Shared accessways or car parks of other dwellings and residential buildings should be located at least 1.5 metres from the windows of habitable rooms. This setback may be reduced to 1 metre where there is a fence at least 1.5 metres high or where window sills are at least 1.4 metres above the accessway.
	Planning Officer comment Compliant Gillies street is able to offer sufficient visitor car parking.	
55.04	**Amenity Impacts**	
B17 **55.04-1**	**Side and rear setbacks objectives** To ensure that the height and setback of a building from a boundary respects the existing or preferred neighbourhood character and limits the impact on the amenity of existing dwellings.	**Standard B17** A new building not on or within 200mm of a boundary should be set back from side or rear boundaries: - At least the distance specified in a schedule to the zone, or - If no distance is specified in a schedule to the zone, 1 metre, plus 0.3 metres for every metre of height over 3.6 metres up to 6.9 metres, plus 1 metre for every metre of height over 6.9 metres.

Clause	Objective	Standard
		Sunblinds, verandahs, porches, eaves, fascias, gutters, masonry chimneys, flues, pipes, domestic fuel or water tanks, and heating or cooling equipment or other services may encroach not more than 0.5 metres into the setbacks of this standard. Landings having an area of not more than 2 square metres and less than 1 metre high, stairways, ramps, pergolas, shade sails and carports may encroach into the setbacks of this standard. **Refer to Diagram B1 Side and rear setbacks**
	Planning Officer comment Compliant The proposal has adequate side and rear setbacks both are more than 1 metre.	
B18 **55.04-2**	**Walls on boundaries objective** To ensure that the location, length and height of a wall on a boundary respects the existing or preferred neighbourhood character and limits the impact on the amenity of existing dwellings.	**Standard B18** A new wall constructed on or within 200mm of a side or rear boundary of a lot or a carport constructed on or within 1 metre of a side or rear boundary of lot should not abut the boundary: - For a length of more than the distance specified in a schedule to the zone; or - If no distance is specified in a schedule to the zone, for a length of more than: - 10 metres plus 25 per cent of the remaining length of the boundary of an adjoining lot, or - Where there are existing or simultaneously constructed walls or carports abutting the boundary on an abutting lot, the length of the existing or simultaneously constructed walls or carports, whichever is the greater. A new wall or carport may fully abut a side or rear boundary where slope and retaining walls or fences would result in the effective height of the wall or carport being less than 2 metres on the abutting property boundary. A building on a boundary includes a building set back up to 200mm from a boundary.

Clause	Objective	Standard
		The height of a new wall constructed on or within 200mm of a side or rear boundary or a carport constructed on or within 1 metre of a side or rear boundary should not exceed an average of 3.2 metres with no part higher than 3.6 metres unless abutting a higher existing or simultaneously constructed wall.
	Planning Officer comment Compliant No wall on boundaries are proposed. The development does include simultaneously constructed garage walls which will abut each other. This is considered acceptable as they are non-habitual rooms.	
B19 **55.04-3**	**Daylight to existing windows objective** To allow adequate daylight into existing habitable room windows.	**Standard B19** Buildings opposite an existing habitable room window should provide for a light court to the existing window that has a minimum area of 3 square metres and minimum dimension of 1 metre clear to the sky. The calculation of the area may include land on the abutting lot. Walls or carports more than 3 metres in height opposite an existing habitable room window should be set back from the window at least 50 per cent of the height of the new wall if the wall is within a 55 degree arc from the centre of the existing window. The arc may be swung to within 35 degrees of the plane of the wall containing the existing window. Where the existing window is above ground floor level, the wall height is measured from the floor level of the room containing the window. **Refer to Diagram B2 Daylight to existing windows**
	Planning Officer comment Compliant Existing habitable room windows will not be impacted by the development	

Clause	Objective	Standard
B20 **55.04-4**	**North-facing windows objective** To allow adequate solar access to existing north –facing habitable room windows.	**Standard B20** If a north-facing habitable room window of an existing dwelling is within 3 metres of a boundary on an abutting lot, a building should be setback from the boundary 1 metre, plus 0.6 metres for every metre of height over 3.6 metres up to 6.9 metres, plus 1 metre for every metre of height over 6.9 metres, for a distance of 3 metres from the edge of each side of the window. A north-facing window is a window with an axis perpendicular to its surface oriented north 20 degrees west to north 30 degrees east. **Refer to Diagram B3 North-facing windows**
	Planning Officer comment Compliant The development meets the standard of B20	
B21 **55.04-5**	**Overshadowing open space objective** To ensure buildings do not significantly overshadow existing secluded private open space.	**Standard B21** Where sunlight to the secluded private open space of an existing dwelling is reduced, at least 75 per cent, or 40 square metres with minimum dimension of 3 metres, whichever is the lesser area, of the secluded private open space should receive a minimum of five hours of sunlight between 9 am and 3 pm on 22 September. If existing sunlight to the secluded private open space of an existing dwelling is less than the requirements of this standard, the amount of sunlight should not be further reduced.
	Planning Officer comment Compliant The proposed development will not over shadow the private open space of an existing dwelling beyond the standard of B21	
B22	**Overlooking objective**	**Standard B22**

Clause	Objective	Standard
55.04-6	To limit views into existing secluded private open space and habitable room windows.	A habitable room window, balcony, terrace, deck or patio should be located and designed to avoid direct views into the secluded private open space of an existing dwelling within a horizontal distance of 9 metres (measured at ground level) of the window, balcony, terrace, deck or patio. Views should be measured within a 45 degree angle from the plane of the window or perimeter of the balcony, terrace, deck or patio, and from a height of 1.7 metres above floor level. A habitable room window, balcony, terrace, deck or patio with a direct view into a habitable room window of existing dwelling within a horizontal distance of 9 metres (measured at ground level) of the window, balcony, terrace, deck or patio should be either: - Offset a minimum of 1.5 metres from the edge of one window to the edge of the other. - Have sill heights of at least 1.7 metres above floor level. - Have fixed, obscure glazing in any part of the window below 1.7 metre above floor level. - Have permanently fixed external screens to at least 1.7 metres above floor level and be no more than 25 per cent transparent. - Obscure glazing in any part of the window below 1.7 metres above floor level may be openable provided that there are no direct views as specified in this standard. Screens used to obscure a view should be: - Perforated panels or trellis with a maximum of 25 per cent openings or solid translucent panels. - Permanent, fixed and durable. - Designed and coloured to blend in with the development. This standard does not apply to a new habitable room window, balcony, terrace, deck or patio which faces a property boundary where there is a visual barrier at least 1.8 metres high and the floor level of the habitable room, balcony, terrace, deck or patio is less than 0.8 metres above ground level at the boundary.

Clause	Objective	Standard
		Refer to Diagram B4 Overlooking open space
	Planning Officer comment Compliant The application is proposing to install a 1.8 metre high boundary fence between 14 Taylor Street and 16 Taylor Street. The dwelling at 16 Taylor street has a kitchen window located on the western side of the dwelling.	
B23 **55.04-7**	**Internal views objective** To limit views into the secluded private open space and habitable room windows of dwellings and residential buildings within a development.	**Standard B23** Windows and balconies should be designed to prevent overlooking of more than 50 per cent of the secluded private open space of a lower-level dwelling or residential building directly below and within the same development.
	Planning Officer comment Compliant The proposed development does not create overlooking issues between the two proposed dwellings.	
B24 **55.04-8**	**Noise impacts objectives** To contain noise sources in developments that may affect existing dwellings. To protect residents from external noise.	**Standard B24** Noise sources, such as mechanical plant, should not be located near bedrooms of immediately adjacent existing dwellings. Noise sensitive rooms and secluded private open spaces of new dwellings and residential buildings should take account of noise sources on immediately adjacent properties. Dwellings and residential buildings close to busy roads, railway lines or industry should be designed to limit noise levels in habitable rooms.
	Planning Officer comment Compliant The development will be able to place any required plant e.g. external air con units on a boundary which does not result in impact on an existing dwelling	
55.05	**On-Site Amenity and Facilities**	

Clause	Objective	Standard
B25 **55.05-1**	**Accessibility objective** To encourage the consideration of the needs of people with limited mobility in the design of developments.	**Standard B25** The dwelling entries of the ground floor of dwellings and residential buildings should be accessible or able to be easily made accessible to people with limited mobility.
	Planning Officer comment Compliant The proposed development is considered to meet the objective of B25	
B26 **55.05-2**	**Dwelling entry objective** To provide each dwelling or residential building with its own sense of identity.	**Standard B26** Entries to dwellings and residential buildings should: - Be visible and easily identifiable from streets and other public areas. - Provide shelter, a sense of personal address and a transitional space around the entry.
	Planning Officer comment Compliant The application is considered to be compliant with B26	
B27 **55.05-3**	**Daylight to new windows objective** To allow adequate daylight into new habitable room windows.	**Standard B27** A window in a habitable room should be located to face: - An outdoor space clear to the sky or a light court with a minimum area of 3 square metres and minimum dimension of 1 metre clear to the sky, not including land on an abutting lot, or - A verandah provided it is open for at least one third of its perimeter, or - A carport provided it has two or more open sides and is open for at least one third of its perimeter.
	Planning Officer comment All habitable rooms have access to the required amount of daylight in the standard.	

Clause	Objective	Standard
B28 **55.05-4**	**Private open space objective** To provide adequate private open space for the reasonable recreation and service needs of residents.	**Standard B28** A dwelling or residential building should have private open space of an area and dimensions specified in a schedule to the zone. If no area or dimensions are specified in a schedule to the zone, a dwelling or residential building should have private open space consisting of: - An area of 40 square metres, with one part of the private open space to consist of secluded private open space at the side or rear of the dwelling or residential building with a minimum area of 25 square metres, a minimum dimension of 3 metres and convenient access from a living room, or - A balcony of 8 square metres with a minimum width of 1.6 metres and convenient access from a living room, or - A roof-top area of 10 square metres with a minimum width of 2 metres and convenient access from a living room.
	<u>Planning Officer comment</u> Compliant Unit 1 has been provided with 191.32 m2 POS with 41 sqm of SPOS Unit 2 has been provided with 138.42m2 POS with 41 sqm of SPOS.	
B29 **55.05-5**	**Solar access to open space objective** To allow solar access into the secluded private open space of new dwellings and residential buildings.	**Standard B29** The private open space should be located on the north side of the dwelling or residential building, if appropriate. The southern boundary of secluded private open space should be set back from any wall on the north of the space at least (2 + 0.9h) metres, where 'h' is the height of the wall. **Refer Diagram B5 Solar access to open space**
	<u>Planning Officer comment</u> Varied	

Clause	Objective	Standard
	POS cannot practically be located to the northern side of the site. The buildings have been orientated in the best possible way given the site constraints.	
B30 **55.05-6**	**Storage objective** To provide adequate storage facilities for each dwelling.	**Standard B30** Each dwelling should have convenient access to at least 6 cubic metres of externally accessible, secure storage space.
	Planning Officer comment Varied The applicant will be required via permit condition to provide the storage space as it is not shown on the plans but is considered able to easily fit within the development.	
55.06	**Detailed Design**	
B31 **55.06-1**	**Design detail objective** To encourage design detail that respects the existing or preferred neighbourhood character.	**Standard B31** The design of buildings, including: - Facade articulation and detailing, - Window and door proportions, - Roof form, and - Verandahs, eaves and parapets, should respect the existing or preferred neighbourhood character. Garages and carports should be visually compatible with the development and the existing or preferred neighbourhood character.
	Planning Officer comment Compliant The proposed development is considered to be compliant with standard B31	
B32 **55.06-2**	**Front fences objective** To encourage front fence design that respects the existing or	**Standard B32** The design of front fences should complement the design of the dwelling or residential building and any front fences on adjoining properties.

Clause	Objective	Standard
	preferred neighbourhood character.	A front fence within 3 metres of a street should not exceed: - The maximum height specified in a schedule to the zone, or - If no maximum height is specified in a schedule to the zone, the maximum height specified in Table B3. **Refer to Table B3 Maximum front fence height**
	Planning Officer comment No front fences are proposed	
B33 **55.06-3**	**Common property objectives** To ensure that communal open space, car parking, access areas and site facilities are practical, attractive and easily maintained. To avoid future management difficulties in areas of common ownership.	**Standard B33** Developments should clearly delineate public, communal and private areas. Common property, where provided, should be functional and capable of efficient management.
	No common property proposed	
B34 **55.06-4**	**Site services objectives** To ensure that site services can be installed and easily maintained. To ensure that site facilities are accessible, adequate and attractive.	**Standard B34** The design and layout of dwellings and residential buildings should provide sufficient space (including easements where required) and facilities for services to be installed and maintained efficiently and economically. Bin and recycling enclosures, mailboxes and other site facilities should be adequate in size, durable, waterproof and blend in with the development. Bin and recycling enclosures should be located for convenient access by residents.

Clause	Objective	Standard
		Mailboxes should be provided and located for convenient access as required by Australia Post.
	Planning Officer comment The proposed dwelling are considered to meet the standard of B34	

Clause 56 Residential Subdivision

Purpose

To implement the Municipal Planning Strategy and the Planning Policy Framework.

To create liveable and sustainable neighbourhoods and urban places with character and identity.

To achieve residential subdivision outcomes that appropriately respond to the site and its context for:

- Metropolitan Melbourne growth areas.
- Infill sites within established residential areas.
- Regional cities and towns.
- To ensure residential subdivision design appropriately provides for:
- Policy implementation.
- Liveable and sustainable communities.
- Residential lot design.
- Urban landscape.
- Access and mobility management.
- Integrated water management.
- Site management.
- Utilities.

Comment:

When the subdivision takes place a condition of permit will require the dwellings to be finished prior to the issuance of a Statement of Compliance and therefore the subdivision will be of existing buildings when it occurs which exempts this assessment from the requirements of Clause 56.

Referrals

The application was referred internally to Council's Engineering Department who required conditions to be placed on the permit, should one be issued.

CONSULTATION/COMMUNICATION

Public notice of the application has been given by letters to adjoining owners and placing a sign on the site. One objection has been received from adjoining land owners/occupiers. The concerns raised in the objections submitted relate to:

- Ambiance loss/ amenity impacts
- Overlooking
- Loss of privacy as a result of overlooking from side kitchen window of existing dwelling (see attachment 2)

ASSESSMENT OF APPLICATION

The application is proposing the development of two dwellings on one lot and a 2 lot subdivision within the General Residential Zone.

A site inspection has been undertaken by the Planning Officer.

The application has been assessed against Clause 55 of the Central Goldfields Planning Scheme and the purpose of the General Residential Zone.

The application is considered to be consistent with the purpose and requirements of the General Residential Zone, including Clause 32.08-4 for the minimum garden area requirement. As the block is 641 sqm n total the application is required to demonstrate that 30% of the lot is set aside for garden area.

The objection which has been received raises concerns around loss of privacy and overlooking. It is considered that the proposal adequately addresses these issues and meets the objectives of Clause 55 in regard to these matters.

The development offers a setback of 5.47 metres from the rear of the proposed dwelling to the western elevation of the existing dwelling; this is considered to be a reasonable and acceptable setback. The development is also proposing a 1.8 metre boundary fence between 14 and 16 Taylor Street which meets the requirements for the permeant visual barrier in standard B22.

Whilst it is recognised that the site originally contained 1 dwelling (which has since been demolished) and the proposal does result in a change for the neighbouring property; the development is not considered to be of an unreasonable scale or to have a significant amenity impact.

The development supports infill development within Maryborough township area and will increase diverse housing options within the town.

FINANCIAL & RESOURCE IMPLICATIONS

The assessment of planning permit applications is within the normal operational budget of Council.

Should any party appeal any decision that Council makes there would be a VCAT hearing. Additional costs will be incurred if a VCAT hearing occurs.

RISK MANAGEMENT

The risk management issues in relation to this planning permit application have been discussed in the Report and Assessment of Application sections above.

The risk to council of not making a decision on the application is a 'failure to determine' appeal at VCAT.

Should the proposal be approved by Council and VCAT (upon appeal) there is a risk to non-compliance with the permit conditions. Council has a planning compliance function to mitigate this risk.

Should Council refuse the permit there is a risk of a 'section 77' appeal (refusal by the Responsible Authority) being lodged by the applicant.

CONCLUSION

A Council determination is sought for the application

Council must determine a position on the application for a planning permit and take one of the following options:

I. Approve a planning permit and issue a Notice of Decision to Grant Planning Permit for the proposal (with or without conditions); or

II. Issue a Refusal to Grant a Planning Permit for the proposal – appeal rights apply to the applicant.

ATTACHMENTS

1. Arial photo of subject site
2. Photo of western elevation of existing dwelling (14 Taylor Street)
3. Development plans

RECOMMENDATION

That Council, having caused notice of Planning Application No. 118/19 to be given under Section 52 of the Planning and Environment Act 1987 and the Central Goldfields Planning Scheme and having considered all the matters generally required, determines to issue a Notice of Decision to Grant a Planning Permit 118/19 in respect of the land known and described as 14 Taylor Street, Maryborough, for the use and development of two dwellings on the lot and a 2 lot subdivision in accordance with the endorsed plans and subject to the following conditions:

Amended plans

1. The development and subdivision permitted by this permit must not be commenced until one (1) electronic copy or three (3) A3 size paper copies of amended plans, as outlined below, are submitted to and approved by the Responsible Authority. When approved, the plan will be endorsed and will then form part of this permit. Such plans must be generally in accordance with plans submitted dated 24 October 2019 but modified to show:

    a) The correct elevations noted on sheet 4 of the proposed plans.

    b) An amended site plan showing the proposed fencing along the eastern boundary to match the existing height of the fencing to the rear of 16 Taylor Street.

    c) Fencing along the northern boundary tapered down to 900 mm for a distance of 9 metres from the point of the intersection.

No alteration layout

2. The development and/or use(s) permitted by this permit as shown on the endorsed plan(s) and/or described in the endorsed documents must not be altered or modified (for any reason) except with the prior written consent of the Responsible Authority.

3. A colour bond fence, to match the height of the existing fence to the rear of 16 Taylor Street, must be constructed along the eastern boundary of the subject site and 16 Taylor Street.

Landscape condition

4. Prior to the commencement of the development hereby permitted, one (1) electronic copy or three (3) A3 size paper copies of amended plans, as outlined below, are submitted to and approved by the Responsible Authority. Consideration should be given to the use of indigenous plants. All landscape plantings and treatments need to be suitable for the specific climatic and soil conditions of the Shire.

    The landscape plan will show the following:

(a) An outline of buildings. No floor plans are to be shown on the landscape plan, however the dimensions of the outline are to be informed by the approved site plan.

(b) Clearly drafted at a scale of 1:100 or similar with a north point and legend

(c) Clear graphics to indicate trees (deciduous or evergreen), shrubs, ground covers, grass etc.

(d) Botanical and common name, pot size, quantity, planting density and size at maturity of all plantings.

(e) Notated planting specification drawings.

(f) Location and depth of all surface treatments with materials and colours notated.

(g) Outline of all built features including buildings, fences, letterboxes, clotheslines, storage, water tanks and utility structures etc. These structures are to be informed by the site plan.

(h) All water tanks must have a minimum 0.5m clearance free of obstruction when located in a through access way.

(i) Mark all crossovers.

(j) Any vegetation or structures within the nature strip.

Please note that any foundations of built structures, including any concrete areas such as paths/driveways, must be protected with appropriate tree root/moisture barriers to ensure the integrity of the foundations are not compromised.

Landscape completed & maintenance

5. The landscape area(s) shown on the endorsed plan(s) must be planted and maintained to the satisfaction of the Responsible Authority and once landscaped must not be used for any other purpose except with the prior written consent of the Responsible Authority.

General amenity development

6. The development and the appearance of the subject land permitted by this permit must not, in the opinion of the Responsible Authority, adversely affect the amenity of the locality.

Use of parking areas

7. Areas set aside for the parking and movement of vehicles as shown on the endorsed plan(s) must be maintained in a usable and safe condition to the satisfaction of the Responsible Authority and made available for such use and must not be used for any other purpose.

Engineering Requirements

Prior to the issue of a Statement of Compliance (or as otherwise stated) the following must be undertaken by the applicant/owner to the requirements and satisfaction of the Responsible Authority (alternative requirements may be approved, in writing, by Council's Manager Infrastructure):

8. Vehicular access to Lot 1 and 2 must be provided from Gillies Street.

9. Vehicular crossovers/driveways must be constructed between Lots 1 and 2 and Gillies Street. Such crossovers/driveways must be of concrete construction and be from kerb to property boundary. (Refer Infrastructure Design Manual Standard Drawing 240).

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

11. The applicant/owner must make further application for and have approved driveway crossing permit/s for crossover/driveway works. All works constructed or carried out must be in accordance with the approved plans/permit(s).

12. Once constructed the crossovers must be thereafter maintained by the landowner to the satisfaction of the Responsible Authority.

Drainage:

13. All stormwater must be accommodated and treated within the subject land in accordance with IDM Clause 19.

14. The owner/applicant must design a drainage system to drain the surface water and dwelling roof stormwater from each Lot to the legal point of discharge to the satisfaction of the Responsible Authority. This drainage plan must be provided to the Responsible Authority for approval.

15. A legal point of stormwater discharge LPSD must be provided for Lots 1 and 2 to the Gillies Street kerb and channel to the satisfaction of the Responsible Authority.

Asset Protection

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

Sediment Control

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

Development must not be occupied until

18. The development permitted by this permit must not be occupied until:
    (a) the access and parking area(s) shown on the endorsed plan(s) have been constructed to the requirements and satisfaction of the Responsible Authority; and

    (b) the garden and landscape area(s) shown on the endorsed plan(s), including external fixtures such as clotheslines, storage sheds and water tanks, have been provided and completed to the requirements and satisfaction of the Responsible Authority.

Construction phase

19. All activities associated with the construction of the development permitted by this permit must be carried out to the satisfaction of the Responsible Authority and all care must be taken to minimise the effect of such activities on the amenity of the locality.

Provision for waste collection

20. Provision must be made for an acceptable pick up point for waste collection services that is satisfactory to the Responsible Authority.

Conditions relating to the subdivision permitted under this permit:

No alteration to subdivision layout

21. The layout of the subdivision permitted by this permit as shown on the endorsed plan(s) and/or described in the endorsed documents must not be altered or modified (for any reason) except with the prior written consent of the responsible authority.

Development to be completed prior to statement of compliance

22. Prior to the issue of a statement of compliance under the subdivision act 1988 the development permitted under this permit must be completed including that:
    (a) The access and parking area(s) shown on the endorsed plan(s) must be constructed to the requirements and satisfaction of the responsible authority; and

    (b) The garden and landscape area(s) shown on the endorsed plan(s) including external fixtures such as clotheslines, storage sheds and water tanks must be provided and completed to the requirements and satisfaction of the responsible authority.

Agreement with relevant authorities for utility services

23. The owner of the land must enter into agreements with the relevant authorities for the provision of water supply, drainage, sewerage facilities, electricity, gas and telecommunication services to each lot shown on the endorsed plan in accordance with that authority's requirements and relevant legislation at the time.

Easements to be set aside

24. All existing and proposed easements and sites for existing or required utility services and roads on the land must be set aside in the plan of subdivision submitted for certification in favour of the relevant authority for which the easement or site is to be created.

Certified plans to be referred under s8 of subdivision act

25. The plan of subdivision submitted for certification under the subdivision act 1988 must be referred to the relevant authority in accordance with section 8 of that act.

Serviced lots

26. Prior to the issue of a statement of compliance, each lot created by the subdivision permitted by this permit must be provided with reticulated water, sewerage, electricity, roads, and drainage to the satisfaction of the responsible authority.

Connection to council's underground drain

27. Prior to the issue of a statement of compliance each lot is required to be connected to council's underground stormwater drainage system to the satisfaction of the responsible authority.

Telecommunications services prior to soc

28. Before the issue of a statement of compliance for any stage of the subdivision under the subdivision act 1988, the owner of the land must provide written confirmation from:
    (a) A telecommunications network or service provider that all lots are connected to or are ready for connection to telecommunications services in accordance with the provider's requirements and relevant legislation at the time; and

    (b) A suitably qualified person that fibre ready telecommunication facilities have been provided in accordance with any industry specifications or any standards set by the Australian Communications and Media Authority, unless the applicant can demonstrate that the land is in an area where the national broadband network will not be provided by optical fibre.

Expiry permit

29. This permit will expire if (any of the following apply):

    (a) The plan of subdivision is not certified within two (2) years of the date of this permit;

    (b) If the subdivision permitted by this permit is not completed within five (5) years from the date of the certification of the plan of subdivision.

    (c) The development is not started within two (2) years of the date of this permit; or

(d) The development is not completed within four (4) years of the date of this permit

The responsible authority may extend the periods referred to if a request is made in writing whereby either of the following instances apply:

(a) Before or within 6 months after the permit expiry date, where the use or development allowed by the permit has not yet started; or

(b) Within 12 months after the permit expiry date, where the proposal allowed by the permit has lawfully started before the permit expires.

Taylor St
5
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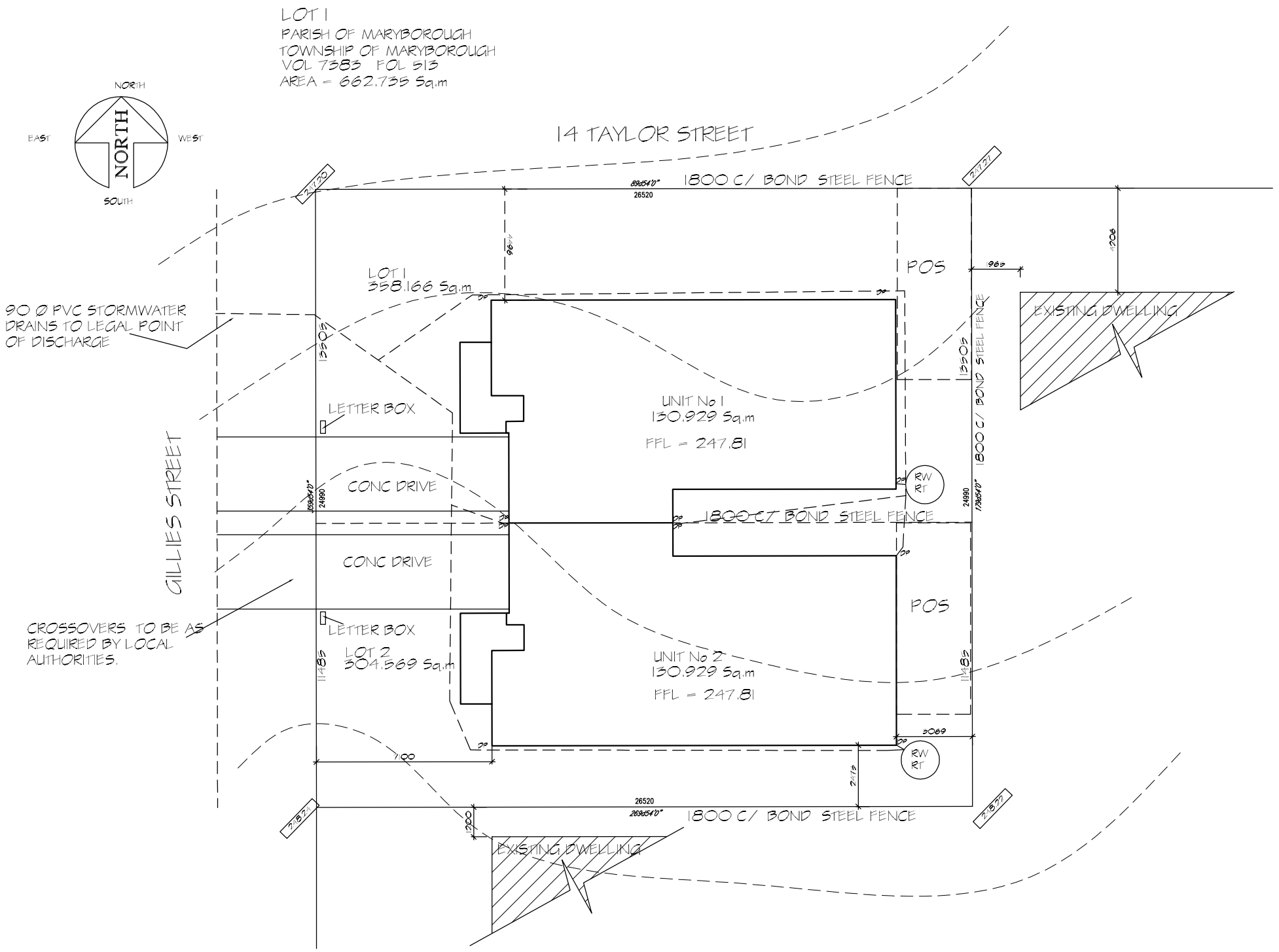

BLOCK PLAN
SCALE 1: 200

ZEINE MARYBOROUGH	SHEET 5	SCALE 1:200	DWG No. Z-
	DESIGNED B Douglas DP-AD 1401	DRAWN NBD	DATE 24/10/2019
PROPOSED 2 BEDROOM DWELLINGS FOR G & N ZEINE NOMINEES PTY LTD @ 14 TAYLOR STREET, MARYBOROUGH, 3465.	REVISIONS Date: Description: Issue:	ALL DIMENSIONS MUST BE CHECKED ON SITE PRIOR TO SETTING OUT	
	ZEINETAYLORSTREET2019-1	**B.F.&R.DOUGLAS** BUILDING CONSULTANTS : BUILDING AND STRUCTURAL DESIGN DRAFTING : PLAN PRINTING REGISTERED BUILDING PRACTITIONER (RBP) 98 HIGH STREET MARYBOROUGH VIC 3465. Phone 03 54611220	

8.6 PPF TRANSLATION TO THE CENTRAL GOLDFIELDS PLANNING SCHEME

Author: **Strategic Planner**

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 present Council with draft changes to the Central Goldfields Planning Scheme for endorsement.

The purpose of the proposed changes is to bring the local elements of the Planning Scheme into conformity with a new structure for all Victorian planning schemes. The structure was introduced by the Minister for Planning via Amendment VC148 on 31 July 2018 and is being progressively applied to each municipal planning scheme.

The changes to the local policy elements are policy neutral – there is no change to the purposes of Council's local planning scheme policies.

LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2017-2021 (2018 Refresh) – Our Built and Natural Environment

Outcome:	Our Shire celebrates the rich built and natural heritage and a sustainable environment.
Objective 3.3:	Protect and enhance the environment while planning for growth
Initiative:	Review and Update the Central Goldfields Planning Scheme and Municipal Strategic Statement (MSS).

<u>The Planning and Environment Act 1987</u>

Section 4(1) of the Planning and Environment Act 1987:

a) To provide for the fair, orderly, economic and suitable use, and development of the land.

c) To secure a pleasant, efficient and safe working, living and recreational environment for all Victorians and visitors to Victoria.

f) To facilitate development in accordance with the objectives of planning in Victoria.

Section 7(5) of the Planning and Environment Act 1987:

Ministerial Direction on the Form and Content of Planning Schemes

Section 12 of the Planning and Environment Act 1987:

Ministerial Direction No. 11 Strategic Assessment of Amendment

Section 20(4) of the Planning and Environment Act 1987:

Policy neutral amendment

BACKGROUND INFORMATION

Amendment VC148, gazetted on 31 July 2018, created a new integrated policy framework for all planning schemes in Victoria with a new structure that presents state, regional and local policy together under policy themes. The amendment introduced a new Planning Policy Framework (PPF) into the Victorian Planning Provisions (VPP) and replaced the State Planning Policy Framework (SPPF) with the PPF and enabled the Local Planning Policy Framework (LPPF) to be incorporated into the PPF. The SPPF and LPPF are currently separate sections of the scheme.

The PPF Translation forms part of Stage 3 of the Smart Planning Rules and Policy Program to reform Victoria's planning system. The changes aim to make Victorian planning schemes more efficient, accessible and transparent.

This revised policy framework requires councils to remove or relocate parts of local policy that are repetitious, redundant or already declared in the state or regional framework. The changes are required to be policy neutral; that is, local policy is retained in a streamlined form which is easier for both professionals and the lay person to navigate and understand.

Under the VC148 regulatory framework and the Planning and Environment Act 1987, all councils in Victoria are required to translate their planning schemes in accordance with the new framework. Selected councils have been presented with the opportunity for the Department of Environment, Land, Water and Planning (DELWP) to lead a planning scheme translation. Central Goldfields is one of the early councils to be nominated for the fast track translation process.

Since nomination in late 2019, Central Goldfields Shire has been drafting the new framework in close consultation with the DELWP Loddon Mallee Regional Planning Office.

REPORT

The following sections describe the process of editing the existing local policy and transposing it into the PPF structure. These steps have produced draft provisions for the proposed amendment.

<u>The PPF Preparation and Review</u>

The translation of an LPPF into the PPF consists of a major review of the LPPF to streamline the content in keeping with the recent reforms to planning schemes. This review has been undertaken by the Loddon Mallee Regional Planning office at DELWP and Council's Strategic Planner.

The main aim of an LPPF translation is to identify and carry forward all of the important parts of an existing LPPF into the new Municipal Planning Strategy (MPS) and PPF structure. An LPPF translation needs to thoroughly review existing LPPF content in keeping with the:

- Recent reforms to the VPP and planning schemes;
- Latest Ministerial Direction – the Form and Content of Planning Schemes;
- Planning Scheme Rules (set out in the Practitioner's Guide).

The LPPF translation will also:

- Update, delete and revise LPPF content as relevant;
- Integrate appropriate content into the PPF;
- Reposition content that is better placed with a control, such as a schedule to a zone or overlay.

Content has been translated to the LPPF if it is:

- Relevant, necessary and proportional to good decision making;
- Clear and unambiguous in its application and intent;
- Consistent with the Act, the VPP (including state planning policy and other VPP provisions) and relevant ministerial directions.

Content has not been translated to the LPPF if it is:

- Outside of the scope of planning or a planning scheme;
- Repetitive – both with state VPP provisions and within the LPPF itself;
- Not consistent with state policy (including state-wide and regional policy) or controls;
- Outdated or unclear.

The review determined what each local policy is seeking to achieve and whether it is already being achieved by existing state policy or controls, or through another regime. The result of this review is the proposed PPF translation content.

The PPF Structure

Amendment VC148 introduced the structure and thematic framework of the PPF to integrate state with regional policy. However, the amendment did not translate local planning policy into the framework. Therefore individual councils are required to undertake the next phase of implementation to translate LPPF content into the new framework. This will complete the integration of all existing policy.

Table One: Policy Structure of the Planning Scheme

Policy Structure of a Planning Scheme		
Before VC148 **A planning scheme before Amendment VC148 includes:**	**After VC148 - transitional** A planning scheme after VC148, but before the local content is integrated includes:	**After VC148 - integrated** A fully-integrated PPF, with local content includes:
Clauses 9-19 - SPPF **Clauses 20-22 - LPPF** • **Clause 21 - MSS (including information**	Clauses 10-19 - PPF Clauses 20-23 - LPPF • Clause 21 - MSS	Clause 02 - Municipal Planning Strategy Clauses 10-19 - PPF Clause 74.01 - Application of Zones, Overlays and

required under Section 12A(3)(c) of the Act) • **Clause 22 - LPP (as relevant)**	• Clause 22 - LPP (as relevant) • Clause 23 - LPPF Operation (transitional)	Provisions (including schedule) Clause 74.02 - Further Strategic Work (including schedule, as relevant)

The process of translating an LPPF into the PPF is not simply about moving existing content into the PPF or replacing 'like for like'. The various changes to the VPP in Amendment VC148 require further work to be undertaken to accommodate LPPF content appropriately into a reformed planning scheme. Therefore, the existing MSS in the Central Goldfields Planning Scheme has not been directly translated into the MPS. Similarly, some local policies were not directly translated into the PPF. Due to the requirements of the *Practitioners Guide to Victorian Planning Scheme Section 6.2*, the existing hand drawn maps in the MSS and LPPF have been digitised.

The PPF Draft

As a result of editing, revision and ordering, a draft of the proposed new PPF content has been prepared. This is contained in the attachments to this report.

The draft ordinance consists of two sections: the Municipal Planning Strategy (MPS) and the Planning Policy Framework (PPF).

The MPS is a succinct expression of the overarching strategic policy directions of the planning authority. The MPS:

- Provides the foundation for local policy based on a municipality's location, regional context, assets and strengths, opportunities and challenges;
- Sets out the matters that are important to the municipality from a planning perspective.
- Establishes the context for the local policies in Clauses 10-19;
- Highlights the state planning policies of particular importance to the municipality;
- Outlines what planning outcomes the municipality seeks to achieve, which are then implemented through controls and policy within the planning scheme.

Together with the PPF, the MPS forms the strategic foundation of a planning scheme. While the MPS is not intended to lead day-to-day decision making on applications, as this is the role of controls and the PPF, it may sometimes be used for this purpose. The proposed Central Goldfields MPS contains the sections: Context (Clause 2.01); Vision (Clause 2.02); Strategic Directions (Clause 2.03) and Strategic Framework Plans (Clause 2.04).

Local planning policies provide the detailed local directions for the Central Goldfields Planning Scheme. This helps Council to implement state policy in a way that is relevant to Council's municipal vision. Local policy has a role in providing direction at a municipal level in situations where:

- Locally specific policy guidance is needed on a particular matter.
- Directions intersect with a number of controls. For example, urban design where considerations may apply to multiple zones (such as commercial, industrial and activity centre zones).

- Guidance is needed to support decision making associated with a zone, overlay or other controls (such as non-residential uses in a residential zone).
- State policy needs to be spatially directed to a particular area or place.

The local policy sections of the PPF have been rearranged in order to line up with state policy themes: Settlement (Clause 11.01-L); Natural Resource Management (Clause 14; 14.01-2L; 14.02-2L); Economic Development (Clause 17; 17.02-1L; 17.02-2L; 17.03-1L; 17.03-2L); Transport (Clause 18; 18.04-1L) and Integrated Water Management (Clause 19.03-3L).

The Operational Provisions Clause 72.08 Schedule Background Documents and Clause 74.01 Applications of Zone, Overlays and Provisions and Clause 74.02 Further Strategic Work have also been updated.

Maps and diagrams form an important part of the information that is conveyed in a planning scheme. As part of the PPF translation, the nine maps from the Central Goldfields Planning Scheme LPPF have been digitised in accordance with the *Ministerial Direction* and *Practitioners Guide to Victorian Planning Schemes*. The basic improvements from the upgrade include sharp and clear imagery, the ability to clearly identify precincts and properties, consistent language between the policy context and the maps and clear graphic presentation. Minor edits included revised zoning on the small town maps, updating incorrect street names on the Maryborough Structure Plan and including information such as prominent landscape features and water catchment areas on the Shire Strategic Framework Plan.

The key information presented in the original, hand drawn maps from the existing scheme has been retained. This is in accordance with the policy-neutral amendment process that the Central Goldfields PPF translation is undertaking.

Future Amendment: PPF Translation Section 20 (4)

The Planning Scheme is a legal document prepared under the *Planning and Environment Act 1987.* Changes to the planning scheme, including an amendment directed by a VC amendment, need to go through a prescribed amendment process. Therefore the draft PPF must progress through a formal amendment to be implemented within the scheme.

Central Goldfields Shire has been selected by DELWP to translate the existing LPPF as part of a fast track planning scheme amendment pathway. This is known as a Section 20(4) amendment, or policy neutral amendment. In order to qualify for the fast-track amendment process, an LPPF translation must not change the intent of an existing policy or introduce new policy or controls. Although content within the LPPS has been re-arranged, sometimes removed, re-worded or otherwise modified to ensure that it meets the Planning Scheme Rules (*Ministerial Direction*), all of these changes have been achieved in a policy neutral way.

The initial review determined the content of the existing Central Goldfields Planning Scheme LPPF which fell into one of three translation categories:

- included content;
- excluded content; or
- content requiring further review.

There are some examples of content in the Planning Scheme that is not suitable for translation but could be made compliant once further work is undertaken. This further work includes recommendations from the Residential Settlement and Population Strategy, Economic

Development and Tourism Strategy, and the Planning Scheme Review 2020. Further work is also determined in Clause 74.02 Further Strategic Work.

It is expected that once implemented, the PPF will provide greater clarity and guidance for future development proposals and statutory planning staff. The PPF translation will implement policy neutral updates in the Scheme, such as population figures, demographics and maps. There are some areas which will have to remain unchanged until a future amendment may resolve a new policy introduction (such as economic figures). In total, the PPF draft has reduced the LPPF by 75%.

CONSULTATION/COMMUNICATION

The amendment is exempt from the notice requirements of Section 19 of the Planning and Environment Act 1987. The Planning Minister gives a planning authority exemption from the notice provisions if an amendment is 'policy neutral'. This means that there is no requirement for community engagement through a public exhibition process.

The community will have a significant opportunity for input into proposed changes to the local policy elements of the Central Goldfields Planning Scheme through a forthcoming amendment to implement current strategy work that is nearing completion. This will include changes recommended by the Planning Scheme Review, the Population, Housing and Residential Settlement Strategy and the Economic Development Strategy. The amendment will go through a full public exhibition process.

FINANCIAL & RESOURCE IMPLICATIONS

The PPF translation is not expected to impose additional resource or administrative costs on council as the responsible authority. Introducing revised local policy content in the form of the MPS and PPF is expected to create a clearer, more navigable policy framework where state and local policy build on each other to allow policy to achieve its intended outcome.

After an initial familiarisation phase, this should have the effect of reducing the burden on the responsible authority of creating and administering local policy content in the scheme. This will potentially reduce the workload of statutory and strategic planning staff. Ultimately the amendment will provide a clear set of guidelines that deliver a greater level of certainty to the community and other stakeholders within the municipality.

RISK MANAGEMENT

There is a risk that the time taken for the Minister to consider the amendment could impact on the progress on other proposed amendments to implement strategic work. These amendments cannot proceed until the translation amendment is gazetted. The risk of overall delay can be mitigated by Council endorsing the proposed translation so that the amendment can be brought to the Minister for consideration at the earliest opportunity.

Council will be able to exercise due discretion over the content of the scheme when undertaking subsequent amendments.

CONCLUSION

The PPF translation of the Central Goldfields Planning Scheme has been drafted by Council's Strategic Planning Unit and DELWP Loddon Mallee Regional Planning. The PPF translation has identified the content within the existing LPPF that is compliant with legislative requirements, retains established local policy and is of decision making value, and carried this

forward into the new MPS and PPF structure. The draft PPF acts in accordance with the VC148 regulatory framework and the Planning and Environment Act 1987.

While approval of the amendment rests with the Minister for Planning, it is proposed that Council endorse the draft PPF as an appropriate translation of local planning policy under the legislated requirements and framework.

ATTACHMENTS

1. PPF Ordinance Draft
2. Central Goldfields Shire Council Strategic Framework Plan
3. Maryborough Structure Plan
4. Maryborough Central Business Area Structure Plan
5. Small towns Structure Plans (Talbot, Majorca, Timor-Bowenvale, Dunolly, Bealiba, Carisbrook)

RECOMMENDATION

That Council:

1. *Endorse the draft PPF as contained in the attached documents;*
2. *Delegate the Manager Strategy and Economic Development to negotiate any further minor changes that may be proposed by the Department of Environment, Land, Water and Planning.*

02 MUNICIPAL PLANNING STRATEGY

02.01 CONTEXT

Central Goldfields Shire is located in central Victoria, approximately 140 km from Melbourne. The Shire comprises some 1500 square kilometres of land and is one of the state's smaller rural shires. [21.02-1]

The Shire is part of the Goldfields Tourist Region, which celebrates its gold and mining heritage. [21.02-2]

Municipal boundaries are shared with Hepburn, Mount Alexander, Loddon, Pyrenees and Northern Grampians Shires. [21.02-1]

Maryborough is the Shire's largest centre with a population of 8,003 people (VIF 2019) and is situated 164 kilometres from Melbourne and approximately 60 km from Ballarat and Bendigo. [21.02-1] The town provides a significant sub-regional hub of retail, industry and services for central Victoria [Council Plan, p.8].

Dunolly is the next largest township, followed by Carisbrook and Talbot, with hamlets at Bealiba, Moliagul, and Timor/Bowenvale. [21.02-4]

The settlement pattern and agricultural activity of the 1860's and 1870's has broadly determined the land use patterns that the region relies on today. Small townships, although much fewer in number and size, continue to act as service centres for their respective farming hinterlands. [21.02-3]

The Shire faces several demographic challenges including slow population growth, ageing population and levels of disadvantage [Council Plan, p.8] [21.02-5]

First inhabitants and traditional custodians (council plan p.3) of the area are the Dja Dja Wurrung. [21.02-3]

The gold rush greatly influenced the landscape of the region and led to the development of several bustling townships which feature iconic heritage architecture [Council Plan, p.8]. [21.02-3]

The Shire has a competitive housing advantage with a choice of housing options and affordable real estate including significant heritage homes [Council Plan, p.8]. [21.02-7]

Central Goldfields Shire has an established manufacturing sector, expanding food processing sector and visitor economy [Council Plan, p.8]. [21.02-6] Agriculture is a significant but a declining source of employment in the Shire. [21.02-6]

02.02 VISION

Our vision is "to be a vibrant, thriving, inclusive community" [Council Plan 2017-2021]

Central Goldfields seeks to create a Shire that:

- Has a supported, cohesive community, living a full and healthy life
- Has a vibrant local economy which contributes to the municipality's economic prosperity
- Celebrates the rich built and natural heritage and a sustainable environment

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02.03 STRATEGIC DIRECTIONS

Settlement

The Shire's settlement hierarchy comprises urban centres and townships each with a role defined by levels of population, services and physical characteristics that provide the centre with its identity as follows: [21.04-3]

[21.04-3]

Urban Centre	Classification	Role & Identity
Maryborough	Sub-regional centre	Major centre for employment, retailing, services and administration. Identity defined by forest setting, heritage and compact central area
Dunolly	District centre	Provides limited retail, business and community services for town and district population. Identity defined by strong heritage character
Carisbrook	Local community centre	Satellite town to Maryborough with town centre services providing day to day shopping needs. Deep Creek setting is a major feature
Talbot	Local community centre	Provides mainly day to day convenience shopping. Identity defined by town's heritage character, particularly Scandinavian Crescent and Camp Street
Majorca	Hamlet	Small settlement with minescape features
Timor	Hamlet	Small settlement with several heritage features
Bealiba	Hamlet	Small heritage gold town
Moliagul	Hamlet	Historic village and 'Welcome Stranger' site

Maryborough is expected to experience small but steady (VIF 2029) population growth over the next ten years. Maryborough performs an important regional function as a centre for retail and commerce, employment and community services. [21.03]

Rural living and rural residential development is located around Dunolly, Carisbrook, Alma, Daisy Hill, Havelock, Majorca, Timor and Bealiba. [21.13]

Council seeks to support its established townships and settlements by:

- Primarily directing development to Maryborough as a sub-regional centre. [21.06]
- Encouraging medium density housing in the vicinity of the Maryborough Central Business Area. [22.01]
- Maintaining the network of smaller urban centres to ensure reasonable access to jobs and services and lifestyle choices. [21.04-3]
- Directing development to infill lots that are suitable for development in the smaller townships of Dunolly, Carisbrook, Bealiba, Talbot and Majorca. [21.06]
- Limiting low density residential development at the periphery of Maryborough, Carisbrook, Dunolly, Majorca and Timor to locations that can be economically and efficiently provided with water, electricity and suitable road access. [21.06]

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- Encouraging a more compact urban form for Carisbrook, Dunolly and Talbot. [21.06]

Environmental and landscape values

Central Goldfields Shire is located within the heart of the Box-Ironbark ecosystem, [22.02] with Box Ironbark forests surrounding much of Maryborough. [22.02] This ecosystem provides essential habitat for a wide diversity of flora and fauna, many of which are unique to this area. [22.02]

Box-Ironbark vegetation communities are a vastly depleted natural resource in the Shire [22.02] and have been identified as a priority for protection. [21.02-8]

Protecting remnant vegetation and encouraging revegetation of State forests will conserve habitats and significantly reduce the threat of extinction of plants and animals. [21.09]

Threatened flora species include Buloke, Small Milk-wort, Clover Glycine and Scented Bush-pea. Threatened fauna species include Swift Parrot, Powerful Owl, Brush-tailed Phascogale and Striped Legless Lizard. [21.03]

There is potential for land use conflict that needs to be managed at the interface between forested public land and urban areas. [21.09]

Several creeks including the Bet Bet, Emu, Timor, Tullaroop and McCallums Creeks, traverse the Shire and the Avoca River forms part of its western boundary with the Pyrenees and Northern Grampians Shires. [21.02-8]

Prominent features of the natural landscape include Paddy's Ranges State Park, Mt Bealiba Range, Moolort Plains and Talbot's volcanic rises. [21.02-8]

Council seeks to protect environmental and landscape values by:

- Protecting and enhancing remnant vegetation and wildlife corridors. [21.09]
- Encouraging the establishment of buffer areas and setbacks on freehold land to protect significant vegetation. [21.09]
- Protecting the water quality of the Loddon and Avoca Rivers and Bet Bet Creek waterway systems. [21.09]
- Protecting the Talbot district volcanic rises as a significant landscape. [SLO2]

Environmental risks and amenity

Natural environmental hazards including bushfire [21.09], land degradation [21.09] and flooding [21.09] present risks and constraints for land use and settlement in Central Goldfields Shire.

Industry (manufacturing) is the major employment sector in the Shire. [21.07] However, residents also value the quality of lifestyle offered by the Shire's urban centres. [22.01] There is the potential for conflict between industry and residential uses that needs a balanced approach [21.03] to manage the needs of both.

Council seeks to address environmental risks and amenity by:

- Minimising the potential impact of development on water pollution, land degradation, and risk of salinity and erosion. [21.09]
- Ensuring land capability supports land use and development, particularly in environmental risk areas. [21.09]
- Minimising the risk of flooding and bushfire to property and life. [21.09]

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- Protecting the amenity of residential areas in Maryborough that are located adjacent to industrial areas. [21.06]

Natural resource management

Agriculture is an important industry in Central Goldfields Shire and is of major economic significance to the Loddon dryland catchment, the wider region and Victoria [21.08] Productive agricultural land in the Shire is a resource that needs to be protected. [21.08]

Cropping is a significant industry in the Shire, along with beef and sheep raising. Productive irrigated agricultural enterprises with water supplied from the Loddon River are located to the north of the Shire. [21.02-9]

The Shire has also seen growth in olives, essential oils, viticulture, wine making and horticultural industries. [21.03] A small but important honey industry is focused on the Box Ironbark forests. [21.02-9]

The future of the agricultural industry is dependent on sustainable agricultural practices. Sustainable management of land and water resources that address issues such as soil salinity, erosion and maintaining the quality and quantity of water will contribute to increased productivity as well as a healthy catchment. [21.08]

Land use conflict can occur between agriculture and residential land use with potential to reduce the productive capacity of agricultural farm units. [21.08]

Intensive agriculture industries have the potential to cause effluent disposal problems and affect the amenity of adjacent land uses. [21.08]

The Central Goldfields Shire is situated in the Loddon dry land catchment and is part of the wider Avoca Loddon-Campaspe catchment. [21.09]

With a significant area of the Shire situated in the catchment of the Tullaroop and Laanecoorie Reservoirs, and Lake Cairn Curran, there is a need for sustainable land management in water supply catchment areas. [21.09]

Protection of water quality and maintaining water supply are a priority. Poor land use planning decisions and land management can influence both water quality and quantity in the catchments. [21.03]

Council aims to protect the viability of natural resources by:

- Discouraging the subdivision or conversion to land uses that take the land out of productive use. [21.08]
- Promoting alternative cropping, intensive agriculture and value added enterprises. [21.08]
- Minimising conflicts between agriculture and residences to ensure the productive capacity of agriculture is not reduced. [21.08]
- Protecting the environs and water catchments of Tullaroop and Laanecoorie reservoirs and Lake Cairn Curran. [21.09]

Built environment and heritage

Heritage and townscape character are strong built form elements of towns in the Shire. [21.13]

The Shire's goldfields heritage includes historic centres of Maryborough, Dunolly and Talbot. Maryborough's 19th Century civic precinct, Princes Park and the magnificent late

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Victorian Railway Station are outstanding examples of Maryborough's built heritage. The main streets of Dunolly and Talbot are among the most intact heritage streetscapes in the Goldfields region. [21.02-13]

Conservation, protection and maintenance of this heritage are of community, economic and cultural significance to the Shire. [22.03]

Significant aboriginal heritage sites are located in the Shire (middens, scarred trees aboriginal rock wells and ceremonial site). [21.10]

Deep lead mines located in proximity to former settlements are a significant part of the larger cultural landscape. [21.10]

Many of the Shire's industrial areas are situated at visually exposed locations. Improving the visual amenity of industrial areas is a major issue for Maryborough and other major towns. [22.05]

Council seeks to protect heritage assets and promote built form improvements by:

- Protecting sites, places, buildings and features of heritage significance.
- Preserving and enhancing the visual amenity and character of Maryborough and the Shire's townships. [22.01]
- Enhancing the visual qualities and character of the major road entrances to Maryborough and townships in the Shire. [22.01]
- Maintaining and enhancing the character and qualities of the Maryborough Central Business Area by retaining its compact urban form, pedestrian scale and heritage character. [21.12]
- Encouraging industrial development to provide a high standard of visual amenity through landscaping and attractive entry treatments. [21.07]

Housing

Affordable housing is an economic and lifestyle strength of Central Goldfields. [21.03]

Council seeks to manage the development of their towns by:

- Encouraging the provision of innovative residential housing that is energy efficient and affordable. [21.03]

Economic development

Maryborough has an established retail sector [21.02-11] Maryborough's regional role is related to the services and opportunities it provides for employment, shopping, business and community services. [21.12] Limited expansion of the Maryborough Central Business Area will be required in the future. [21.02-11]

Employment opportunities in the Shire's towns are very limited. [21.13]

Industrial development is vital to the economic future of the Shire. [22.05] The Shire's economy is reliant on a strong manufacturing base. The main areas of manufacturing activity are printing, publishing, meat and poultry products and a range of food processing including honey and confectionery. These industries include national and international companies and are export oriented. [21.02-10]

All Maryborough's industrial areas are fully serviced or able to be serviced. A range of industrial lot sizes and locations are available for new businesses/industries and expansion of existing industries. [21.07]

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Major industries are limited in the townships although a chaff and feed enterprise and a large quarry operation are located in and around Carisbrook. Major grain silos are located at Dunolly. [21.13]

Gold mining has again become very active in the Shire and general region, including substantial new exploration activity. [21.02-10]

Local tourism is an important and growing industry for the Shire and is based around the heritage of the gold period associated with the historic townships. [21.02-13]

Eco-tourism opportunities in the Shire include quartz mountain, Aboriginal heritage, Box-Ironbark forests, flora and fauna parks and reserves, vineyards and the nearby Pyrenees Mountains. [21.11]

Council seeks to promote economic development by:

- Encouraging and promoting Maryborough Central Business Area as a sub-regional centre for retail, business and community services. [21.12]
- Encouraging the supply of serviced industrial land for expansion of existing industries. [21.07]
- Encouraging gold mining, exploration activities and operation of existing quarries. [21.07]
- Facilitating the development of the Shire's cultural tourism industry related to small gold towns, goldfields and mining heritage and genealogy. [21.11]
- Encouraging tourism development that preserves heritage and landscape character. [22.01]

Transport

Central Goldfields is well served by road including the Pyrenees Highway. and provides important links to the Calder and Sunraysia Highways. [21.02-12]

Public transport provides vital links to the wider region including to Castlemaine, Ballarat and Melbourne. [21.02-12]

Rail lines bisect the Shire and provide an important economic function by carrying large tonnages of freight mainly wheat, oats and other bulk seed crops, fertilisers, bulk fuel and general parcel freight. [21.02-12]

Maryborough aerodrome provides recreational and commercial opportunities.

This transport network provides significant social and economic benefits for settlement, business and tourism.

Transport planning in Central Goldfields Shire will:

- Support the continued delivery of transport infrastructure and services to meet the needs of the community.
- Support the viable operation of Maryborough aerodrome. [21.12]

Infrastructure

New development in Central Goldfield's requires the provision of infrastructure to service and support future development.

Some townships are unsewered which can inhibit physical growth and contribute to regional water quality problems. [21.13]

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Council aims to support the efficient delivery of infrastructure by:

- Ensuring development can be provided with an adequate level of infrastructure. [21.08]

02.04 STRATEGIC FRAMEWORK PLAN(S)

[21.04-3] Strategic Framework Plan

[21.12 Maryborough Structure Plan]

[21.12 Maryborough Central Business Area Structure Plan]

[21.13] Carisbrook Structure Plan

[21.13] Dunolly Structure Plan

[21.13] Talbot Structure Plan

[21.13] Bealiba Structure Plan

[21.13] Majorca Structure Plan

[21.13] Timor Bowenvale Structure Plan

DRAFT - NOT FOR CIRCULATION

10 PLANNING POLICY FRAMEWORK

11 SETTLEMENT

11.01-1L SETTLEMENT – CENTRAL GOLDFIELDS

Strategies

Provide medium density residential opportunities close to Maryborough Central Business Area. [21.06]

Provide low density and rural living opportunities around the periphery of Maryborough and other centres [21.06] where they do not conflict with environmental and agricultural objectives and where infrastructure can be supplied in a cost-effective way. [21.06

14 NATURAL RESOURCE MANAGEMENT

14.01-2L SUSTAINABLE AGRICULTURAL LAND USE – CENTRAL GOLDFIELDS

Strategies

Encourage development of poultry abattoirs and finished poultry product processing in the Shire. [21.07]

Ensure intensive agriculture is located to minimise risks associated with effluent disposal and protect the amenity of adjacent land uses. [21.08]

14.02-2L WATER QUALITY – CENTRAL GOLDFIELDS

Strategies

Ensure effluent disposal systems in unsewered areas are located and maintained to minimise the risk of pollution to waterways. [21.03]

17 ECONOMIC DEVELOPMENT

17.02-1L BUSINESS – MARYBOROUGH

Strategies

Direct private and government offices and civic developments to the Civic precinct in the Maryborough Central Business Area. [22.01]

Direct office, administration and personal services uses to the precinct at the west side of the Central Business Area (Clarendon Street/Civic Precinct). [21.12]

17.02-2L OUT-OF-CENTRE DEVELOPMENT – MARYBOROUGH

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Strategies

Prevent the establishment of major retail facilities at locations isolated from the Maryborough Central Business Area. [21.12]

Limit commercial zoning outside of the Maryborough Central Business Area to existing retail and/or business locations. [21.12]

17.03-1L INDUSTRIAL LAND SUPPLY – CENTRAL GOLDFIELDS

Strategies

Require industrial development to be connected to reticulated water, sewerage, power and stormwater facilities. [22.05]

Encourage industrial development in rural areas and in unsewered urban areas where: [22.05]

- The industry cannot be located in an established industrial zone. [22.05]
- A sufficient standard of road access is available or can be provided. [22.05]
- Effluent can be contained within the site and there is a method of disposal that minimises the potential for pollution to waterways and groundwater systems. [22.05]
- A reliable potable water supply is available. [22.05]
- Detrimental impacts on the following are minimised:
  - Adjacent productive agricultural land. [22.05]
  - The visual amenity of the rural landscape. [22.05]
  - The amenity of adjacent residential land. [22.05]

17.03-2L SUSTAINABLE INDUSTRY – CENTRAL GOLDFIELDS

Strategies

Facilitate establishment of compatible industries within buffer areas at Flagstaff and the Maryborough wastewater treatment plant. [21.07]

18 TRANSPORT

18.04-1L MARYBOROUGH AERODROME

Strategies

Support tourism, recreational and commercial use and development at the Maryborough aerodrome. [21.12]

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19 INFRASTRUCTURE

19.03-3L INTEGRATED WATER MANAGEMENT – CENTRAL GOLDFIELDS

Strategies

Ensure effluent disposal systems can be contained within the site and minimise the potential for pollution [22.05] if reticulated sewerage is not available. [21.09]

SCHEDULE TO CLAUSE 72.08 BACKGROUND DOCUMENTS

1.0 Background documents

Name of background documents	Amendment number – clause reference
Agenda for Action - Nature Conservation in the Avoca-Loddon-Campaspe Region (B Osborne, 1996) [22.02]	2.03
City of Maryborough Heritage Study (D. Bick, C. Kellaway, P. Milner & J. Patrick, 1992) [22.03]	2.03, 43.01s
DNRE Selected Biodiversity Components - LGA Central Goldfields (Department of Natural Resources and Environment, year) [22.02]	2.03
Box-Ironbark Forests & Woodlands Investigation, Final Report (Environment Conservation Council, 2001) [22.02]	2.03
Loddon Catchment Salinity Management Plan (Jencie McRobert and Tess Dullard, 1992) [22.02]	2.03, 44.02-9
Maryborough - A Social History 1854-1904 (B Osborne and T Du Borg, 1985) [22.03]	2.03
Maryborough Bushland Study (Elvyne Hogan, 1993) [22.02]	2.03
North Central Regional Catchment Strategy (North Central Catchment Management Authority, 1997) [22.02]	2.03
Planning Conditions and Guidelines for Subdivision (CFA, 1991) [21.09]	
Shire of Bet Bet Conservation Study (C. McConville & Associates, 1987) [22.03]	2.03, 43.01s
Talbot & Clunes Conservation Study (Richard Aitken, 1987) [22.03]	2.03, 43.01s
Tullaroop District Heritage Study - Stage One (R. Ballinger & A. Ward, 1999) [22.03]	2.03, 43.01s

SCHEDULE TO CLAUSE 74.01 APPLICATION OF ZONE, OVERLAYS AND PROVISIONS

1.0 Application of zones, overlays and provisions

This planning scheme applies the following zones, overlays and provisions to implement the Municipal Planning Strategy and the objectives and strategies in Clauses 11 to 19:

- Use of residential, commercial and industrial zones for Dunolly and Carisbrook. [21.13]
- The Township Zone to all other township areas to clearly define township boundaries, and [21.13] provide opportunities for industrial and business development. [21.07]
- The Commercial 1 Zone covering the Maryborough Central Business Area. [21.12]
- The Rural Living Zone at the fringe to Maryborough urban area. [21.06]
- Limit the application of the Rural Living Zone to areas adjacent to urban areas and where the predominant land use is residential and where agriculture is subordinate to the residential land use. [21.08]
- Rural Conservation Zone covering watercourses and environs and water catchment areas. [21.08]
- Farming Zone covering the Shires' agricultural areas. [21.08]
- Adoption of a 40 hectare minimum subdivision size for dryland areas. [21.08]
- Public Conservation and Resource Zone for council owned or managed flora and fauna reserves. [21.09]
- Environmental Significance Overlays to ensure that low density residential and rural living development occurs on land that is not subject to development and environmental constraints. [21.06]
- Environmental Significance Overlays to cover the Loddon River, major creeks in the Shire, water supply catchment areas and other areas identified as having environmental significance. [21.09]
- Erosion Management Overlay to areas identified in previous rural land mapping and land capability studies. [21.09]
- Use of Heritage Overlay to protect heritage precincts and buildings in heritage townships. [21.13]
- Salinity Management Overlay to cover areas identified as being of salinity risk. [21.09]

SCHEDULE TO CLAUSE 74.02 FURTHER STRATEGIC WORK

1.0 Further strategic work

Undertake a settlement strategy to:

- Provide an assessment of residential and rural residential land supply
- Review and define [21.12 and 21.13] township boundaries
- To identify areas and sites suitable for different forms of residential development and accommodation. [21.06]
- Review land zoning and determine the most suitable locations of the Township Zone, General Residential Zone, Low Density Residential Zone and Rural Living Zone etc. [21.06]

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- Identify locations for medium density residential close to the Maryborough Central Business Area, supported by appropriate planning controls. [21.06]
- Investigate placing a Restructure Overlay on old and inappropriate subdivisions outside of township boundaries to encourage consolidation of lots. [21.06]

Undertake a housing facilitation strategy to develop Maryborough as a model centre for innovative and affordable housing. [21.06]

Identify locations for future retirement and aged persons accommodation in the centres of Maryborough, Carisbrook and Dunolly. [21.06]

Investigate measures to protect the amenity of residential and industrial areas in the Loch Street/Johnson Street area. [21.07]

Review completed environmental studies which could be used to implement planning controls to improve environmental management in the Central Goldfields Shire. [Based on 21.09 and 21.12]

Undertake land capability studies for areas of the Shire that have not previously been studied. [21.08]

Identify flood prone areas and implement adopted flood mitigation studies. [21.09]

Investigate the use of a Design and Development Overlay to cover the Maryborough Central Business Area and the Maryborough Railway Station and environs. [21.12]

Undertake strategic planning for Carisbrook, Talbot, Bealiba, Majorca, Moliagul and Timor to address issues and opportunities relating to urban design, heritage protection, [21.13] retailing and tourism. [21.13]

Complete and implement the Shire's heritage studies. [21.10]

Investigate opportunities for new retail floorspace on the east side of the Maryborough Central Business Area (the street block bounded by Alma and Napier Streets, and Tuaggra and Nolan Streets). [21.12]

Undertake an industrial development strategy which considers [21.14 Table 1] opportunities for industrial development [21.07] in a range of industrial lot sizes and locations. [21.03]

Prepare a development plan for the industrial estate at Carisbrook, (ex depot site). [21.13]

Investigate the application of an appropriate zone for land associated with Carisbrook Trotting Track to reflect the ongoing use of this land for stables and similar enterprises. [21.13]

Identify suitable industrial sites for the future location of new enterprises involved in the manufacture of new building products. [21.07]

Implement the Shire's Tourism Strategy. [21.11]

Implement, with Regional Roads Victoria, the most appropriate heavy vehicle road by pass of Maryborough. [21.12]

Investigate the application of an Airport Environs Overlay covering Maryborough Airport. [21.12]

Implement the Shire Recreation Plan. [21.12]

Investigate the provision of reticulated sewerage to Talbot to enable potential growth to occur. [21.06]

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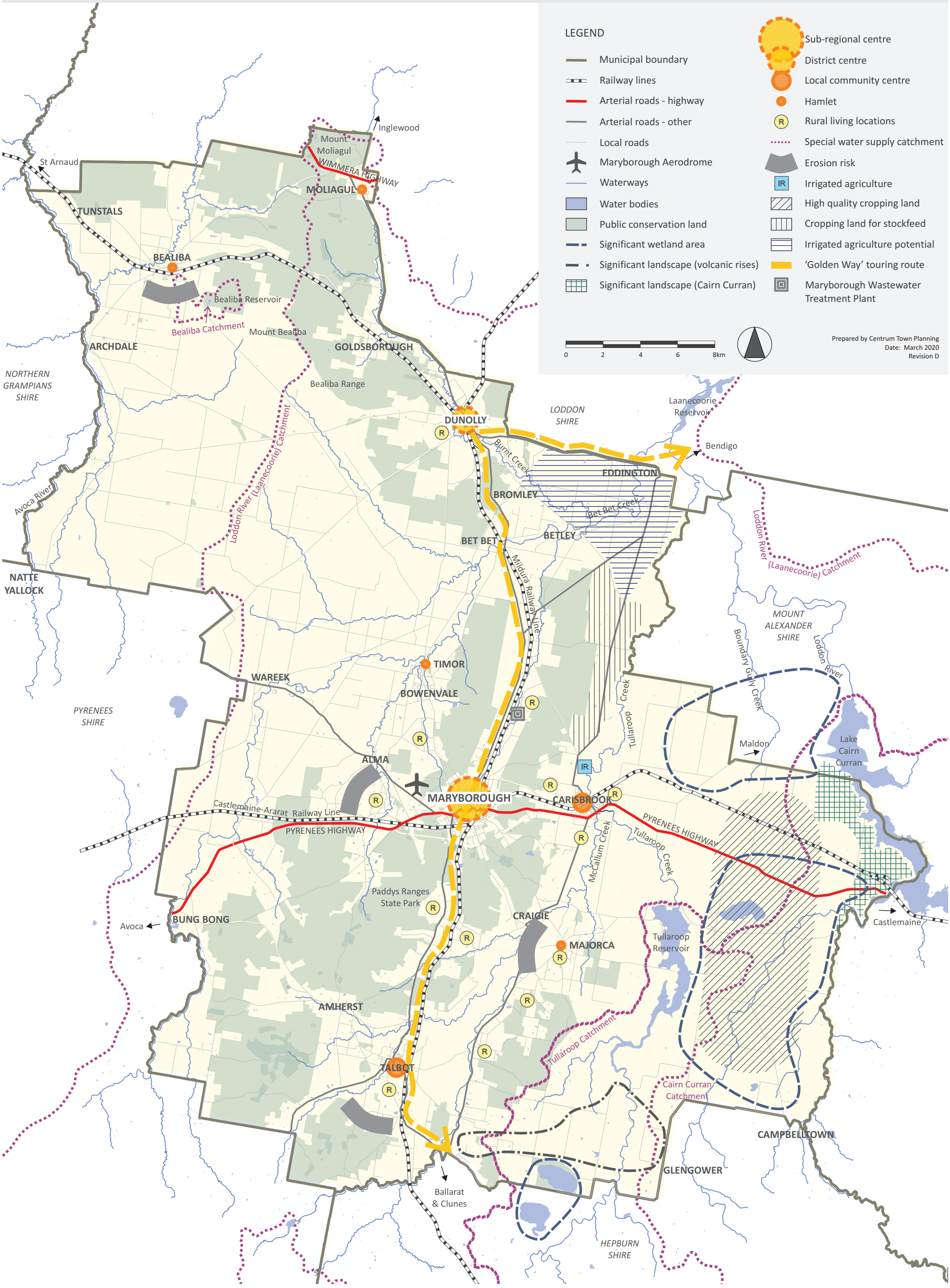
CENTRAL GOLDFIELDS SHIRE STRATEGIC FRAMEWORK PLAN



MARYBOROUGH STRUCTURE PLAN

LEGEND

- Railway lines
- Arterial roads - highway
- Arterial roads - other
- Local roads
- Waterways
- Water bodies
- Public conservation land
- Major recreation facility
- Major infrastructure facility
- Major community facility

KEY STRATEGIC DIRECTIONS

- Existing urban area
- Central Business Area - *consolidate retail and commercial uses in this area*
- Major industrial area
- Major residential expansion - *fully serviced residential lots*
- Residential infill potential
- Residential-industrial interface - *protect industrial uses and residential amenity*
- Major entrance to City - *preserve bushland setting and image*
- City entrance - *improve visual image and appearance*
- Potential transport bypass route
- Maryborough Cemetery - *preserve historic cemetery*
- Central Maryborough - *encourage medium density housing in the vicinity of the Maryborough Central Business Area.*

0 200 400 600 800 1000m

Prepared by Centrum Town Planning
Date: March 2020
Revision C

Timor State Forest
Maryborough Wastewater Treatment Plant
Bendigo-Maryborough Road
Rural living
Major residential expansion
Maryborough Golf Course
Hamer Industrial Estate
Havelock State Forest
Rural living
Maryborough Aerodrome
Park Road
Maryborough Education Centre
Princes Park
Flagstaff Industrial Estate
Gladstone Street
Maryborough Hospital
Central Business Area
Maryborough-St Arnaud Road
Bristol Hill Reserve
PYRENEES HIGHWAY
Moonlight Flat Rural living infill potential
Maryborough Velodrome
Railway Station
PYRENEES HIGHWAY
Maryborough Sports & Leisure Centre
Adelaide Lead Rural living infill potential
CASTLEMAINE-ARARAT RAILWAY LINE
Leech Industrial Estate
Paddys Ranges State Park
Goldfields Reservoir
Ballarat- Maryborough Road
BALLARAT-MILDURA RAILWAY LINE
Rural living
Craigie State Forest
Daisy Hill Rural Living infill (2-4ha lots)
Majorca Road

MARYBOROUGH CENTRAL BUSINESS DISTRICT STRUCTURE PLAN

LEGEND

- Hospital
- Railway station
- Railway Line
- Arterial roads - other
- Local roads
- Waterways
- Water Bodies
- Major Industrial Zone
- Public Conservation Land
- Recreation Facility
- Township Boundary

- 1. Civic and Administrative Precint
- 2. Railway and Industrial Precinct
- 3. Supermarket Precinct
- 4. Recreation Precinct
- A. Commercial Redevelopment
- B. Botanical Gardens
- C. Proposed Community Resource Centre
- Central Retail Core - high street is the core retail street. Maintain compact form, pedestrian scale and heritage character
- Central Link - Nolan Street axis linking major precints such as civic precinct, proposed community resource centre, phillips gardens and railway and tourist precinct

50 25 0 50 100 150 200
Metres

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Date: March 2020
Revision 02

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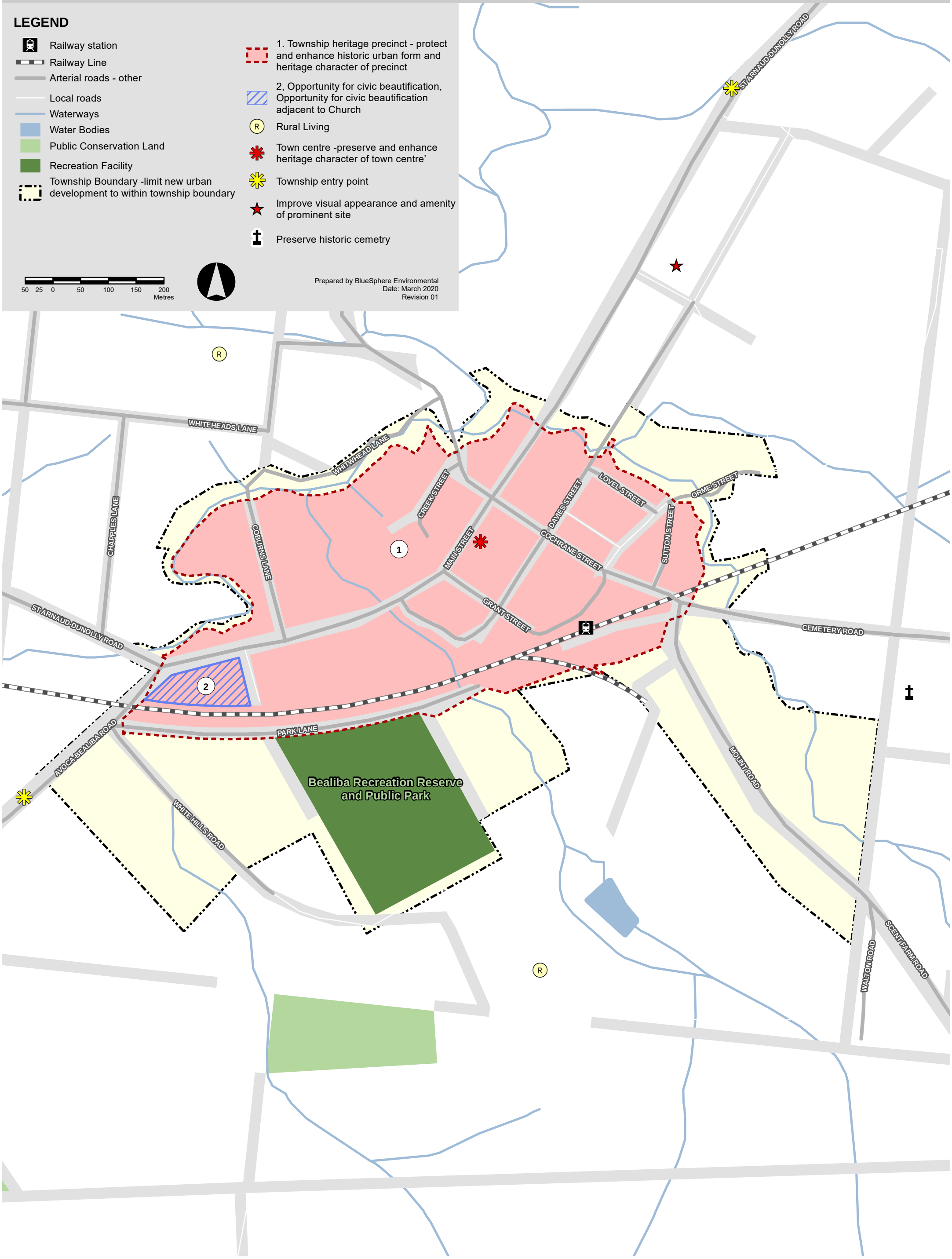
BEALIBA STRUCTURE PLAN

LEGEND

- Railway station
- Railway Line
- Arterial roads - other
- Local roads
- Waterways
- Water Bodies
- Public Conservation Land
- Recreation Facility
- Township Boundary -limit new urban development to within township boundary
- 1. Township heritage precinct - protect and enhance historic urban form and heritage character of precinct
- 2, Opportunity for civic beautification, Opportunity for civic beautification adjacent to Church
- R — Rural Living
- Town centre -preserve and enhance heritage character of town centre'
- Township entry point
- Improve visual appearance and amenity of prominent site
- Preserve historic cemetry

50 25 0 50 100 150 200
Metres

Prepared by BlueSphere Environmental
Date: March 2020
Revision 01



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CARISBROOK STRUCTURE PLAN

LEGEND

- Railway station
- Railway Line
- Arterial roads - other
- Local roads
- Waterways
- Water Bodies
- Industrial Zone
- Public Conservation Land
- Recreation Facility
- Township Boundary - limit new development within township boundary
- 1. Bucknall Recreation Reserve - promote attractive creekside setting as local recreation and tourist focus
- 2. Bucknall Street Tourism and Heritage Precinct -ensure new development is consistant with hertitage and tourism themes
- 3. Education and recreation precinct
- A. Carisbrook Harness Track
- B. Establish enterprises related to harness racing
- Roadside planting required along approach to township
- R Rural Living
- Low density residential infill development
- Serviced residential infill development
- Town centre -encourage consolidation
- Township entry point
- Carisbrook common

100 50 0 100 200 300 400 Metres

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Pioneer Cemetry
Bald Hill

BUCKNALL STREET
WILLS STREET
CHAPLINS ROAD
PLEASANT STREET
HOOD STREET
CAMBRIDGE STREET
BARINGHUP ROAD
SHORT STREET
GRICE STREET
HUNTER STREET
CAMERON STREET
HALL STREET
MCCALLUM STREET
MCNEIL STREET
SMITH STREET
MCLACHLAN STREET
URQUHART STREET
SIMSON STREET
BIRCH STREET
KING STREET
POWLETT STREET
ALBERT STREET
GREEN STREET
CHAPEL STREET
CAMP STREET
VICTORIA STREET
PYRENEES HIGHWAY
POTTS LANE
LANDRIGAN ROAD
FREEHOLD LANE
CHURCH STREET

Carisbrook Recreation Reserve
Brian Dowie Park

A
B
1
2
3
R

Stone Quarry

Historical Cemetry

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DUNOLLY STRUCTURE PLAN

LEGEND

- Hospital
- Railway station
- Railway Line
- Arterial roads - other
- Local roads
- Waterways
- Water Bodies
- Major Industrial Zone
- Public Conservation Land
- Recreation Facility
- Township Boundary - limit future urban development to within township boundary
- 1. Heritage streetscapes- protect and enhance important heritage buildings and streetscapes
- 2. Major industrial areas - encourage new industry to locate in existing industrial areas
- Low density residential infill development
- Serviced residential infill development - encourage more compact urban form
- Town centre - retain intact heritage streetscapes
- Township entry point
- Primary School

75 37.5 0 75 150 225 300
Metres

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Delledio Recreation Reserve

DUNOLLY

Sydenham Hill Gold Mine

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MAJORCA STRUCTURE PLAN

LEGEND

- Arterial roads - other
- Local roads
- Waterways
- Water Bodies
- Public Conservation Land
- Township Boundary - encourage new development to within defined township boundary
- 1. Township Residential - Encourage residential infill development to create more compact village
- Town centre
- Rural Living - varying densities ranging from 1.0 hectares or 8.0 hectares
- Mine dumps
- Heritage buildings

30 15 0 30 60 90 120
Metres

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TALBOT STRUCTURE PLAN

LEGEND

- Railway station
- Railway Line
- Arterial roads - other
- Local roads
- Waterways
- Water Bodies
- Recreation Facility
- Township Boundary - limit new development to within township boundary
- 1. Scandanavian Crescent precinct
- 2. Conservation precinct - protect and enhance historic urban form, heritage buildings and streetscapes
- Rural Living
- Residential infill development
- Township entry point
- Town centre entry point
- Primary School
- Heritage civic precinct - preserve heritage significance of grouping of civic buildings

40 20 0 40 80 120 160
Metres

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TIMOR - BOWENVALE STRUCTURE PLAN

LEGEND

- Arterial roads - other
- Local roads
- Waterways
- Water Bodies
- Public Conservation Land
- Recreation Facility
- Township Boundary - encourage new development to within township boundary
- 1, Community facilities
- 2, Environmental reserve
- Prominent views - Protect views to mountain ranges
- Rural Living
- Residential Infill Opportunities
- Town centre
- Grand Duke Mine
- Primary school
- Historic Cemetary to be preserved

60 30 0 60 120 180 240
Metres

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8.7 WASTE MANAGEMENT STRATEGY 2020-30

Author: **Manager Infrastructure**

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 present the draft Waste Management Strategy 2020-30 to Council for adoption.

The Waste Management Strategy 2020-30 provides a long term vision and direction for waste services and waste reduction for both Central Goldfields Shire Council and the community.

The strategy outlines the future direction goals, focus areas and actions which have been developed through community consultation and engagement in July 2019 and during February and early March 2020.

The strategy focuses on Central Goldfields Shire aspiring to be a low waste community that has equitable and affordable waste services with minimal impact on the environment and public health.

Given the rapidly changing nature of the waste environment and the recent state government announcements on waste and recycling reforms, Council has sought to develop a strategy that offers guidance as well as flexibility to accommodate the changing legislative and policy environment.

The strategy builds in continuing to improve and develop options for flexible waste service models and waste management infrastructure. This is coupled with community and industry engagement and involvement to achieve performance based waste reduction targets aimed at reducing overall waste and reducing the percentage of waste to landfill to address the vision of a low waste community.

A key challenge of the strategy is to promote and encourage behaviour change in the community and industry to utilise waste services more effectively and support community wide achievement of waste management goals.

LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2017-2021 (2018 Refresh) – Our Built and Natural Environment

Outcome:	Our Shire celebrates the rich built and natural heritage and a sustainable environment.
3.4 Objective:	Ensure waste management meets current and future demand and standards.
Initiatives:	• Review and update Council's Waste Management Plan. • Participate in regional waste projects through the Grampians Central West Waste and Resource Recovery Group**.**

State and regional waste and waste resource recovery implementation plans:

A 2014 amendment to the Victorian Environment Protection Act 1970 established the Victorian Waste and Resource Recovery Infrastructure Planning Framework. The aim of the Framework was to:

> "achieve long-term planning for waste and resource recovery infrastructure at state and regional levels, integrated with land use and transport planning systems."

The amendment required Sustainability Victoria to develop a Statewide Waste and Resource Recovery Infrastructure Plan (SWRRIP), which it did in 2015 and subsequently it was updated in 2018.

The amendment also required the seven Waste and Resource Recovery Groups within Victoria to each develop a Regional Waste and Resource Recovery Implementation Plan that integrates with the SWRRIP. The Grampians Central West Waste and Resource Recovery Group Implementation Plan was released in 2017.

Central Goldfields Shire Council is a member of the Grampians Central West Waste and Resource Recovery Group.

Local Government Act 1989:

Municipal waste management is also governed by the Local Government Act 1989. The following sections are relevant to the provision of waste services and waste facilities to the community:

- Section 3C(1) outlines the primary objective of a Council is to endeavour to achieve the best outcomes for the local community having regard to the long term and cumulative effects of decisions; and section 3C(2)(e) in seeking to achieve its primary objective, a Council must have regard to the following facilitating objectives to ensure that services and facilities provided by the Council are accessible and equitable; and
- Section 3E(1)(b) the functions of a Council include planning for and providing services and facilities for the local community.

Other government waste policies and legislation:

- E-waste ban: E-waste has been banned from landfill in changes to the Waste Management Policy (Siting, Design and Management of Landfills) that came into effect on 1 July 2019.
- Plastic bag ban: Lightweight plastic bags have been banned from 1 November 2019 under the Environment Protection Amendment Act 2019.
- Net zero emissions: The Climate Change Act 2017 establishes a legislated target for emissions – net zero emissions by 2050.
- New Waste and Recycling Act: The state government has recently announced, in late February 2020, that a new waste and recycling Act will be established to ensure the Government has the appropriate powers and tools to ensure Victorians have a reliable recycling system. As part of the recycling reforms the government will establish a new waste authority to better govern waste and recycling systems. The new authority will oversee the sector to ensure that waste and recycling services are safe, reliable and transparent and meet community expectations. The recycling reforms proposed outline the introduction of a standardised household waste services across the state directing

collection of four key materials streams - glass, commingled recycling, general (or 'residual') waste and food organics and garden organics (FOGO).

- Container Deposit Scheme: As part of the above reforms Victoria will introduce a container deposit scheme (CDS) by 2022/23, which will work alongside the new household waste collection system.

BACKGROUND INFORMATION

The waste management strategy is identified as a key action in the Council Plan for review and update.

The updated Victorian State-wide Waste and Resource Recovery Infrastructure Plan 2018 and the recent execution of the Grampians Central West Waste Regional Waste and Resource Recovery Group Implementation Plan 2017 has prompted the need to update Council's local waste management strategy to match the current state government and regional principles and direction in relation to waste and resource recovery infrastructure needs, service needs and how best these can be achieved.

Engineering Management Styles was engaged in early 2019 to review and develop a new waste management strategy to align with the above state and regional templates. The initial phase of the project involved assessment of a number of current municipal waste plans and strategies, review of waste trends, infrastructure, existing services, review relevant council plans and strategies, and consultation with council staff and executive staff. The following vision of the waste management strategy was initially drafted to provide guidance for community consultation:

1. Reduce waste to landfill in cost effective ways; and
2. To design and deliver strategic and effective behaviour change and education to reduce waste to landfill, increase recycling and expand organic waste recovery.

After a community engagement program, a working draft was developed and RM Consulting Group was engaged to further refine and complete the Waste Management Strategy.

A final draft Waste Management Strategy was developed and public feedback was sought on the draft strategy in late February/ early March 2020. Refer Attachment 1 Draft Waste Management Strategy 2020-30.

REPORT

<u>Waste Management Strategy:</u>

The Waste Management Strategy provides a roadmap for the future direction of waste services and waste reduction in Central Goldfields with in the current legislative and policy environment in Victoria, including the recent announcements towards waste and recycling industry reforms. It provides a flexible approach to addressing waste management by outlining what actions Council will do, and what the community can do to achieve its waste management goals.

The current waste management legislative and policy environment in Victoria, the current service models, infrastructure and data collected in the community consultation and engagement process, along with current waste industry challenges and reforms, all have been addressed in establishing "Where We Are Now".

A vision has been developed following community and stakeholder consultation that aligns with state and regional plans which aims to achieve a clear waste management vision that:

> "We will be a low waste community that has equitable and affordable waste services with minimal impact on the environment and public health".

The strategy identifies "What Council Will Do" to take action to address the vision.

Five key goals have been identified to achieve the vision and align with regional waste management goals, a key goal being to reduce the volume of waste overall and ultimately to landfill.

The waste management goals are:

- Reduced volume of waste
- Diverse waste collection and recovery options
- Council leads by example
- Council manages waste infrastructure in ways that minimise impacts on the environment and public health
- All people in the Shire community understand their role in waste management.

To complement the goals the strategy identifies a number of focus areas to influence the changes and improvements in the provision of services and effect behaviour change to meet the future waste management challenges.

The strategy encourages Council to continue to pursue current best industry practice whilst allowing flexibility to explore and develop improvements in waste services, infrastructure and information to operate in an environment of significant change.

One of the key challenges is to promote and encourage behaviour change in the community and industry to utilise waste services more effectively and support community wide achievement of waste management goals.

The strategy document has been formulated to align with Council's presentation template and incorporate relevant references to Council corporate strategies and documents.

<u>Performance based targets:</u>

The strategy has defined the following performance based targets aimed at reducing overall waste and reducing the percentage of waste to landfill to address the vision of a low waste community:

- Waste to landfill is 25% (or less) of the total waste stream (tonnes): and
- Average annual total kerbside materials collected per household is 450 kg (or less).

The targets are realistic over the term of the strategy, given that waste to landfill has been reducing over recent years through the increased participation in the kerbside food organic and green organic collection service and increased awareness of the community towards waste reduction and recycling activities.

Waste to landfill is currently at about 58% of the total waste stream, and there is significant potential gains for improvements in the recovery of organics.

The current average annual total kerbside material collected per household is 604 kg which has reduced over the last 10 years from 664 kg per household. The introduction of the concepts of the circular economy coupled with greater emphasis on employing the waste

minimising principles of the waste hierarchy in relation to the environment and climate change will further assist in achieving the performance based targets.

A key element of the strategy will be to develop a community engagement program to educate the community to encourage greater understanding and contribution from the community on how to use the waste management services, to effect behaviour change, and to ensure better ongoing communication between Council and the community.

CONSULTATION/COMMUNICATION

Council consulted with staff and staff from other councils, the regional waste management group, Sustainability Victoria staff and some key stakeholders in developing the key messaging and developing the community engagement plan and methodology.

The Maryborough community garden group and the Maryborough sustainability group along with GELC assisted to arrange the launch event for 18 June. This was attended by over 40 people representing a number of relevant stakeholders across the shire's towns and rural areas, community groups, interest groups, associations, service clubs, schools, authorities and service organisations.

An online survey targeted the audience defined to be the 8,000 households, both urban and rural, in the shire including residents, general community and commercial/industrial business. The online survey was opened on 13 June and was made available to 29 July 2019. The survey was made in paper copy for community members wishing to complete the hard copy survey.

Letters and emails were sent out along with press releases, social media and advertising of the online survey on the website and through posters at key locations throughout the shire.

A comprehensive questionnaire survey was developed to glean the necessary information to inform decisions on waste services and how these effect the target audience and community.

The questionnaire survey focused on three groups covering all the target audience:

1. The general community (defined to be the 8,000 households) – full survey advertised through DL cards and posters at key locations throughout the shire, media releases and social media, emailed survey invitations for selected stakeholders, and one on one consultation with selected stakeholders;
2. Rural properties without a current service – a shorter survey relevant to and invitation mailed to 1,100 rural residents; and
3. Commercial business – a specific survey mailed to 440 commercial businesses.

A total of 78 responses were received: 25 from the general community; 46 from the rural residents; 3 from commercial business; and 4 emails addressing specific concerns.

A number of verbal comments and discussions were held with a number of stakeholders including community groups, interest groups, associations, reuse business, service clubs, schools, authorities, service organisations, recycle collectors and local waste industry operators.

The draft waste management strategy, after review by the Administrators, was advertised for community comment via the local newspaper weekly advertisement, on the Council website and social media via "have your say" in late February/early March 2020. Key stakeholders were invited in writing to comment on the draft waste management strategy.

There were a minimal number of direct responses related to the strategy, overshadowed in part by the recent government announcement of the waste and recycling industry reforms and the proposed standardised household waste services across the state. The key message was that the implementation of the strategy will require clear community education and messaging to encourage and influence behaviour change patterns in the provision of waste and recycling services to achieve Council's waste management vision.

The waste management strategy implementation will require a community education program to be developed to educate the community and effect behaviour change influenced by the focus areas and actions of the strategy.

FINANCIAL & RESOURCE IMPLICATIONS

The Waste Management Strategy has been developed using nominated Council budget.

Implementation of the Waste Management Strategy, coupled with recent State government announcements, will require a dedicated Council resource to manage implementation of the Strategy and a four stream service municipality wide, as well as manage the existing contracts and old landfills.

Waste services are levied though a charge to our Shire residents, it is anticipated this will increase because of the State government announcement, for services and well as a resource to manage the services. As part of the recent State Government announcement waste management/service are to be classified as an Essential Service and will have oversight of the Essential Services Commission, which will have some impact on waste levies.

RISK MANAGEMENT

Risks are:

- Not achieving compliance with state and regional plans;
- Changes to state policy and requirements for waste collection
- Not meeting community expectations;
- Not meeting targets or performance measures; and
- Not meeting environmental and economic sustainability for waste services and facilities.

A Waste Management Strategy is required to provide direction to ensure the effective planning of accessible and equitable services and facilities to the community in accordance with sections 3C and 3E of the Local Government Act 1989.

The risks are managed by:

- Setting clear targets, strategy and actions allow a clear and transparent services to be delivered, able to be performance measured in accordance with state and regional requirements and the provision of best industry practice and best value to Council.
- The community engagement and consultation process has been conducted in accordance with Council's community engagement procedures which ensures the community's needs are understood and are met with flexibility to meet the challenging and changing needs of the environment local government operates in.
- The waste stream targets are realistic and achievable based on known waste composition which are checked through waste composition audits. The targets are set

to ensure future populations are protected through change in community behaviour to reduce waste volumes to landfill and strive for economic sustainability.

CONCLUSION

The Waste Management Strategy has been prepared in a time of a level of uncertainty around waste collection and particularly recycle material disposal. Council has however prepared a strategy that seeks to achieve low volumes of waste in the first instance, collect and dispose of waste in a fair and equitable manner and reduce the risk of waste to our public health, whilst being flexible and accommodating to meet the requirements of government reforms and expected service model enhancements.

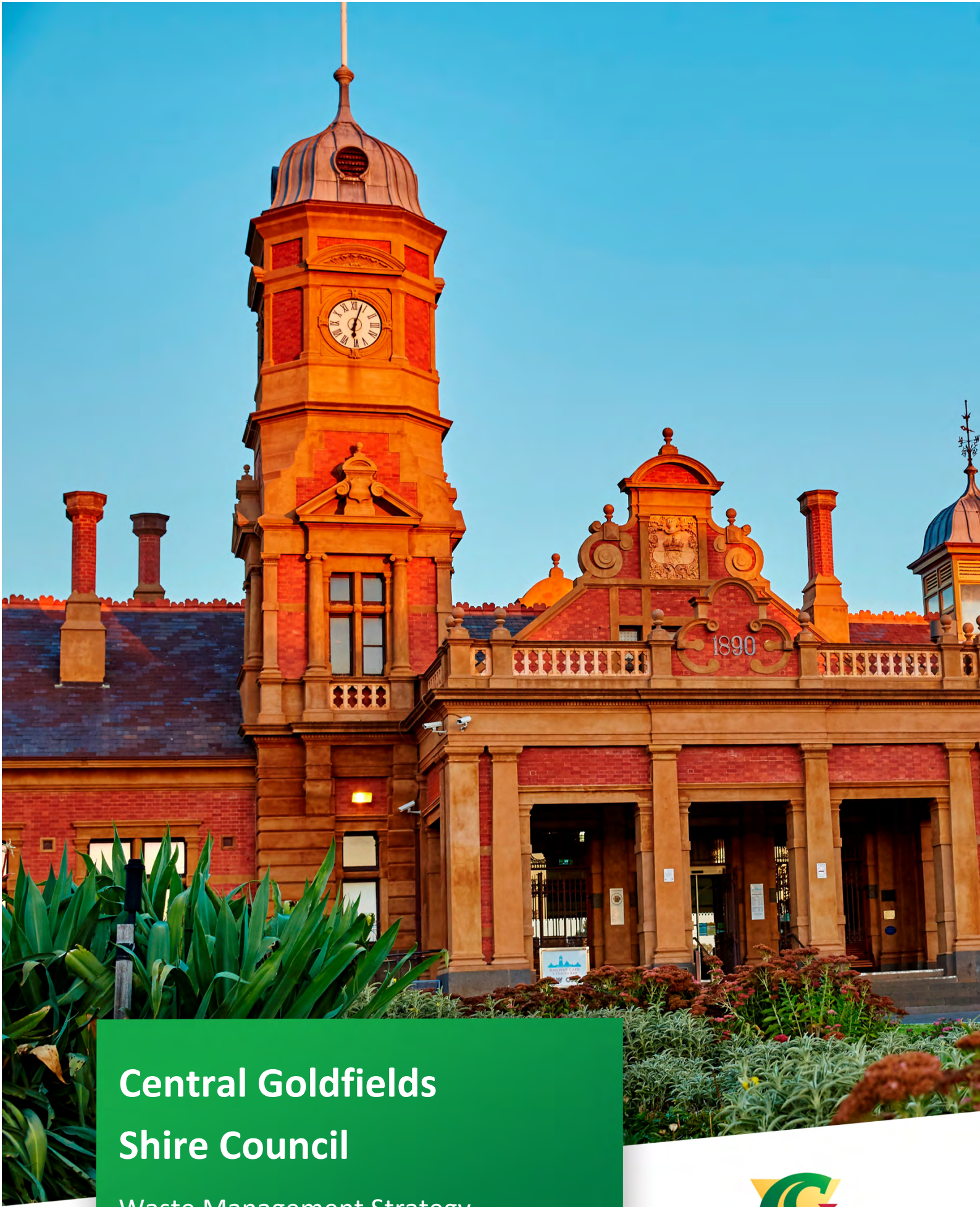
The Waste Management Strategy 2020-30 reflects the feedback provided through community engagement. The draft strategy has been exposed to the community and stakeholders for final feedback from which minimal comments were received suggesting that no alterations are required to the draft waste management strategy.

ATTACHMENTS

1. Draft Waste Management Strategy 2020-30, November 2019.

RECOMMENDATION

That Council adopt the draft Waste Management Strategy 2020-30.



Central Goldfields Shire Council

Waste Management Strategy 2020 - 2030

CENTRAL GOLDFIELDS SHIRE COUNCIL

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This report has been prepared with support from RM Consulting Group.

Introduction

This 2020-30 Waste Management Strategy provides a roadmap for the future direction of waste services and waste reduction in Central Goldfields. This Strategy outlines: the current waste management legislative and policy environment in Victoria; Council's current waste service models, infrastructure, and data; and an overview of consultation. These are then brought together to as actions for the future under five focus areas.

Principles underpinning this Waste Management Strategy

In recent decades, there has been an increasing understanding that resources are finite. In the context of waste management this has been expressed through the concepts of the waste hierarchy (see Figure 1) and the circular economy (see Figure 2).

The waste hierarchy shows that the most effective approach to waste reduction is to avoid unnecessary consumption (and therefore generation of associated waste). Only if the consumption cannot be avoided should you move through the hierarchy to the next step of reuse. And so on, down through the hierarchy to least preferable option, disposal.

Figure 1: Wastes hierarchy (from Statewide Waste and Resource Recovery Implementation Plan 2019)

The concept of a circular economy is about recognising that there are useful items and materials that can be recovered and utilised (often multiple times) rather than being disposed of to landfill. In a circular economy, resources can flow back into the resource system through incorporation with other materials, new uses, conversion to energy (by using 'waste' as a fuel source) and re-use. With current technology, the circular economy relies on separation of waste streams to be effective. Contamination is one of the major recycling issues.

Figure 2: Circular economy (from Statewide Waste and Resource Recovery Implementation Plan 2019)

Context of this strategy

State and regional waste and waste resource recovery implementation plans

A 2014 amendment to the Victorian *Environment Protection Act 1970* established the Victorian Waste and Resource Recovery Infrastructure Planning Framework. The aim of the Framework was to:

> "achieve long-term planning for waste and resource recovery infrastructure at state and regional levels, integrated with land use and transport planning systems."

The amendment required Sustainability Victoria to develop a Statewide Waste and Resource Recovery Infrastructure Plan (SWRRIP), which it did in 2015 and subsequently it was updated in 2018. The goals and directions of the SWRRIP are included in Appendix 1.

The amendment also required the seven Waste and Resource Recovery Groups within Victoria to each develop a Regional Waste and Resource Recovery Implementation Plan that integrates with the SWRRIP. The Grampians Central West Waste and Resource Recovery Group Implementation Plan was released in 2017. The goals and directions of the regional implementation plan are included in Appendix 2.

Central Goldfields Shire Council is a member of the Grampians Central West Waste and Resource Recovery Group.

Local Government Act 1989

Municipal waste management is also governed by the *Local Government Act 1989*. The following sections are relevant to the provision of waste services and waste facilities to the community:

- Section 3C(1) outlines the primary objective of a Council is to endeavour to achieve the best outcomes for the local community having regard to the long term and cumulative effects of decisions; and section 3C(2)(e) in seeking to achieve its primary objective, a Council must have regard to the following facilitating objectives to ensure that services and facilities provided by the Council are accessible and equitable; and
- Section 3E(1)(b) the functions of a Council include planning for and providing services and facilities for the local community.

Other government waste policies and legislation

- **E-waste ban:** E-waste has been banned from landfill in changes to the *Waste Management Policy (Siting, Design and Management of Landfills)* that came into effect on 1 July 2019.

- **Plastic bag** ban**:** Lightweight plastic bags have been banned from 1 November 2019 under the *Environment Protection Amendment Act 2019*.
- **Net zero emissions:** The *Climate Change Act 2017* establishes a legislated target for emissions – net zero emissions by 2050.

Central Goldfields Shire Council policy

Council Plan

The Central Goldfields Shire Council's Council Plan, under Section 3 - 'Our built and natural environment', has the following item to guide Council's waste management.

3.4	Ensure waste management meets current and future demand and standards.	Review and update Council's Waste Management Plan. Participate in regional waste projects through the Grampians Central West Waste and Resource Recovery Group.

Council's Sustainability Action Plan 2012 - 2020 was also considered in development of the focus areas, actions and targets.

Waste Management Strategy 2020 - 2030

Given the rapidly changing nature of waste management, and a similar pace of change in the regulatory environment, Council has sought to develop a Strategy that that offers guidance as well as flexibility in its approach.

The following vision, goals and focus areas for Council's waste management have been developed following community and stakeholder consultation as part of this Waste Management Strategy. The vision, goals and focus areas align with the State and regional implementation plans as illustrated in Figure 3.

Waste Management Vision

We will be a low waste community that has equitable and affordable waste services with minimal impact on the environment and public health.

Waste Management Goals

In order to achieve this vision, the following goals for Council were also developed:

- Reduced volume of waste
- Diverse waste collection and recovery options
- Council leads by example
- Council manages waste infrastructure in ways that minimise impacts on the environment and public health
- All people in the Shire community understand their role in waste management.

Waste Management Focus Areas

Areas of Council's waste management responsibility and/or influence were determined. These correspond to the focus areas:

- Waste service models
- Waste management infrastructure
- Creating an evidence base for planning and investment
- Advocacy
- Industry and community engagement.

A set of actions for Council and the Shire Council community have been developed for each focus area and are detailed in the *What Will We Do* section of this Strategy.

Targets

The following targets have been developed for this Strategy:

- Waste to landfill is 25% (or less) of the total waste stream (tonnes)
- Average annual total kerbside materials collected per household is 450 kg (or less).

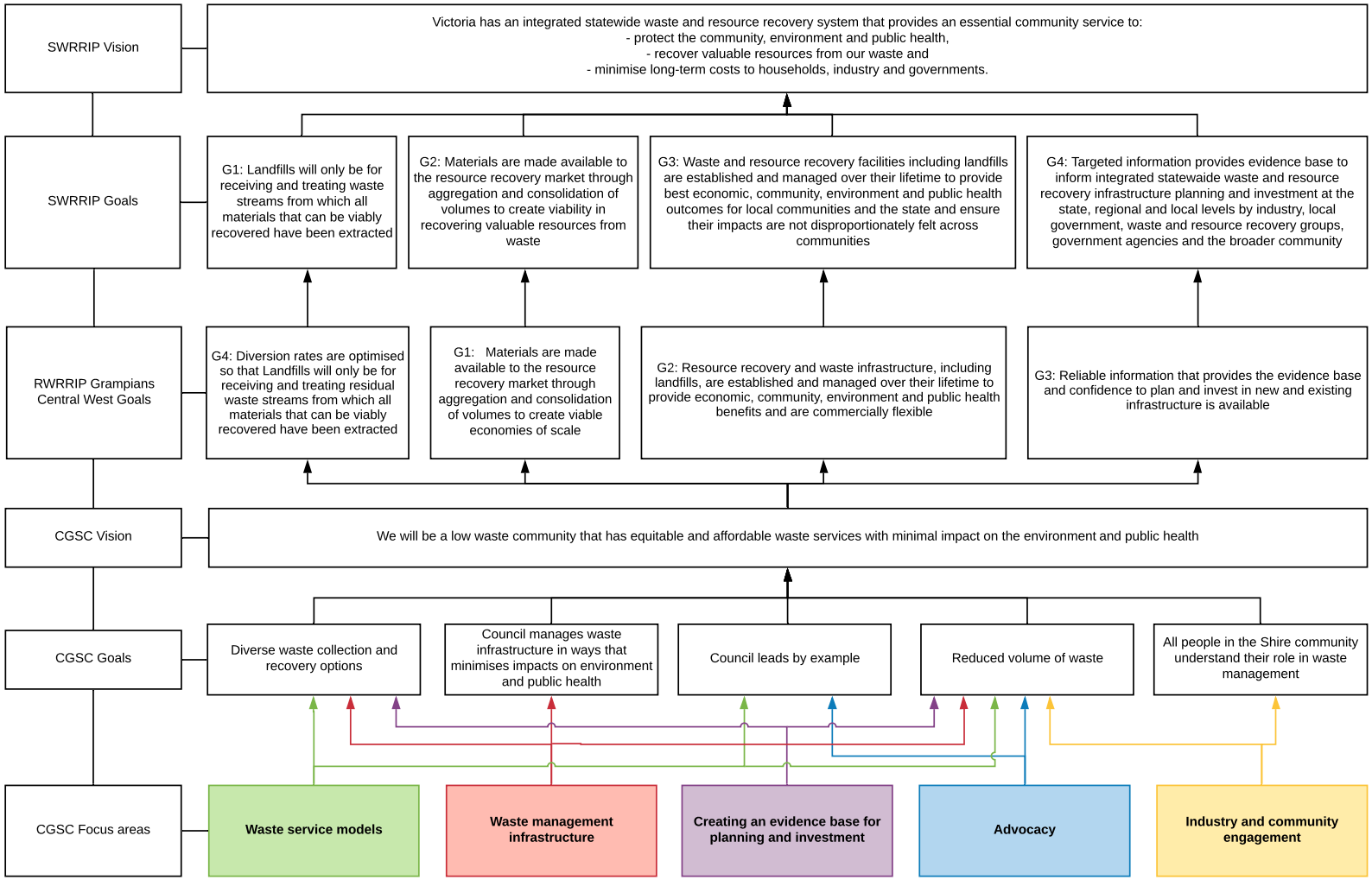


Figure 3: Central Goldfields Shire Council vision, goals, focus areas and alignment with State and regional goals

WHERE ARE WE NOW?

Where are we now?

Despite increased recycling and stabilisation of waste to landfill, landfill costs have more than doubled. This and the policy environment are major drivers of Council's push to avoid waste, increase waste recovery and reduce waste.

Current waste service models and infrastructure

Council has four transfer stations, Bealiba, Carisbrook, Dunolly and Talbot. These are operated under contract. Council kerbside collections (including public litter bins and domestic waste from commercial and industrial properties) are operated under a separate contract.

Council no longer operates landfill within its boundaries but continues to manage and maintain the legacy landfills. Waste for landfill is transferred to Stawell or Patho as part of the above contracts.

Current waste numbers

In 2018/19 Central Goldfields Shire Council sent 2,289 tonnes of municipal solid waste to landfill out of a total of 3,946 tonnes of materials collected at the kerbside. Of this, 1,657 tonnes, or 42%, of waste was diverted from landfill through recycling (1,278 tonnes) and Food organics and Garden organics (FoGo; 379 tonnes) collections.

The introduction of kerbside green waste collection services during 2008, and further expansion to FoGo in 2013, has resulted in steady uptake (see Figure 4), and a significant increase in diversion from landfill.

Council data and waste audits have shown that:

- About 60% of materials generated from Central Goldfields district's households and industry ends up in a landfill
- Only about 75% of material put into recycling bins can be recycled from that waste stream
- 30% to 40% of the contents of general waste bins (red-lidded bin) are food and garden waste
- Only about 1% of materials are separated and recycled as hard waste.

While the proportion of recycled and green waste of kerbside collections has increased to almost 45% (Figure 4), the total tonnes of waste has remained approximately static despite a steady increase in the number of properties serviced since 2001 (Figure 5). This translates to a decrease in tonnes of waste collected per property since 2011 (see the red line in Figure 5).

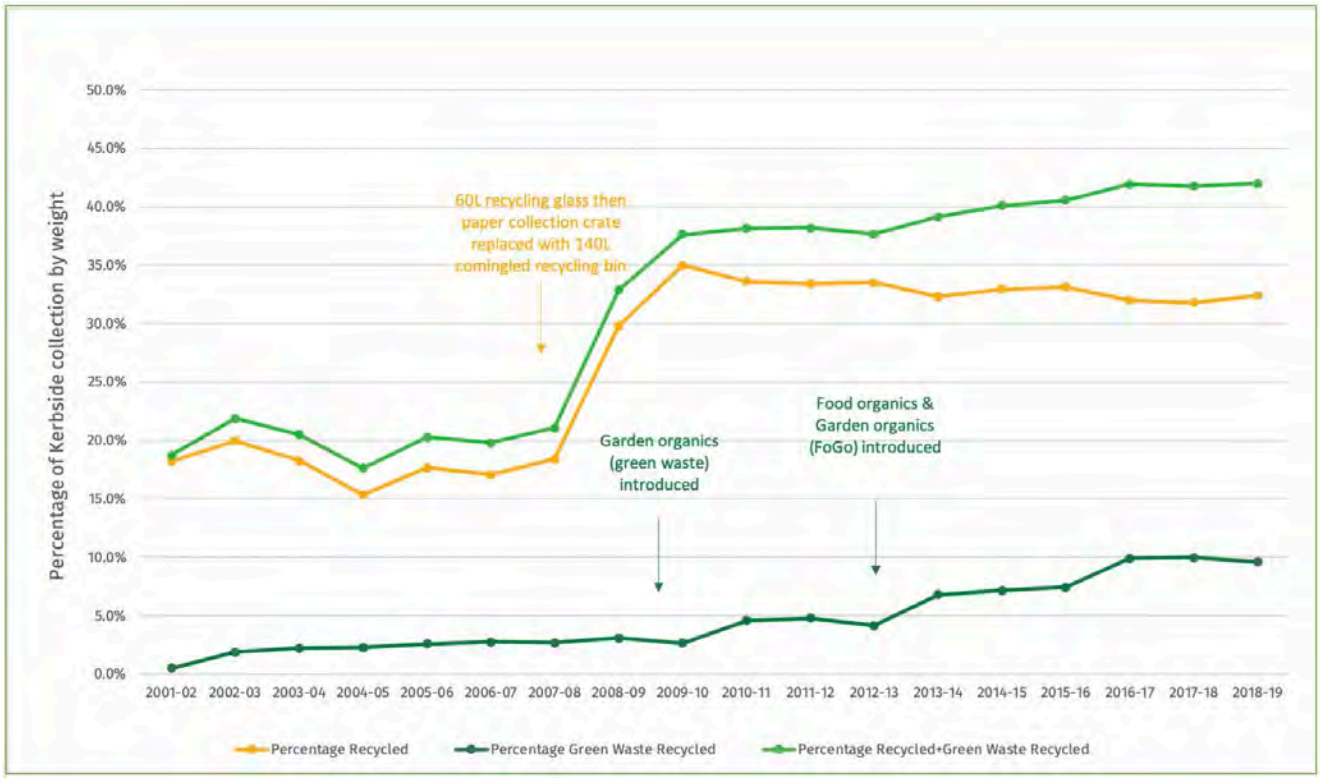


Figure 4: Kerbside materials diverted from landfill by Central Goldfields Shire Council

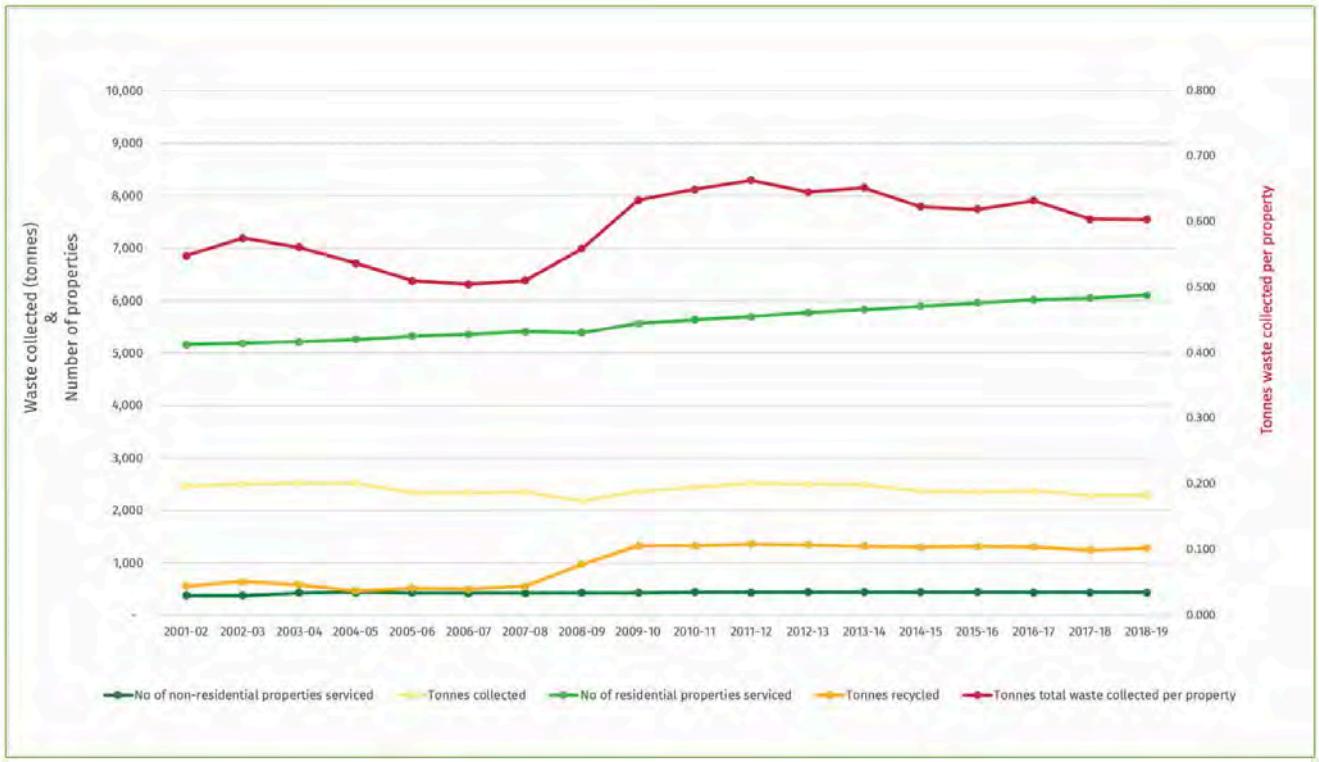


Figure 5: Number of properties serviced, and tonnes kerbside waste and recycling collected by Central Goldfields Shire Council

The 2018/19 total annual cost of kerbside waste services is $1,446,499 for 3,946 tonnes collected from 6,539 properties.

Figure 6 shows the cost to Council per tonne of waste to landfill has more than doubled since 2007/08, while the annual cost of recyclable waste has almost doubled in the last couple of years.

Figure 6: Central Goldfields Shire Council annual kerbside waste collection service costs

Currently the Council spends about $15,000 per year collecting litter and disposing of illegally dumped litter.

HOW THE STRATEGY HAS BEEN DEVELOPED

How the strategy has been developed

The review and update of the Waste Management Strategy was identified as a key action in the Council Plan. As part of the process, Council consulted with industry and community stakeholders and reviewed their operations and available data.

Review

In 2019, Council commissioned a review of waste in Central Goldfields including initial assessment of a number of current municipal waste plans and strategies, review of waste trends, infrastructure, existing services and consultation with council staff and executive staff, and involvement in community engagement.

Community engagement

Council's communications and waste management teams developed a community engagement plan in accordance with Council's community engagement framework, and held community meetings and a community survey to determine what was important to the local community and industry and identify potential improvements to waste management services.

Community meetings

The waste management strategy community engagement was launched on 18 June 2019 at an event held at the Goldfields Employment and Learning Centre (GELC) in association with the Maryborough community garden group. The event was attended by over forty people representing relevant stakeholders across the shire's towns and rural areas: community groups, interest groups, associations, service clubs, schools, authorities and service organisations. Council also met with internal stakeholders and Community Reference groups.

A number of relevant stakeholders including community groups, interest groups, associations, service clubs, schools, authorities and service organisations, residents and interested community members have been consulted and have contributed to providing information and comments in relation to the development of the waste management strategy.

HOW THE STRATEGY HAS BEEN DEVELOPED

Surveys

In mid-2019, we conducted an online survey across the shire, supported by hard copy surveys. The results of the survey showed that community members are concerned about current rural area collection services, waste vouchers vs hard waste collection, and what to recycle.

Urban communities are largely happy with current services, including the recently introduced FoGo service, while rural and industry respondents would like either improvements or optional services. The recycling service at major events is well regarded.

The results of this survey have been used to inform the actions developed for each Focus Area.

The detailed questionnaires, a synopsis of comments and further methodology are included in Appendix 3.

What will we do?

In order to achieve our Waste Management Vision and goals, Council will take action in the following Focus Areas:

- Waster service models
- Waste management infrastructure
- Creating an evidence base for planning and investment
- Advocacy
- Industry and Community engagement.

Each of these Focus Areas is aligned with Council, regional and state goals and visions as shown in Figure 3.

FOCUS AREA 1:

Waste service models

Focussing on waste service models will contribute to how, where and what waste services are provided by the Shire.

Waste Strategy Goals addressed

The actions in this Focus Area have been designed to contribute to the following Waste Strategy goals:

- Reduced volume of waste
- Council leads by example
- Diverse waste collection and recovery options.

Actions

Council will continue to	Council will	Community can
Divert Council's waste from landfill. Identify litter 'hotspots' (including waterways). Consult the community and industry regarding service models (e.g. service areas and corridors, types and frequency of collection) and implement changes as appropriate. Develop pathways for e-waste re-use opportunities. Ensure service models are equitable and affordable. Ensure service models have low environmental impact and protect public health. Develop processes that reduce waste stream contamination. Maintain awareness of new systems and technologies for waste collection and resource recovery.	Clarify litter reporting and enforcement requirements with other agencies. Ensure future service models are socially, economically and environmentally responsible. Develop pathways for waste re-use and/or recovery opportunities, particularly for material streams with potential economic value or high environmental and public health risk. Implement new systems and technologies for waste collection and resource recovery as appropriate.	Avoid waste through considered buying. Find ways to re-use items that would previously have gone to landfill. Recycle in ways that reduce contamination of the waste-streams.

FOCUS AREA 2:

Waste management infrastructure

Focussing on waste management infrastructure will contribute to planning for the future of the current infrastructure and what and where future infrastructure should be.

Waste Strategy Goals addressed

The actions in this Focus Area have been designed to contribute to the following Waste Strategy goals:

- Reduced volume of waste
- Diverse waste collection and recovery options
- Council manages waste infrastructure in ways that minimise impacts on the environment and public health.

Actions

Council will continue to:	Council will:	Community can:
Upgrade and maintain transfer stations to industry best practice. Monitor closed landfills. Ensure compliance with relevant legislative requirements. Ensure waste infrastructure is designed and located to encourage correct usage and consideration of the waste hierarchy (e.g. signage).	Maintain an awareness of changes in waste infrastructure and usage in other regions. Plan for future needs. Implement changes to waste infrastructure as appropriate.	Continue to support the use of transfer stations. Continue to support the resale shops at transfer stations.

FOCUS AREA 3:

Creating an evidence base for planning and investment

Focussing on creating and evidence base for planning and investment will allow Council to make informed decisions about how to manage waste to best integrate the future needs of the community, the environment and our budget.

Waste Strategy Goals addressed

The actions in this Focus Area have been designed to contribute to the following Waste Strategy goals:

- Reduced volume of waste
- Diverse waste collection and recovery options.

Actions

Council will continue to:	Council will:	Community can:
Monitor and report on waste collection streams. Collect and provide waste data to national, state and regional agencies.	Investigate whether changes are required for: ▪ Collection areas ▪ Bin sizes ▪ Collection frequency (particularly for FoGo) ▪ Voucher system ▪ Public place litter/ recycling bin locations. Conduct regular waste audits of: ▪ All kerbside collection waste streams ▪ Street litter bins ▪ Gross pollutant traps ▪ Transfer stations ▪ Other facilities, and waste types and collections as appropriate. Regularly audit Council's own waste and reuse of recovered materials and report findings. Investigate why there are litter 'hotspots' and seek ways to address findings. Investigate collaborative procurement opportunities to enable diversion of waste from landfill. Review this Strategy, and any subsequent Strategy, at least every four years.	Liaise with Council as to how to best provide meaningful evidence for waste management issues either as individuals or groups. Actively participate in groups, such as sustainability groups, collecting and regularly providing to Council meaningful data, e.g. roadside litter occurrences.

FOCUS AREA 4:

Advocacy

Focussing on advocacy will enable Council to positively influence waste management policies, processes, systems and future legislation for the best interests of the Shire community, environment and/or Council's budget.

Waste Strategy Goals addressed

The actions in this Focus Area have been designed to contribute to the following Waste Strategy goals:

- Reduced volume of waste
- Council leads by example.

Actions

Council will continue to:	Council will:	Community and local industry can:
Proactively engage with regional and state-based waste reduction and waste recovery groups for the benefit of the Shire Council area's triple bottom line. Advocate for funding to support waste reduction and waste recovery initiatives. 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). Seek markets for waste diverted from landfill.	Consider the waste hierarchy in all Shire Council procurement and disposal decisions (e.g. Buy Recycled, less packaging, catering, source of all paper products, lifecycle of product and spare parts [including asset maintenance, infrastructure and equipment]). 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). Council leadership will foster a culture of waste reduction and waste recovery throughout Council's operation.	Actively participate in groups that advocate for waste avoidance and minimisation such as sustainability groups. Incorporate waste minimisation strategies when planning events. Support, encourage and practise waste minimisation strategies.

FOCUS AREA 5:

Industry and community engagement

Focussing on industry and community engagement will ensure that Council is providing the best waste management services for its stakeholders.

Waste Strategy Goals addressed

The actions in this Focus Area have been designed to contribute to the following Waste Strategy goals:

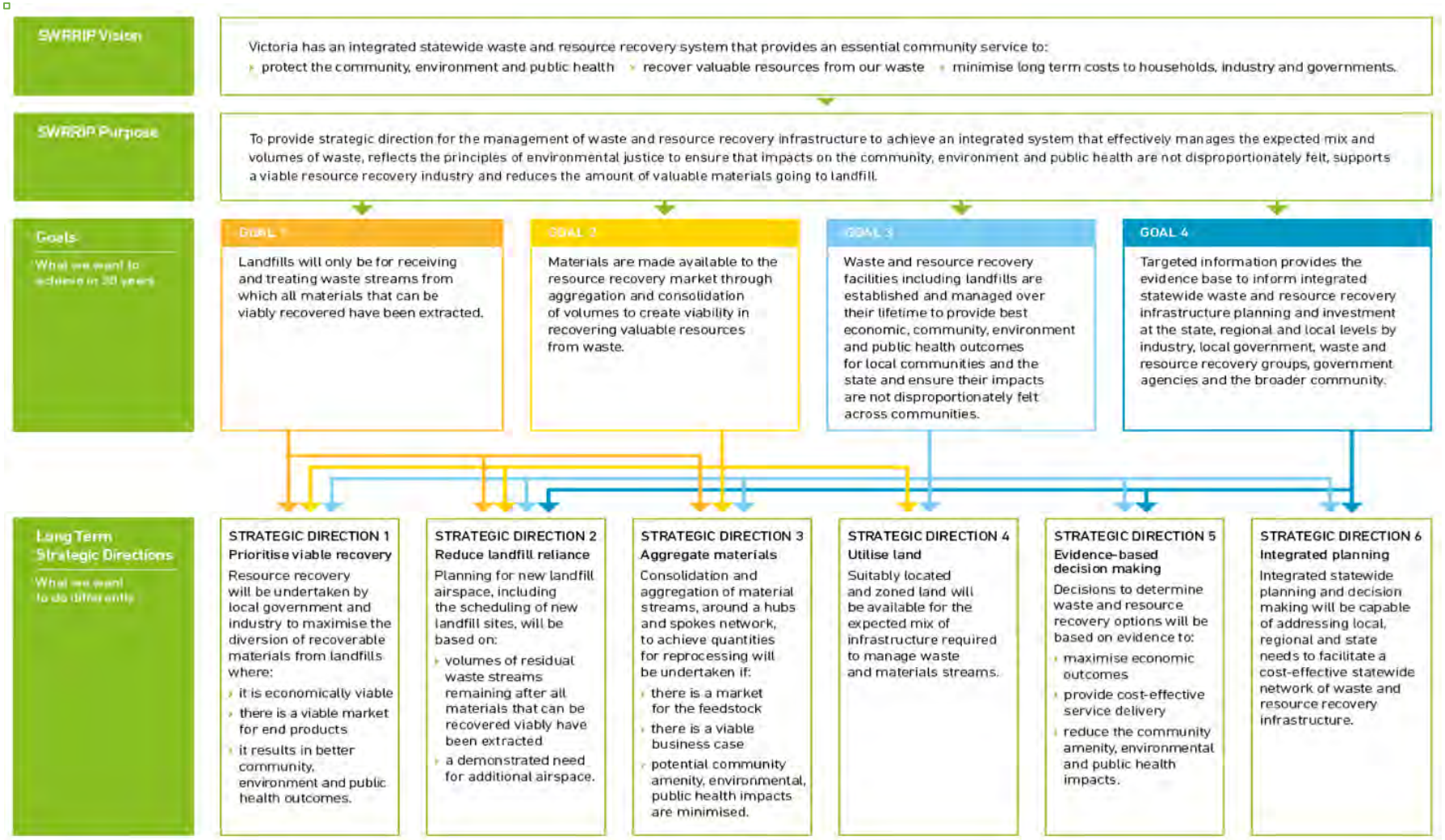
- Reduced volume of waste
- All people in the Shire community understand their role in waste management.

Actions

Council will continue to:	Council will:	Community and local industry can:
Promote and support the Shire Council community, and community and industry groups to access waste avoidance, re-use and recovery pathways. Promote and support local group activities for illegal dumping clean-up. Promote the waste hierarchy concept. Support and collaborate with community sustainability groups.	Develop a community engagement plan that includes: ▪ Reduction of use of soft plastics and non-recyclable materials ▪ Information and incentives on composting ▪ The circular economy ▪ Diverting waste from landfill, including contamination reduction, e-waste ▪ Schools ▪ Stories of excellence ▪ "Detox your home" collection ▪ Waste vouchers. Liaise with major event co-ordinators operating in the Shire Council area regarding waste and waste recovery options and advocate waste minimisation strategies. Investigate and report to Council on possible industry re-making and re-use of diverted building materials. Support industry's circular economy projects and initiatives.	Actively participate in groups that practise waste avoidance and minimisation such as sustainability groups. Advocate for waste minimisation. Retailers and other suppliers can provide low packaging options and offer re-use options where applicable. Seek circular economy opportunities.

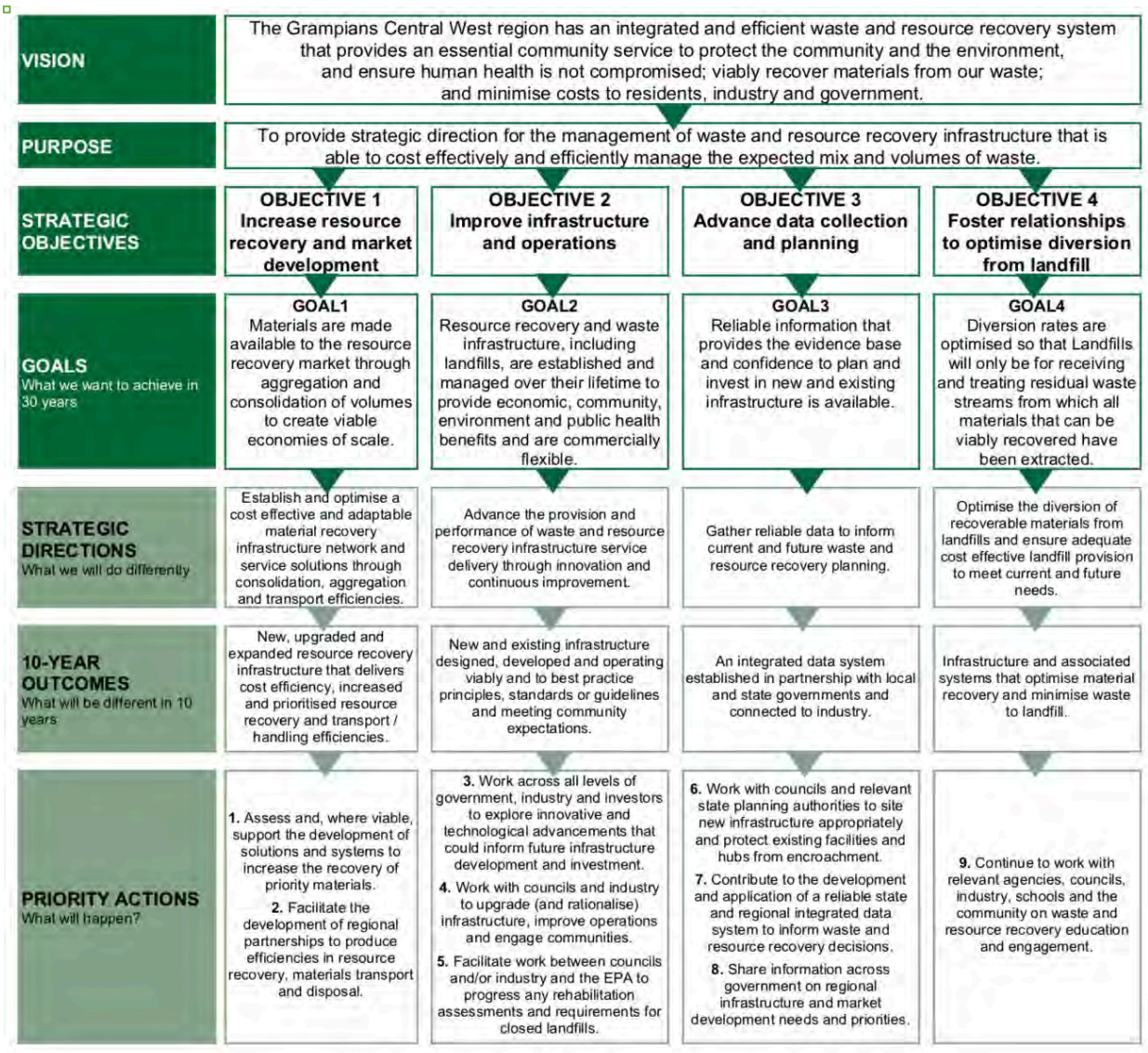
Appendix 1 – SWRRIP Goals and Directions

From Statewide Waste and Resource Recovery Infrastructure Plan 2018.



Appendix 2 – Grampians Central West WRRIP Goals and Directions

From Grampians Central West Waste and Resource Recovery Implementation Plan 2017.



Appendix 3 – Community surveys and questionnaires

The communications team, the waste management team and the consultant consulted with internal staff, executive staff, and staff from other councils, the regional waste management group, Sustainability Victoria staff and some key stakeholders in developing the key messaging and developing the community engagement plan and methodology.

The Maryborough community garden group and the Maryborough sustainability group along with GELC were helpful in arranging the launch event for 18 June.

The waste management strategy community engagement period commenced with the launch on 18 June 2019. Letters and emails were sent out along with press releases, social media and advertising of the online survey on the website and through posters at key locations throughout the shire.

A comprehensive questionnaire survey was developed to glean the necessary information to inform decisions on waste services and how these effect the target audience and community.

The questionnaire survey focused on three groups covering all the target audience:

1. The general community (defined to be the 8,000 households) – full survey advertised through DL cards and posters at key locations throughout the shire, media releases and social media, emailed survey invitations for selected stakeholders, and one on one consultation with selected stakeholders;
2. Rural properties without a current service – a shorter survey relevant to and invitation mailed to 1,100 rural residents; and
3. Commercial business – a specific survey mailed to 440 commercial businesses.

The survey was made available as a survey monkey online and paper copies were made available for community members wishing to complete the hard copy survey. The online survey was opened on 13 June and was made available to 29 July 2019.

A total of 78 responses were received: 25 from the general community; 46 from the rural residents; 3 from commercial business; and 4 emails addressing specific concerns.

A number of verbal comments and discussions were held with a number of stakeholders including community groups, interest groups, associations, reuse business, service clubs, schools, authorities, service organisations, recycle collectors and local waste industry operators.

Current collection services – rural areas

The Council currently provides a compulsory (non-compulsory corridor) fortnightly kerbside waste and fortnightly kerbside recycling collection service to some rural areas.

What we heard
Some in the compulsory corridor runs want ability for them to be optional (e.g. Bet Bet)
Some in rural areas think that they are receiving a lesser garbage service than urban counterparts
The majority in rural areas do not want a FoGo collection service because most indicated that they re-use green material in various ways. Most not interested in a green waste drop-off service.

Current collection services – urban and commercial/industrial areas

The Council currently provides a compulsory weekly kerbside waste (red bin) and fortnightly kerbside recycling (yellow collection service to all urban residential, and commercial/industrial areas.

What we heard
Most in urban areas satisfied with waste and recycling services and costs kerbside. ▪ The majority (urban) put out the red bins weekly and they were three-quarters or more, full ▪ The majority are happy with the size of the recycling bins and the cost of the service
Some commercial operators would like to have non-compulsory kerbside red and yellow bin services so they can choose. ▪ Few commercial/industrial operators responded to the questionnaire. ▪ The private skip bin service is usually sized around 5 cubic metres, collected monthly.

Vouchers and hard waste, chemicals

The Council currently provides residents with eight waste vouchers with their rates notice to dispose general waste, green waste, or hard waste at the Transfer Stations and/or via Council's bi-monthly kerbside hard waste collection service.

What we heard
▪ Most are aware of the vouchers but less than 50% of vouchers are claimed at the transfer stations. Only about a fifth of respondents visiting took hard waste to transfer stations ▪ A number want the Council to establish hard waste collection days kerbside, being unaware of the current kerbside hard waste booking voucher service
Most users of DRUMmuster are aware of their responsibilities about rinsing, deposition.

Transfer stations

The Council operates four Transfer Stations located at Bealiba, Carisbrook, Dunolly and Talbot. All sites are supervised during operating times so as to separate recyclables, collect fees and waste vouchers, and for site management.

What we heard
▪ Two thirds of respondents say that they currently travel less than 15 kilometres to visit. Just less than half respondents prepared to travel up to 30 kilometres. ▪ Most rural responses indicate they have visited transfer stations within the last twelve months. ▪ One in six respondents don't separate recyclables in their loads. ▪ The voucher system is appreciated.

Community Education

The Council has produced a free *"Sustainable Waste Management"* brochure which is an easy guide to waste and recycling. It is available on Council's website.

What we heard
▪ Respondents generally misunderstood what should be placed in street litter bins and street recycling bins ▪ Generally, there was a lack of awareness about the amount of Food organics and Garden organics (FoGos) that ended up in landfill ▪ Respondents were unsure or wrong about all except four of fourteen items listed that should be placed in waste or recycling bins. The majority of respondents think that other community members do not know how to correctly separate recyclables from waste ▪ The importance of uncontaminated recycled material requires a fundamental shift in community behaviour
Some rurally based residents think that their fortnightly 140 litre bin standard waste service is a lesser service than the urban weekly 80 litre bin standard service.

Resale Shops

The Council has built a designated resale shop at the Carisbrook Transfer Station.

What we heard
▪ Quite a few are aware of them ▪ When visiting the transfer stations about half respondents said that they have a look at the items for sale ▪ Most do not go to a transfer station just to visit a resale shop ▪ A lot take what they hope will be of value to opportunity shops, other charities, or have garage sales, use e-bay or Gum tree platforms.

Litter management and "hotspots"

Besides being unsightly, litter can damage the environment. Rubbish left on roads leaches toxins into the environment and when washed into drains ends up in waterways destroying wildlife.

What we heard
There were some trouble-spots identified which need follow-up
The majority who reported litter contacted the Council or Parks Victoria; none to VicRoads, or Sustainability Victoria, or to the EPA
The majority think that the litter and recycling service at major events is good to excellent.

Food organics and Garden organics (FoGos)

The Council provides a voluntary urban bi-monthly kerbside service for garden green waste and household organics.

What we heard
All respondents who pay for the voluntary service are satisfied with the service
About a third of respondents indicated that they are putting in food scraps, however reported issues about smell and vermin, and about not obtaining end-product compost sometimes
A bit less than half indicated that they might be prepared to swap the weekly red bin service to fortnightly in exchange for a weekly FoGo service
About half respondents not having a FoGo service indicate that they compost at home, and a number place into the waste service
There was little interest shown by rural residents in having the Council set up a FoGo drop off service.

e-Waste

The Council has just distributed receptacles to collect small items of e-waste which are now banned from deposition into landfills. Larger e-waste items are accepted at Council Transfer Stations.

What we heard
The majority of respondents claim they have a good understanding of what e-waste is, and aware that it should not end up in a landfill
▪ They support that receival points continue to be at transfer stations, and to be established at Council offices and the library, at post offices, the Business Transaction Centre at Dunolly ▪ A number are dropping off e-waste at opportunity shops and charity outlets
Some suggested to have receival points at schools.

Ways to encourage re-use

The Federal government has now embraced what is known as the Circular Economy, moving away from a linear model of take-make-consume-throw-away pattern to a circular pattern which encourages products to be made and used time and time again.

What we heard
▪ The majority of respondents are prepared to contribute towards finding means to improve re-use and recycling products markets ▪ Most would be prepared to contribute around $20 per annum to achieve a suitable program of encouragement.

Waste management – residents and waste survey

Q1 Which township do you identify with? (e.g. Maryborough, Talbot, Mt Cameron etc)

Q2 How many people live in your household?

Q3 What are their ages?

- 0-9
- 10-19
- 20-29
- 30-39
- 40-49
- 50-59
- 60-69
- 70+

Q4 Do you have a kerbside bin service? (If answered no, the survey will take you to Question 16)

Q5 Tick the bins you have a kerbside collection for:

- Red (garbage)
- Yellow (recycling)
- Green (FOGO, Food Organics Green Organics)

Q6 If you do have a kerbside bin collection service, tick the bins you have received:

- Red (garbage)
- Yellow (recycling)
- Green (green waste and household organics)
- Other (please specify)

Q7 What size red-lidded garbage bin do you have?

- 80 litre (very small)
- 140 litre (small)
- 240 litre (large)

Q8 Are you happy with the red-lidded bin size?

Q9 Are you happy with the red-lidded bin service provided?

Q10 If answered no, can you explain why you are unhappy here?

Q11 Can you suggest how the waste collection (red-lidded bin) service might be improved?

- No
- Unsure
- If yes, please outline your suggestions here

Q12 Do you think you receive value that equates to the cost of receiving the red-lidded bin service?

Q13 When putting out your red-lidded garbage bin, how full is it usually

- Empty to a quarter
- Quarter to half
- Half to three quarters
- Three quarters to full

Q14 How often do you put out your red-lidded bin?

- Weekly
- fortnightly
- Monthly
- Every couple of months

Q15 Do you have a yellow-lidded bin (recycling)?

Q16 To the best of your knowledge, which bin would you place the following items into?

- Plastic bag
- Aerosol can
- Aluminium foil
- Plastic toy
- Polystyrene
- Battery
- Glass jar
- Chip packet
- Yoghurt container
- Clothing
- Pizza box
- Nappies
- Food scraps
- Cardboard
- Recycling bin
- Waste bin
- Not sure/neither

Q17 Are you happy with the yellow-lidded bin size?

Q18 Are you happy with the yellow-lidded bin service provided?

Q19 If no, can you briefly outline why you are dissatisfied here?

Q20 Do you think you receive value that equates to the cost of receiving the yellow-lidded bin service?

Q21 Can you suggest how the recycling collection (yellow-lidded) bin service might be improved (e.g. small bins at less cost, more or less frequently collected etc)

Q22 Can you briefly outline your suggestions here?

Q23 Have you ever found that you have to put any of your recycling into the red-lidded bin?

Q24 How often does this occur?

- Once a month
- After an event
- Most weeks
- Most fortnights
- Every week
- Every fortnight

Q25 When you put out your yellow-lidded bin, how full is it usually?

- Empty to a quarter
- Quarter to half
- Half to three quarters
- Three quarters to full

Q26 How often do you put out your yellow-lidded bin?

- Fortnightly
- Monthly
- Every couple of months

Q27 Do you have a lime green lidded bin service? If no, go to question 36

Q28 Are you happy with the lime-green lidded bin size?

Q29 Do you regularly put vegetable, table or meat scraps, bones and other similar foods into the lime-green lidded bin?

Q30 Can you see any issues about putting food scraps and other similar food materials into the lime-green lidded bin?

Q31 If answered yes, please outline any issues

Q32 If you have a fortnightly lime-green bin collection service and also a weekly red-lidded waste collection service, would you swap how often these bins are collected?

Q33 Please outline your reasons here:

Q34 If you don't have a lime-green bin service, how do you currently dispose of green and household food and organics material?

- Put into general waste (red) bin
- Compost at home
- Dispose of green, garden, food and organics on property
- Burn some or all of it
- Take to a transfer station
- Other (please specify)

Q35 If you dispose green and/or household organics at a transfer station, how often do you to this?

- Monthly or more often
- About every three months
- During spring mostly
- About once a year

Q36 Would you make use of a garden waste drop off service to an existing transfer station for a fee to cover the cost of such a service?

Q37 If a fee was to be charged for a garden waste drop-off service, would you be prepared to pay:

- $40 per cubic metre
- $40 to $60 per cubic metre
- More than $60 per cubic metre
- I would not be prepared to pay for such a service

Q38 If food, organics and garden waste materials were able to be consistently separated from the kerbside waste stream, how much do you think waste tonnage to landfill might be reduced from Central Goldfields?

- Less than 10 percent
- 10 to 20 percent
- 20 to 40 percent
- More than 40 percent

Q39 If you answered more than 10 percent, do you have any suggestions as to how such waste may be better diverted?

Q40 If you do not have any kerbside collection of waste or recyclable service, please tick the applicable boxes:

- I take it to a Council transfer station
- I have a private service collection arrangement
- I dispose of all my waste, green, garden and household organics on my property and recyclables to others
- Other (please specify)

Q41 If you do not have any kerbside waste collection service, would you be prepared to pay for a kerbside collection service to the vicinity of your property?

Q42 During the last 12 months, have you visited a transfer station situated within the Central Goldfields Shire?

Q43 If answered yes, please indicate where:

- Bealiba
- Carisbrooke
- Dunolly
- Talbot

Q44 How often did you visit the transfer station/s?

- Weekly
- Fortnightly
- Monthly
- Less often than monthly

Q45 How far did you travel to a transfer station?

- Less than 15 kilometres
- 16 to 30 kilometres
- More than 30 kilometres

Q46 Please indicate the following reasons for you to visit a transfer Station

- To deposit rubbish
- To deposit recyclables such as batteries, cardboard, paper glass, metals or wire, plastics, green waste etc
- To pick up items from the resale shop
- To pick up recycled compost bag/s
- To dispose of hard rubbish such as furniture, carpets, old toys, etc
- To dispose of timber
- To dispose of bricks or concrete
- To dispose of tyres
- Other (please specify)

Q47 Do you ensure that your load/s are separated into recyclables, green or household organics and waste rubbish?

Q48 Do you use the vouchers supplied by the Council to help offset the cost of disposal at the transfer station?

- Yes
- No

- Not aware of the vouchers

Q49 Are you happy with the services at the transfer station that you visited?

Q50 Are you aware of the existence of the resale shops at the transfer Stations?

Q51 When visiting a transfer station, do you have a look at what's for sale at the resale shop?

Q52 Have you ever visited a transfer station in Central Goldfields specifically to look an item at the resale shop?

Q53 How do you currently dispose of hard rubbish (e.g. furniture, fridges, broken or discarded toys, tools, etc)?

- Take them to a transfer station
- Take them to an op shop or charity
- Pay for private collection
- Have a garage sale
- Use the Council-arranged collection service by appointment using vouchers and/or payment
- I do not have any hard waste
- Other (please specify)

Q54 When considering a hard rubbish collection, what service would you prefer?

- The current voucher services offered by CGSC
- The current booking service of first and third Monday of each month for a Council contractor to collect
- A blanket once a year hard rubbish collection service paid for by all ratepayers as an extra charge through annual rates and charges
- Other (please specify)

Q55 Do you think you have a solid understanding of what should and what should not be placed in each kerbside collection bin (red, yellow and lime green lidded bins)?

Q55 Do you think you have a solid understanding of what should and what should not be placed in each kerbside collection bin (red, yellow and lime green lidded bins)?

Q57 Do you have any suggestions about how Council might encourage the community to better understand what can be placed in which bins?

- Online education
- Funding local community groups to educate about better waste management
- Information through social media
- Videos on Council's website
- Information stands at community events
- A community festival about sustainability
- A hotline to about waste
- Other (please specify)

Q58 What is your assessment about the number and placement of street litter and street recycling bins the Council provides?

- Maryborough
- Carisbrook
- Talbot
- Dunolly
- Bealiba
- Moliagul
- Number and locations about right
- Not enough
- Too many
- Emptied often enough
- Not emptied enough
- In wrong location

Q59 When using street litter bi ns, what do you place in them?

- Wrappings
- Disposable coffee cups
- Food scraps
- Soft drink bottles
- Other bottles and containers
- Newspapers
- Cigarette butts
- Plastic bags
- Advertising material
- Household rubbish
- Dog droppings
- Other (please specify)

Q60 When using recycling bins, what do you place in them?

- Disposable coffee cups
- Soft drink bottles
- Other bottles and containers
- cardboard containers
- Newspapers
- Plastics
- Plastic bags
- Advertising material
- Household rubbish
- Other (please specify)

Q61 What are your thoughts about the number and placements of rubbish and recycling bins used at community events, which are directly supported by Council?

- Excellent
- Good
- Could be better
- Poor
- Not sure
- Other (please specify)

Q62 Have you noticed any litter and illegal dumping "hotspots"?

- Yes
- No
- If answered yes, please describe the location/s, what type of material was dumped and if it was reported?

Q63 If yes, did you report it to:

- Council
- EPA
- Parks Victoria
- Sustainability Victoria
- VicRoads
- Other (please specify)

Q64 Do you know what e-waste is?

Q65 Are you aware from 1 July 2019, e-waste will not be able to be accepted into any kerbside bin, street litter bin, or even landfill anywhere in Victoria?

Q66 Where should Central Goldfields Shire Council provide suitable locations to accept e-waste?

- Transfer stations (for larger items)
- Council's Customer Service Centre at 22 Nolan Street, Maryborough (for smaller items)
- Maryborough Regional Library (for smaller items)
- Post offices in townships (for smaller items)
- Other Council-owned buildings (please suggest which ones below)
- Schools
- Other (please specify)

Q67 Do you dispose of household products that contain chemicals?

- Yes
- No
- If yes, please specify what products:

Q68 Do you dispose of them:

- Into kerbside red-lidded bins
- Into kerbside yellow-lidded recycling bins
- Take them to a transfer station
- Other (please specify)

Q69 Are you aware of the DrumMUSTER program at Central Goldfields Shire Council?

Q70 If answered yes, what are the requirements of the program?

- Need to deposit containers at a transfer station
- Need to ask for containers to be picked up at the farm
- Need to rinse the containers at least once
- Need to rinse containers at least three times
- The containers do not need to be rinsed
- N/A

Q71 Would you be prepared to pay more to ensure more valuable materials that are currently deposited to landfills be diverted and better markets are built up to re-use the materials to be more sustainable?

Q72 If answered yes, would your household be prepared to pay an extra:

- $20 per year
- $50 per year
- More than $50 per year

Waste management – rural households survey

Q1 Which township do you identify with? (e.g. Maryborough, Talbot, Mt Cameron or on land that is not part of a settlement – please describe)

Q2 How many people live in your household?

Q3 What are the ages of your household? (Select as many as needed)

- Aged between 0-9
- Aged between 10-19
- Aged between 20-29
- Aged between 30-39
- Aged between 40-49
- Aged between 50-59
- Aged between 60-69
- 70+

Q4 If you do not have any kerbside collection of waste or recyclable service, please tick the boxes applicable to you:

- I take most of it to a Council transfer station
- I have a private service collection arrangement
- I dispose of all my waste, green, garden and household organics on my property
- Other (please specify)

Q5 If you do not have a kerbside waste collection service, would you be prepared to pay the annual charge of $153.90 for a waste collection service to the vicinity of your property?

Q6 If you do not have any kind of kerbside recycling collection service, would you be prepared to pay the annual charge of $137.70 for a recycling collection service to the vicinity of your property?

Q7 If you do not have a lime green bin service, how do you dispose of green and household organics?

- Compost at home
- Burn some or all of it
- Take to a transfer station
- Feed it to my animals
- Other (please specify

Q8 How often do you dispose of green and/or household organics materials at a transfer station?

- Monthly or more often
- About every three months
- During spring mostly
- About once per year
- I do not dispose of it at a transfer station

Q9 Do you think the garden and household organics (lime green-lidded) bin service should be extended to your property for an annual charge of $68.70?

Q10 Would you use a garden waste drop off service to take green waste to an existing transfer station for a fee?

Q11 If a fee was to be charged for a garden waste drop-off service, would you be prepared to pay:

- $40 per cubic metre
- $40 to $60 per cubic metre
- More than $60 per cubic metre
- I would not be prepared to pay for such a service

Q12 During the last 12 months, have you visited a transfer station situated within the Central Goldfields Shire?

Q13 If answered yes, please answer the following: Please indicate which transfer station/s you have visited?

Q14 How often do you visit the transfer station/s?

- Weekly
- Fortnightly
- Monthly
- Less often than monthly

Q15 How far did you travel to a transfer station?

- Less than 15 kilometres
- 16 to 30 kilometres
- More than 30 kilometres

Q16 Which is the furthest distance you would be prepared to travel to a transfer station?

- Less than 15 kilometres
- 16 to 30 kilometres
- More than 30 kilometres

Q17 Please indicate the following reasons for you to visit a transfer Station

- To deposit rubbish
- To deposit recyclables such as batteries, cardboard, paper glass, metals or wire, plastics, green waste etc
- To pick up items from the resale shop
- To pick up recycled compost bags
- To dispose of hard rubbish such as furniture, carpets, old toys, etc
- To dispose of bricks or concrete
- To dispose of timber
- To dispose of tyres
- Other (please specify)

Q18 Do you ensure that your load/s are separated into recyclables, green or household organics and waste rubbish?

Q19 Do you have any of the vouchers supplied by the Council to help offset the cost of disposal at the transfer station?

- Yes
- No
- Not aware of the vouchers

Q20 Are you happy with the services at the transfer station that you Visit?

Q21 If answered no, can you list why you were not happy, and at which transfer station/s?

Q22 Are you aware of the existence of the resale shops at the Transfer Stations?

Q23 When visiting a transfer station, do you have a look at what's for sale at the resale shop?

Q24 Have you ever visited a transfer station in Central Goldfields to specifically look for something that might be offered for sale at a resale shop?

Q25 How do you currently dispose of hard rubbish (e.g. furniture, fridges, broken or discarded toys, tools, etc)?

- Take them to a transfer station
- Take them to an op shop or charity
- Pay for private collection
- Have a garage sale
- use the Council-arranged collection service by appointment using vouchers and/or payment
- I do not have any hard waste
- Other (please specify)

Q26 Are you aware of the DrumMUSTER program at Central Goldfields Shire Council?

Q27 If answered yes, what are the requirements upon those wishing to dispose of chemical containers through the program?

- Deposit containers at a transfer station
- Ask for containers to be picked up at the farm
- Rinse the containers at least once
- Rinse containers at least three times
- The containers do not need to be rinsed
- N/A

Q28 Would you be prepared to pay more to have a better waste sorting service, so more materials are diverted from landfill?

Q29 If answered yes, would your household be prepared to pay an extra:

- $20 per year
- $50 per year
- More than $50 per year

Q30 Do you have any other comments about the separation and re-use of materials going to landfill or disposed of by other means?

Waste management – commercial, industrial and enterprises survey

Q1 Describe the category of business that you conduct

- Commercial retail shop enterprise
- Large or major commercial retailer enterprise
- Industry (please describe below)
- Builder or allied trade
- Similar trading enterprise
- Other (if you selected industry, please type your answer here)

Q2 Where is your business located?

Q3 Do you currently dispose of some or all commercial, building or other industrial waste using a commercial skip bin service? If answered no, the survey will take you to Question 7

Q4 How big is the skip bin?

- Up to 1 cubic metre capacity
- 1 to 2 metres capacity
- 2 to five metres capacity
- Greater than 5 cubic metres capacity

Q5 How many skip bins on average are supplied and emptied to your enterprise?

- One
- Two
- Three
- If more than three, please specify

Q6 How often does this occur?

- Daily
- Weekly
- Monthly
- Every two to three months
- Every six months
- Less frequently

Q7 Do you currently dispose of some or all commercial, building or other industrial waste using the kerbside bin service provided by Council?

Q8 If yes, how many red-lidded kerbside bins (waste) are provided by Council?

- One
- Two
- Three
- Four
- More than four

Q9 If yes, how many yellow-lidded bins (recycling) are provided by Council?

- None
- One
- Two
- Three
- Four
- More than four

Q10 If you do not use a skip bin service, or dispose waste to a kerbside service, or dispose to a transfer station, how do you dispose of your waste?

Q11 Do you currently dispose of some or all commercial, building or other industrial waste by direct disposal to one of Council's transfer stations?

Q12 If answered yes, what material generally best describes the types of waste disposed of?

- General waste
- Recyclables
- A mix of general and recyclables
- Builder's waste
- Other (please specify)

Q13 If answered yes to question 10, how much material is disposed?

- Up to one cubic metre
- 1 to 2 cubic metres
- 2 to 5 cubic metres
- Greater than 5 cubic metres

Q14 How often do you dispose of your material?

- Daily
- Weekly
- Fortnightly
- Monthly
- Every two to three months

Q15 Do you find that access to a Council transfer station has:

- Adequate opening days
- Adequate hours during opening days
- Inadequate hours during opening days
- Adequate access to disposal points
- Inadequate access to disposal points
- Adequate access within the transfer station facility
- Inadequate access within the transfer station facility

Q16 Do you have any other comments about Council's transfer station/s?

Q17 What are your views about how your business may better separate recyclables from the waste stream?

Q18 How do you think Council may assist your business in better separation of recyclables?

Q19 If your business has a current skip bin service, is the frequency skip bin service:

- About right
- Not frequent enough
- Doesn't apply to our business

Q20 Is the collection frequency of Council's kerbside red bin (garbage) service:

- About right
- Not frequent enough
- Doesn't apply to our business

Q21 Is the collection frequency of Council's kerbside yellow bin (recycling) service:

- About right
- Not frequent enough
- Doesn't apply to our business

Q22 Would you be prepared to pay more to have a better waste sorting service, so more materials are diverted from landfill?

Q23 If you answered yes, would your business be prepared to pay an extra:

- $20 a year
- $50 a year
- More than $50 a year

Q24 How do you currently dispose of hard rubbish (e.g. furniture, fridges, broken or discarded toys, tools, etc)

- Take them to a transfer station
- Take them to an opportunity shop or charity
- Pay for private collection
- Have a garage sale
- Use the Council-arranged collection service by appointment using vouchers and/or payment
- I do not have any hard waste
- Other (please specify)

Q25 When considering a hard rubbish collection, what service would you prefer?

- The current voucher services offered by Council
- The current booking service of first and third Mondays of each month for a Council contractor to collect
- A blanket once a year hard rubbish collection service paid for by all ratepayers as an extra charge through your annual
- rates and charges
- Other (please specify)

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Document:	Waste Management Strategy 2020 - 2030
Title:	Waste Management Strategy 2020 - 2030
Project Manager:	Ron Potter, Manager Infrastructure
Authors:	Morag Anderson, RM Consulting Group Malcolm Styles, Principal, Engineering Management Styles
Synopsis:	This Waste Management Strategy reviews the waste management activities of Central Goldfields Shire Council and its goals for the next ten years. It establishes actions to achieve these goals. The views of the local community and other stakeholders were sought regarding Council's waste management services. These views have been used to inform the development of actions that ensure that the waste responsibilities of Council are met.

8.8 REVIEW OF THE COMMUNITY ENGAGEMENT FRAMEWORK

Author: **Manager Community Engagement**

Responsible Officer: **Chief Executive Officer**

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

SUMMARY/PURPOSE

The purpose of this report is to present a review of the effectiveness and practical operation of the Engaging Central Goldfields – Community Engagement Framework, adopted by Council in May 2018. In implementing the Framework, Council also appointed a Community Voices Panel in February 2019 and resolved to review the effectiveness of the panel after twelve months.

This report makes a number of recommendations to amend the Community Engagement Framework to further strengthen community engagement across the Shire.

LEGISLATION AND POLICY CONTEXT

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

Outcome:	Central Goldfields Shire is a proactive, well governed, professional and financially sustainable organisation.
4.2 Objective:	Provide effective and accessible community information and opportunities for community contributions to policy and program development.
Initiative:	Implement the Community Engagement Framework

Sections 55 and 56 of the proposed new Local Government Act require councils to adopt and maintain a community engagement policy by 1 March 2021 and includes a set of principles. There are specific requirements set out in the proposed act that must be complied with in developing the policy, and yet unknown regulations that may prescribe other requirements.

BACKGROUND INFORMATION

In May 2018 Council adopted the Engaging Central Goldfields: A Community Engagement Framework as part of the Central Goldfields Organisation and Governance Reform Program.

The Framework reinforced Council's commitment to strengthening and broadening its community consultation processes to improve decision-making and community inclusion and participation including the following engagement activities:

- Administrators available every Tuesday between 10 and 11am at the Community Hub for residents to access (by appointment)
- Quarterly listening posts in townships
- Administrators and Council staff available immediately following every Council Meeting

- A video summary of the outcome of Council Meetings posted on Facebook (average social media reach – 600 people)
- New Council website

The Community Voices Panel membership was endorsed by Council in February 2019 and consisted of a diverse range of community members as follows:

- Representation from every age group
- Broadly equal gender representation
- Membership from Bet Bet, Bromley Daisy Hill, Dunolly, Maryborough and Talbot
- People with a disability
- Representatives with a range of different interests

No nominations were received from community members with an Aboriginal and Torres Strait Island background and few applications were received from young people. Council resolved at the February 2019 Council Meeting to keep nominations open from these underrepresented groups. No subsequent applications have been received.

REPORT

The Community Engagement Framework has provided guidance for staff in undertaking a wide range of community consultation processes over the last two years summarised below:

Consultation	Time period	Level of engagement (IAP2)	Number of people engaged
Rating Strategy	March 2019	Consult	9 written submissions, 4559 reached on social media 54 online surveys
Carisbrook Levee	Ongoing	Involve	Carisbrook Flood Reference Group started with 5 community members as of February 2020 – 3 members.
Listening posts	Quarterly	Consult	Approximately 50 people attend each listening post round (eg. November 2019 listening posts attracted 55 people across 8 locations 9,676 reached on social media
Annual Budget	May 2019	Consult	2 written submissions 2847 reached on social media
Gordon Gardens Dunolly	Dec 18 – July 19	Involve	60-80 attended community workshops 3,375 reached on social media

Library Review	Nov 18 – Feb 19	Involve	442 Surveys 70-80 attended workshops
Skate Park	July 2019 – ongoing	Collaborate	30 attended first workshop in July, 2019 and 20 people attended second workshop in December, 2019 10,845 reached on social media
Occupancy Policy	June – Nov 2019	Involve	30 attended workshop 24 written submissions 2,833 reached on social media
Economic Development and Tourism Strategy	Oct – Dec 2019	Collaborate	Phase 1 52 attended workshops 70 online surveys 25 interviews 1,340 reached on social media
Carisbrook Recreation Reserve	2018-ongoing	Collaborate	Project Reference Group - 16 members (11 community members) 788 reached on social media
Aerodrome (including leases)	2018-ongoing	Consult	Site holders, Aero Club, DELWP, MAATS Ambulance Victoria
Fencing Policy	December 2019	Consult	Community Voices Panel - 3 responses received
Waste Strategy	July 2019	Consult	78 online surveys 40 people attended launch in July 2019 6,039 reached on social media
Emergency Animal Welfare Plan	2019	Empower	Integrated Municipal Emergency Management Planning Committee – 40 members
Energy Breakthrough Business Plan	January to July 2019	Empower Consult	Energy Breakthrough S86 Committee- 9 members, Operational Group – 11 members and Local Planning Committee - 68 Survey distributed to 290 EB Volunteers and 56 respondents
Municipal Heatwave Plan	2019	Empower	Integrated Municipal Emergency Management Planning Committee – 40 members

Maryborough Integrated Water Management Plan		Involve	2 workshops held approximately 50 attendees across the two workshops 1,247 people reached on social media
Community Support Policy	June – Aug 2019	Consult	11 community groups informed 3 community groups attended an information session
Community Planning Project	October 2019 – ongoing	Collaborate	1,003 people to date involved in listening posts, surveys, drop in sessions and community workshops 14,672 reached on social media
Active Living Census	May, 2019	Consult	1,176 survey respondents
Community Satisfaction Survey	February/March 2019	Consult	500 phone interviews

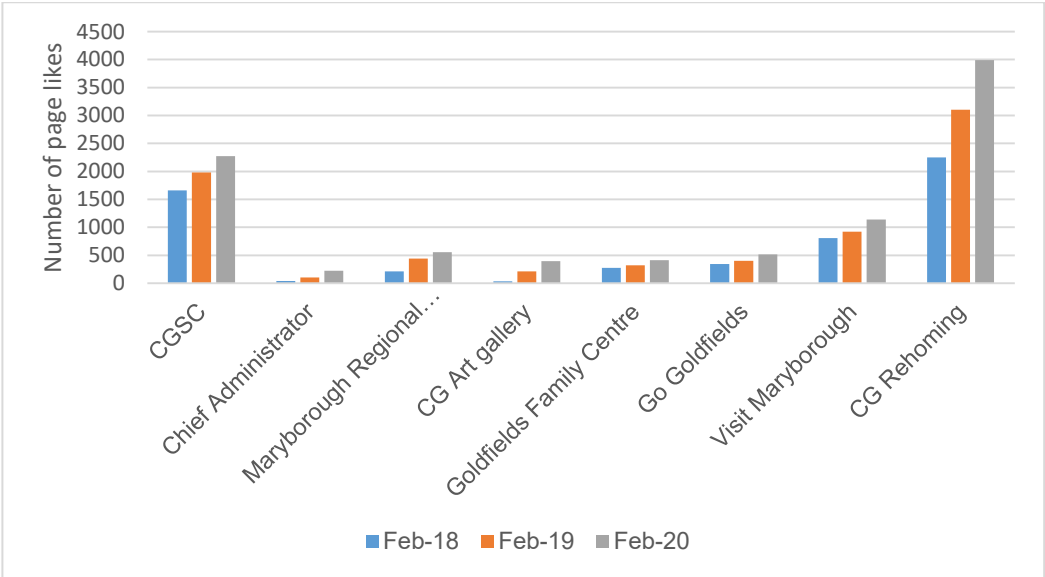
Total: 4,500 people engaged and 43,549 people reached on social media.

Social media trends

Platform	**Insights as at February, 2020** *(page reach and engagement figures based Jan to Feb, 2020)*	**Insights as at February 2019**	**Insights as at February 2018**
Central Goldfields Shire Council Facebook Page	2,274 likes 2,409 follows 14,200 page reach 12,200 post engagements	1,981 likes	1,663 likes
Central Goldfields Shire Twitter	445 followers	Not available	Not available
Central Goldfields Shire Council Linked In	441 followers	Not available	Not available
Central Goldfields Shire Chief Administrator Noel Harvey Facebook page	226 likes 246 follows 16,100 page reach 3,748 post engagements	104 likes	38 likes *(*page created in October 2018)*

Maryborough Regional Library Facebook page	555 likes 581 follows 2,656 page reach 401 post engagements	439 likes	211 likes
Central Goldfields Art Gallery Facebook page	396 likes 419 follows 738 page reach 207 post engagements	211 likes	34 likes *(*page created March 2018)*
Goldfields Family Centre Facebook page	411 likes 426 follows 3,058 page reach 2,200 post engagements	321 likes	276 likes
Go Goldfields Facebook page	515 likes 558 follows 969 page reach 263 post engagements	401 likes	342 likes
Visit Maryborough Facebook page	1,141 likes 1,213 follows 3,216 page reach 1,145 post engagements	923 likes	807 likes
Central Goldfields Rehoming Facebook page	3,992 likes 4,107 follows 14,000 page reach 6,827 post engagements	3,105 likes	2,251 likes

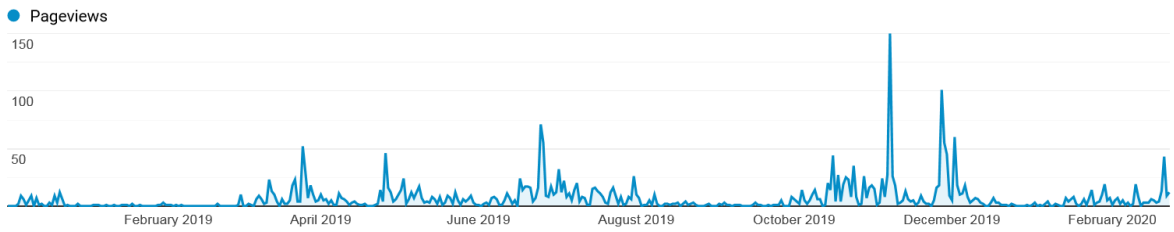
A graph, illustrating the growth of each of Council's facebook pages from the period February 2018 to February 2020 is provided below:



Website statistics:

From December, 2018 to February, 2020 there have been 2,944 page views to the Have your Say page on Council's website.

A graph, illustrating page visits from the period 1 December, 2018 to February 2020 is provided below:



Levels of engagement

From the above summary, it is evident that the objectives of the Community Engagement Framework are being met as outlined on page 7 of the Framework:

Council will engage:

- *To help make decisions on current and emerging issues*
- *On all major Council Plans, Strategies and Policies*
- *When it is a statutory, legislative or regulatory requirement*

Community Engagement Methods

The summary also demonstrates that there has been a level of engagement across the IAP2 spectrum of Inform, Consult, Involve, Collaborate and Empower. And using a range of methods including workshops, community meetings, forums, submissions, on-line and paper surveys, drop in sessions, school workshops, business forums, mail outs, advisory committees, working groups, focus groups, face to face interviews and social media.

Community Engagement Resources

As outlined in the Framework, Council's new website has a page dedicated to engagement activities titled Have Your Say. This provides information and key dates on current engagement activities and links to online surveys. There is an opportunity to purchase an additional Community Consultation module for the current website to improve functionality. The module would make current consultations easier to navigate along with the opportunity to use discussion pages, blog posts, and provide timelines. There is also a section for closed consultations which would provide a full summary of the engagements that have taken place.

The framework notes that Council will have a Community Engagement Toolkit (supported by training) and Engagement Champions. A toolkit hasn't been developed to date with engagement processes supported by the Community Engagement team and consultants. It is intended that a toolkit be developed in 2020. Internal Engagement Champions were not formally appointed however the Managers Group have been leading and championing engagement with their teams and have recently taken on Champion roles for each of the community plans. In addition, the organisation has developed a new set of values that include *Community and Customer Focussed* and *Collaborative and Inclusive.* These values reflect

that the whole organisation is focussed on engaging with the community, and is now “how we do things around here”.

A community voice panel was appointed in February 2019. Given the extent of community engagement undertaken over the last 18 months, it has been difficult to identify specific issues or processes to engage the panel with. The panel has been invited to participate in all general surveys and were specifically engaged on the Draft Rating Strategy, 2030 Community Planning project and the Draft Fencing Strategy. One member of the panel has written to Council concerned that there has been limited involvement of the panel since its appointment.

Given the above assessment, changes to the Community Engagement Framework recommended at this time are:

- remove the Central Goldfields Engagement Champions section
- include the new Organisation Values in the document to demonstrate Council’s commitment to working collaboratively with the community
- Refine internal engagement processes so that engagement concepts can be tested on Community Voices Panel before wider community and identify opportunities for Voices Panel to be engaged with independently
- Consider the purchase of the community consultation module for Council’s current website to improve accessibility and expand engagement methods

FINANCIAL & RESOURCE IMPLICATIONS

Costs for community engagement workshops and forums are where relevant budgeted for in each project, print advertising of engagement activities are included in Council’s weekly advertisement in the Advertiser, and additional advertising in local newsletters on local issues is budgeted for within Council’s overall advertising budget. Council’s website cost is approximately $40,000 per annum. The website can be upgraded to provide additional engagement functionality at a cost of $10,000 per annum.

The main cost of Community Engagement is staff time to plan, organise, attend and facilitate workshops, forums and working groups supported by the Community Engagement Team.

RISK MANAGEMENT

Community engagement ensures that projects, plans and strategies meet the community’s needs, and well informed decisions are made by Council.

CONCLUSION

Council has undertaken significant engagement with the community since the adoption of the Engagement Framework in May 2018 – with a range of engagement methods being used.

This is to be further enhanced through a range of actions including; the development of a tool kit; potential addition of the community consultation module to Council’s website; and the refinement of internal engagement processes to better utilise the Community Voices Panel. Another review of the Community Engagement Framework, including the Community Voice Panel and membership, should be undertaken in another 12 months.

ATTACHMENTS

1. Engaging Central Goldfields – Community Engagement Framework 2018

RECOMMENDATION

That Council

1) *note the review of the Community Engagement Framework and*
2) *Endorse the recommended changes to the Community Engagement Framework*

CENTRAL GOLDFIELDS SHIRE COUNCIL

Engaging Central Goldfields

A Community Engagement Framework

"More inclusive, better outcomes"

Strategy Owner: Governance
Creation Date: 22 May 2018 (Adopted by Council)
Revision Date: May 2021

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Introduction:

Central Goldfields Shire is made up of many diverse communities in townships as well as rural and semi-rural locations. It is important that Council listen to and understand the aspirations, values and needs of these communities in order to ensure Council can make informed decisions and continue to support these communities into the future. As the Shire grows, the diversity of lifestyles, interests and needs is also increasing and this means that listening to the new voices in the community will also be important.

This Community Engagement Framework reflects Central Goldfields Shire's commitment to engaging with the community, and other local and regional stakeholders, to ensure that all voices are heard, including those that are harder to reach. We believe that fostering transparent, inclusive and meaningful engagement is central to the delivery of high quality services and infrastructure. By working more closely with the community and stakeholders, we aim to facilitate a cultural shift to make decisions that are more informed and reflect the broad views and ideas of the people of Central Goldfields Shire. This will lead to better outcomes for all.

Overview:

Community Engagement Framework
Advisory Committees
(Expert and interest group advice)
Current Issues
(Responses to community issues as they arise)
Consultation Toolkit
(Methods: surveys, forums, website)
Community Panel
(Database of interested community members)
Principles of Engagement
Informed Decisions

What is Community Engagement

Community engagement is a key role of local government - working with communities to make more informed decisions. Community engagement will inform Central Goldfields Shire Council on community views, attitudes, aspirations and concerns.

Community Engagement:

- Assists Council in decision making.
- Covers a wide variety of Council-community connections and interactions, ranging from:
    - Information sharing through community consultation
    - Community development initiatives
    - Active participation in government policy development and its decision-making processes
- Is the process of purposeful and timely information exchange between the Council and the community.
- Relies on active and constructive participation from the community and Council.
- Can use a range of methods – including survey, media releases, meetings, listening posts, social media etc. One method is not better or less than the other.
- Needs to be meaningful and respectful with all community members provided with an opportunity to participate in community consultation.
- Is constantly evolving and changing, and we need to keep pace with these changes. This will enable us to engage with as many residents as possible.
- Can be a statutory requirement in some instances.

Purpose of the Framework

The purpose of the Framework is to:

1

Inform the community about our approach to community engagement and encourage the community to become involved.

2

Improve the nature of decision making and help strengthen the relationship Council has with the community, as well as other stakeholders.

3

Recognise diversity within the community and incorporate this into the planning of engagement activities.

4

Enable a consistent, transparent and high quality approach to the planning and undertaking of community engagement.

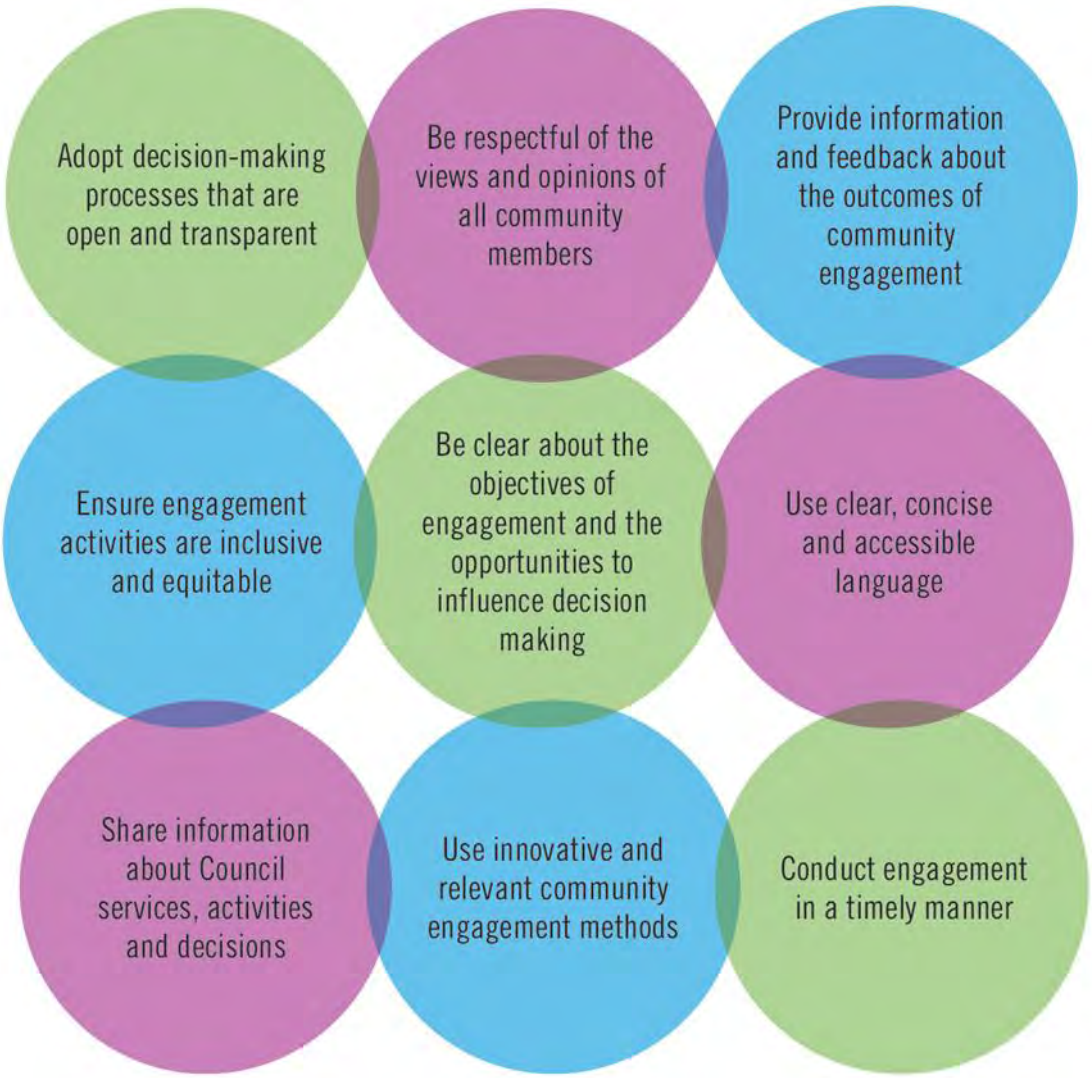
5

Provide guidance to officers, Councillors and community on our consultation principles, methods and resources.

Community Engagement Principles

Central Goldfields Shire Council has adopted the following principles to underpin how we engage with the community. These principles will help us to improve service delivery, identify and respond to changing local needs and maintain an ongoing dialogue with our diverse community members.

WE WILL:



Who We Engage

Community: Individuals or groups who may be affected by or who have an interest in Council decision making. The community includes but is not limited to: residents, business owners, rate payers, community groups and clubs, or those who work or participate in leisure activities in the Shire.

Stakeholders: Organised groups and organisations who may be affected by or who have an interest in Council decision making. Stakeholders include but are not limited to: State and Federal governments, businesses, not-for-profit organisations, other local governments and service providers.

Harder to Reach: There are some people and groups who may find it more difficult to participate in engagement activities and are often referred to as 'hard to reach'. For example, those from minority groups or with limited personal resources such as homeless people, teenagers, newly arrived and people with a disability. The circumstances of each individual within these groups will vary and engagement approaches should be adapted accordingly.

When We Engage

Community engagement is considered invaluable in the way it enhances Council's capacity to make well-informed, accepted and sustainable decisions. It does not however, replace the final decision-making power of Councillors or the CEO. The results of community engagement activities will also be balanced against the evidence provided by professional staff.

Council will engage:

- To help make decisions on current and emerging issues
- On all major Council Plans, Strategies and Policies
- When it is a statutory, legislative or regulatory requirement

Council may not be able to engage widely:

- When timeframes and methodology have been predetermined by other levels of government
- Where other levels of government are leading the consultation. Where possible, Council will support this consultation
- When an immediate response is required, such as in response to an emergency.

Levels of Engagement

Council has adopted the IAP2's Public Participation Spectrum which has five levels of engagement. The level of participation defines the public's role in any community engagement program and is determined based on the goals, time frames, resources and levels of concern in the decision to be made. The table below demonstrates how we will work and engage with the community at each level and provides some local examples.

Community Engagement Methods

There are a broad range of methods Council can use when engaging with the community and other stakeholders. Some of these will be new methods, such as the use of online forums, and others will have been used for many years already. While not an exhaustive list, the following are some of the methods that can be used:

- Workshops, community meetings and local events.
- Stakeholder meetings and forums.
- Public exhibitions and submissions.
- Central Goldfields Shire website and social media channels.
- A dedicated online forum.
- Community and stakeholder reference groups.
- Advisory Committees and Steering Committees.
- Drop-in sessions.
- School workshops.
- Business forums.
- Surveys - on-line and paper-based.
- Mail-outs and signage.
- Customer service counters.
- Community Liaison Groups.
- Stakeholder interviews.
- Media releases and newspaper advertisements.

Council may choose to use one or several of these techniques when consulting on a project or policy. One method is not better than another but the aim is to choose the method which most effectively engages with the impacted communities.

Community Engagement Resources

The following suite of resources are available to support implementation of the Engaging Central Goldfields Framework:

Community Engagement Principles

The community engagement principles underpin all our engagement work and promote a consistent understanding of our approach to community engagement for staff and the community.

Central Goldfields Shire Website

The Central Goldfields website will provide a central space for the sharing of information about community engagement opportunities across Council; providing updates, a consultation register and key dates.

Community Engagement Toolkit

This toolkit provides practical advice and templates to help Council staff to identify relevant engagement methods and plan and deliver the most appropriate community engagement activities. This is supported by internal training.

On-Line Communications Policy

This policy outlines the responsibilities of Council staff, Councillors and Contractors with regard to on-line media usage in an official capacity.

Central Goldfields Engagement Champions

Internal Community Engagement Champions promote community engagement and support their teams in carrying it out. Central Goldfields Engagement Champions are enthusiastic about improving community engagement practices and are engaged with current social media. These Champions reflect the diversity of Council and assist to promote community engagement across Council activities.

Training is provided for the Central Goldfields Engagement Champions.

Central Goldfields Community Voice Panel

The Community Voice Panel is a database of people with an interest in the decision-making of Central Goldfields Shire Council. They provide Council with insights into community sentiments and support for existing or proposed policies, programs and services.

The Community Voice Panel is regularly invited to complete surveys, and from time to time to participate in face-to-face engagement activities on important issues affecting our community.

The Community Voice Panel will be recruited through an expression of interest process on the Council website and social media. Membership will be representative of the broad Central Goldfields community and include people from a range of ages, household types, geographic locations and cultural backgrounds.

Members will need to declare any real or potential conflicts of interest and may choose to opt out at any time.

Advisory Committees

Advisory Committees consist of representatives from Council, community, government, community groups and other stakeholders. They provide expert advice, feedback and recommendations to Council on specific issues.

Examples of these committees are: The Audit and Risk Advisory Committee, and Township Tree Advisory Committees.

Community Engagement Resource Library

Current and best practice community engagement activities, resources and information is available to all Council staff. This is maintained by the Community Engagement Team.

Note: Council will ensure that information is available in accessible formats. All Central Goldfields Shire Council consultation documents will meet the Web Content Accessibility Guideline (WCAG) by June 2019.

Monitoring and Evaluation

Community engagement activities will be monitored for effectiveness through both qualitative and quantitative measures including:

- Number of community engagement activities conducted.
- Participation numbers
- Informal and formal feedback captured from participants.
- Online engagement activity, including number of visitors, demographic information of visitors, document downloads, video views and comments.
- Social media statistics.

Responsibilities

All Central Goldfields Shire Council Officers are responsible for implementing the Community Engagement Framework, however some teams have specific responsibilities:

The Senior Leadership Team has overall responsibility for delivering the Community Engagement Framework.

The Governance Team is responsible for leading and facilitating Council's Community Engagement Framework. They will:

- Maintain the Community Engagement Resource Library
- Support the Internal Central Goldfields Engagement Champions
- Develop and maintain the Community Engagement Toolkit
- Coordinate the Community Voice Panel
- Actively promote community engagement across Central Goldfields Shire
- Support engagement activities
- Providing and supporting ongoing training
- Promoting community engagement as part of Central Goldfields Shire Council's continuous learning commitment, including staff reward systems.

The Communications Department is responsible for:

- Working with departments to formulate clear and effective media strategies to leverage good engagement outcomes
- Providing Content Management System Training and support for a decentralised website management system in partnership with Council's Web Reference Group and consistent with Council's Style Guide
- Developing, maintaining and improving organisational standards with regard to social media usage for engagement purposes
- Facilitating the provision of electronic platforms that assist with embedding community engagement practices in all Council activities

8.9 RISK MANAGEMENT POLICY AND STRATEGIC RISK REGISTER

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 the Updated Risk Management Policy and draft Strategic Risk Register to Council for adoption.

The purpose of this Risk Management Policy is to establish a consistent approach to managing risk at Council. The policy aims to ensure consistency of informed management decision making and the subsequent alignment of management and operational resources.

A Strategic Risk Register has been developed to ensure that strategic risks are identified and assessed.

LEGISLATION AND POLICY CONTEXT

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

Outcome:	Central Goldfields Shire is a proactive, well governed, professional and financially sustainable organisation.
Objective 4.3	Provide leadership in governance and Council decision making

BACKGROUND INFORMATION

Council's Risk Management Policy was last updated in February 2016 and is due for review. Council currently does not have a Strategic Risk Register. A Strategic Risk Register has been developed to ensure that strategic risks are identified and assessed; the effectiveness of existing controls for each risk is determined and risk treatment options are identified and monitored.

REPORT

Council's Risk Management Framework has been established to provide a foundation or structure to integrate the governance and accountability components that will be used to manage risk throughout the organisation. It includes components such as:

- Risk Appetite Statement
- Risk Management Policy
- Strategic Risk Register
- Operational Risk Register
- Business Continuity Plan
- Audit and Risk Committee

- Occupational Health and Safety Committee
- Internal and External Audit programs
- Key risk management policies.

Council's Risk Management Policy has been reviewed and updated in the first step of ensuring that Council's Risk Management Framework is up to date and fit for purpose.

The updated Risk Management Policy has been expanded to include sections in relation to:

- Risk appetite
- Risk reporting
- Risk assessment
- Risk controls
- Risk management framework
- Risk matrix.

Having a more robust Risk Management Policy ensures that Council staff and the community understand the priority and focus Council puts on risk management as part of its operations.

A Strategic Risk Register has been developed. The development of this register commenced with a workshop between the Administrators, the Executive Management Team, the Manager Governance Property and Risk and a risk expert from Council's internal auditor AFS. This group identified the key risk across Council and the community and allowed for the identification of 12 strategic risks:

- Business continuity
- Community wellbeing
- Government policy changes
- Climate change and adaptation
- Financial sustainability
- Information management and protection
- Property and assets
- Governance
- Legislative compliance
- Community engagement
- Staff and service delivery
- Theft, fraud and crime

This draft Strategic Risk Register provides a summary of the current strategic risks affecting Council, including the existing controls in place for each risk, and the risk treatment plan to further reduce the likelihood and impact of each risk on Council and the community.

Following adoption by Council of the updated Risk Management Policy and the draft Strategic Risk Register, the operational Risk Register and Risk Management Procedures will be reviewed and updated. The finalisation of these matters will ensure that Council's Risk

Management Framework is current and reflects the current risk environment in which Council operates and will enable several items on the outstanding actions from prior audit recommendations register to be marked as complete.

.

CONSULTATION/COMMUNICATION

The updated Risk Management Policy and Strategic Risk Register have been developed with the Executive Management Team, Administrators and Audit and Risk Committee.

At its meeting on 2 March 2020, the Audit and Risk Committee, having reviewed the updated Risk Management Policy and draft Strategic Risk Register, recommended to Council that it adopt both documents.

FINANCIAL & RESOURCE IMPLICATIONS

The updating and development of these documents has been completed by Council staff within operational budgets.

RISK MANAGEMENT

The updating and development of these key risk documents in Council's Risk Management Framework will allow Council to better understand the key risks to the organisation and development treatment plans to mitigate these risks.

CONCLUSION

The updated Risk management Policy and draft Strategic Risk Register have been developed and reviewed by the Executive Management Team, Administrators and the Audit and Risk Committee. It is recommended that these documents be adopted by Council.

ATTACHMENTS

1. Updated Risk Management Policy
2. Draft Strategic Risk Register

RECOMMENDATION

That Council adopt the Risk Management Policy and Strategic Risk Register.

Risk Management Policy

Category:	Governance
Adoption:	Council Date:……
Review Period:	Annually
Responsible Manager:	General Manager Corporate Performance
Doc ID	322420

1. Purpose

The purpose of this Risk Management Policy is to establish a consistent approach to managing risk at the Central Goldfields Shire Council ('Council'). This policy outlines the requirements and responsibilities for Council, Councillors, Council staff, volunteers, contractors and special committees and emphasises that the 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. 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.

This policy is applicable to all Council processes including:

- Strategic planning;
- Human Resource Management;
- Financial Management;
- Project Management; and
- All other areas of decision making.

In applying this policy across the whole organisation is it intended that all material legal and business risks are captured including operational, environmental, compliance (including safety), strategic, ethical conduct, reputation, technology, product or service quality, human and financial reporting.

3. Policy

Risk management is a key governance and management function and Council is proactive in its approach to risk management, balancing the cost of managing risk with anticipated benefits, and undertakes contingency planning in the event that critical risks are realised.

Council has an obligation to continually reduce risk to its employees, residents and visitors.

Risk can take many forms, including any circumstances where there is a potential for the organisation to suffer loss and / or be incapable of meeting its objectives. Every decision made should incorporate the principles of risk management.

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.

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”.

Council recognises the benefit of risk management. It is recognised that each Councillor, Council staff, volunteers, contractors and special committees manage risk every day. A formal approach to risk management will deliver benefits in the form of:

- Increased likelihood of achieving Council’s strategies;
- Increased stakeholder confidence;
- Improved resource planning;
- Effective financial management;
- Effective management and service delivery;
- Increased health and safety in the workplace;
- Regulatory compliance.

The reason that these important core benefits are realised through improved risk management is that risk processes enhance decision making under varying levels of uncertainty. The greater the uncertainty and the more important the decision the greater the benefit of a risk-based approach to decision making.

3.1. Risk Appetite

Council’s “appetite” for risk is documented via a Risk Appetite Statement. The Risk Appetite Statement is developed with Council and the Audit and Risk Committee. The Risk Appetite Statement is adopted by Council as the owner of the Risk Appetite Statement. Its intent is to communicate to all Council, Councillors, Council staff, volunteers, contractors and special committees Council’s expectations of acceptable risk taken by staff in day-to-day roles. It covers the extent of risk Council is prepared to take in pursuing objectives as well as documenting risk tolerances, being the specific maximum risk that Council is willing to take, for areas of material risk such as safety, reputation and compliance.

3.2. Risk Matrix

Council's risk appetite is translated into a Risk Matrix (see Appendix 1) which contains risk criteria defining consequence and likelihood levels for use in organisation wide risk assessments and forms the basis for risk reporting. Any risk identified as high or extreme through Council's risk assessment processes or the review of Council's risk registers must be reported to EMT. If EMT was not involved in the identification of the risk, EMT and the Manager Governance, Property and Risk must undertake analysis of the new risk identified as high or extreme and, if warranted, develop risk treatments in conjunction with the relevant staff.

The key consequence categories for measuring risk at Council are:

- Safety – physical and psychological impacts on Council staff, volunteers and contractors and visitors to Council facilities;
- Reputation – the effect on Council's reputation with the community and its key stakeholders that could subsequently impact Council's business objectives;
- Financial – any impacts whether to revenue, costs, loss of capital or loss of opportunity;
- Organisational objectives – constraints, restrictions and impediments to achieving business objectives.

The likelihood criteria are designed to provide granularity to the risk criteria so that risk can be prioritised based on risk level.

3.3. Risk reporting

Risk reporting is required to keep Council, the Audit and Risk Committee and management informed as to whether risks to Council objectives or areas of material risk are tracking within risk tolerances as well as the progress on risk treatments agreed for managing material risks to the business. There is the potential for the organisation to suffer loss and be unable to achieve its objectives if risk is not monitored and managed effectively.

3.4. Risk Assessment

Risk assessment is the process of identifying, analysing and evaluating risks. Risk assessments should be conducted utilising the Council Risk Assessment Form (see Risk Management Procedures).

3.5. Risk Controls

Risk controls are internal controls put into place to manage material risks to Council. Examples include management expenditure limits, passwords to access computer systems, and requirements for two approvals on banking transactions.

3.6. Risk Management Framework

Council's Risk Management Framework has been established to provide a foundation or structure to integrate the governance and accountability components that will be used to manage risk throughout the organisation. It includes components such as:

- Risk Appetite Statement
- Risk Management Policy
- Strategic Risk Register
- Operational Risk Register
- Business Continuity Plan
- Audit and Risk Committee
- Occupational Health and Safety Committee
- Internal and External Audit programs
- Key risk management policies:
    - Delegations, including financial delegations;
    - Corporate Purchase Card Policy;
    - Councillor and Advisory Committee Member Support and Reimbursement of Expenses Policy;
    - Councillor Code of Conduct;
    - Staff Code of Conduct;
    - Disposal or Sale of Council Assets and Land Policy;
    - Risk Management Procedure;
    - Prevention of Fraud and Corruption Policy;
    - Managing Conflicts of Interest for Council staff;
    - Managing Conflicts of Interest for Councillors and Council Committee members;
    - Managing Gifts Benefits and Hospitality for Council staff;
    - Managing Gifts Benefits and Hospitality for Councillors and Committee members;
    - Procurement Policy.

4. Roles and Responsibilities

4.1. Council

Council is responsible for the oversight of the organisation's approach to risk management. This includes the following:

- Setting Council's Risk Appetite and approving the Risk Management Policy;
- Adopting the Strategic Risk Register; and
- Appointing and overseeing the Audit and Risk Committee.

4.2. Audit & Risk Committee

Council's Audit and Risk Committee is responsible for providing oversight to Council's risk management and ensuring Council's risk are controlled and monitored by:

- Enhancing the credibility and the objectivity of the financial reporting of Council;
- Supporting the identification and management of material risks of Council;
- Advising Council on systems and processes designed to ensure compliance with relevant laws and regulations and consideration of best practice guidelines;
- Advising Council on the establishment, effectiveness and maintenance of controls and systems to safeguard financial and physical resources, and mitigate risks that may adversely affect achievement of Council objectives;
- Advising Council on the establishment, effectiveness and maintenance of controls and systems to safeguard its governance obligations and promote a culture of accountability and transparency;
- Advising Council on the systems and processes which protect against fraud and irregularities.

4.3. Executive Management Team (EMT)

EMT is responsible for:

- Identifying strategic and operational risks;
- The design, implementation and maintenance of internal controls;
- Ensuring appropriate assurance processes are in place to provide assurance to the Audit and Risk Committee and Council;
- Ensuring the internal control framework is appropriate for Council and is effective;
- Ensure managers identify, assess and ensure effective control of operational risks, including review and reporting;
- Ensure managers and coordinators use information from risk identification, assessment and treatment in decision-making and allocation of resources.

4.4. Managers

Managers are 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. This includes:

- Championing risk management;
- Assisting in identifying strategic and operational risks;
- Identifying, assessing and reviewing risks;
- Ensuring effective control of operational risks, including recording; identifying and implementing treatments;
- Ensuring coordinators and other staff use information from risk identification, assessment and treatment in decision-making and allocation of resources.

4.5. Manager Governance Property and Risk

- Lead the development, implementation and review of Risk Management Policy and Procedure and supporting processes and systems;
- Maintain the Strategic Risk Register and Risk Register;
- Provide reports on risk management to EMT, the Audit and Risk Committee and Council.

4.6. All staff

All Staff are responsible for assisting in the identification and management of material risks within their area of activities including complying with the Risk Management Procedures.

5. 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.

6. Related Policies and Procedures

- Strategic Risk Register
- Risk Management Procedure
- Risk Register

7. Relevant Legislation and Guidelines

- Local Government Act 1989
- AS/NZS ISO 31000:2018

APPENDIX 1 – RISK MATRIX

CONSEQUENCE		Financial ($)	Financial (Other)	Service Delivery	Regulatory / Legal	Health & Safety	Social & Environmental	Political / Public Impact	LIKELIHOOD: HIGHLY IMPROBABLE	RARE	OCCASIONAL	LIKELY	CERTAIN
									Only occur in exceptional circumstances. Within the realms of possibility but extremely unlikely to occur. Occurs once in 10 years.	Could occur at some time but is unlikely (very occasionally happens).	Might occur at some time (occasionally happens). Would not surprise if risk event occurred, and will probably occur at some time in the coming 2 to 5 years.	Will probably occur (frequently occurs). A risk event is likely to occur more than once in the next 12 months.	Is expected to occur. High likelihood of risk event happening several times within the next year.
	EXTREME	More than $3,000,000	Could not be managed within corporate budget.	Activity / event / service would never be carried out again. Undetermined prolonged suspension of service, additional resources required.	Breach of core legislation / regulation / core contracts confirmed - serious long term implications including possible loss of licence, accreditation or funding. Serious, wilful breach, criminal negligence, dismissal, ministerial censure.	Multiple fatalities or extensive long term injuries. Worst case loss. Significant exposures not insured.	Long term and long lasting effects 10 years +	National media coverage, high level headline. Ministerial issues. Ministerial censure. Loss of credibility. Civil and criminal action.	**Medium**	**High**	**High**	**Extreme**	**Extreme**
	MAJOR	$1,000,001 - $3,000,000	Significant re-working of corporate budget including cuts to items.	Most success measures threatened or one severely affected. Prolonged suspension of service, additional resources required.	Serious breach of legislation / regulation / contracts with significant sanctions anticipated. Deliberate breach, gross negligence, formal action required, and ministerial involvement.	Severe health crisis. Very high loss to organisation. More than 3 months loss of time.	Medium to long term effects 5 – 10 years	Local or State media coverage, repeated exposure, unresolved complexities with ministerial involvement. Subject to political criticism.	**Medium**	**Medium**	**High**	**High**	**Extreme**
	MODERATE	$100,001 - $1,000,000	Minor re-working of corporate budget or significant re-working of divisional budget.	Some success measures affected with considerable effort to rectify. Medium tern temporary suspension - backlog cleared with additional resources.	Minor breach of legislation / regulation / contact detected, with possibility of sanction. Able to resolve by negotiation / rectification of issue. .	Significant injury or mental health issue involving medical or other treatment or hospitalisation. Between 2 weeks and 3 months loss of time.	Moderate short term effects 2-5 years	Sustained non-headline exposure, slow resolution, ministerial enquiry or briefing. Local political issues. Moderate impact on reputation.	**Low**	**Medium**	**Medium**	**High**	**High**
	MINOR	$20,000 - $100,001	Some re-working of divisional budget.	Success measures able to be achieved with some effort. Short term temporary disruption - backlog cleared in less than a day.	Change of regulatory / contractual non-performance or breach. No sanctions expected. Breach easily remedied. Breach, objection or complaint lodged, minor harm with investigation.	Some medical treatment or physiological support required. Medium loss to organisation. Up to 2 weeks in loss of time.	Minor short term effects 6 months – 2 years	No headline exposure, fault, settled quickly, negligible impact.	**Low**	**Low**	**Medium**	**Medium**	**High**
	INSIGNIFICANT	Less than $20,000	Financial impact easily manageable within divisional budget.	Minor or no impact on level of service or operating efficiency. Able to be rectified using management processes.	Little or no impact. No breach of legislation / contracts. Innocent procedural breach, evidence of good faith.	First aid only. Minimal loss to organisation.	Minor effects with no lasting impact	Client / public complaints. Not at fault, no impact.	**Low**	**Low**	**Low**	**Medium**	**Medium**

HOW TO USE THIS RISK MATRIX	ESCALATION REQUIRED	
1. What **type of risk** might occur? (Financial, Service Delivery, Regulatory / legal, Health & Safety, Political/Public ….)	**Extreme**	Council attention needed.
2. What are the **possible consequences** of this risk? (Insignificant, Minor, Moderate, Major, Extreme)	**High**	Executive Management Team attention needed.
3. What is the **likelihood** of the risk occurring? (Rare, Unlikely, Possible, Likely, Expected)	**Medium**	Management attention needed.
4. The **risk rating** is where the likelihood and consequence intersect. **Record** the risk rating in the risk register.	**Low**	Manage by specific monitoring or response procedures.

Strategic Risk Register - 3 March 2020

Risk	Risk description	Council Plan Linkage	Existing Controls	Likelihood	Impact	=	Risk based on existing controls	Risk treatment plan	Risk Lead
Business continuity	Failure to plan adequately for the impacts of a disruption to Council's normal operating environment	4.1	Business Continuity Plan Internal Audits Service Planning 2018 Policy Update: - Information and Communication Technology Use - Information and Communication Technology Security - Records Management	**Occasional**	**Minor**		**Medium**	NBN upgrade Open Office Update Business Continuty Plan and Disaster Recovery Plan IT Strategy Update Rural Transformation Project Review of resourcing Implementation of Pulse for corporate reporting and registers and project management Policy review of all IT policies	GMCP
Community Well-being	Failure to recognise and manage the impact of changing social and economic conditions on the community	1.1 1.2 1.3 1.4 1.5 1.6 1.7 1.8	Municipal Health and Wellbeing Plan Disability Action Plan Collaborative Table and Go Goldfields Walking and Cycling Strategy Loddon Campaspe Digital Plan Community Support Policy	**Likely**	**Major**		**High**	All ages and all abilities plan (combining early years and aging plans) Emergency Management Plan Recreation Strategy Economic Development Strategy Reconciliation Action Plan Volunteer Strategy Library Strategy Community Plans Advocacy	GMCW
Government policy changes	Change in government policy &/or funding resulting in significant impact on the delivery of critical services	4.1	Memberships to professional organisations Staff training Delegations Participation in regional working groups	**Likely**	**Minor**		**Medium**	Implementation of Pulse for corporate reporting and registers	GMCP
Climate change - adaptation	Failure to appropriately respond to or prepare for the impacts of climate change	3.3 3.5	Emergency Management Plan Heat Wave Plan Central Victorian Greenhouse Alliance Solar Panel Project Cool It Street Tree Project Working in adverse weather conditions policy Flood and drainage plans Intergrated Water Management Planning	**Certain**	**Moderate**		**High**	Economic Development and Tourism Strategy Climate Change Adaptation Plan Implementation of flood and drainage plans Maryborough Flood Study	GMIAP
Financial sustainability	Failure to maintain our long term financial sustainability	4.3	Annual budget PowerBudget Procurement Policy 2018 Policy Update: - Corporate Purchase Card Policy - Prevention of Fraud and Corruption Policy - Councillor and Advisory Committee member suport and reimbursement of expenses policy	**Occasional**	**Moderate**		**Medium**	Long Term Financial Plan Service Plans Asset Management Plans 10 year captial works plan Rural Transformation Project Implementation of Pulse for project management	GMCP
Information management and protection	Failure to keep up with technology trends and to provide efficient, reliable, secure technology systems to support the delivery of council services	4.1 4.2	MagiQ Business Continuity Plan Internal Audit on Records Management and Information Privacy 2018 Policy Update: - Information and Communication Technology Use - Information and Communication Technology Security - Records Management	**Occasional**	**Minor**		**Medium**	Updating of Records Management Policy Implementation of new phone system NBN upgrade Open Office Update Business Continuty Plan and Disaster Recovery Plan IT Strategy Update Rural Transformation Project	GMCP

Strategic Risk Register - 3 March 2020

Risk	Risk description	Council Plan Linkage	Existing Controls	Likelihood	Impact	=	Risk based on existing controls	Risk treatment plan	Risk Lead
Property and Assets	Failure to maintain, renew and expand our assets in a timely and robust way, that considers service and delivery needs	3.1 3.2 3.3 3.4 3.5	Asset Management Framework Asset Management Plans	**Likely**	**Major**		**High**	Asset Management Plans Long Term Financial Plan Community Plans	GMIAP
Governance	Failure to transparently govern and embrace good governance practices	4.1 4.3	Staff Code of Conduct Councillor Code of Conduct Councillor training and induction Governance policies and processes Conflict of Interest Gift and Benefits Risk Management Policy Internal Audit Audit and Risk Committee Delegations Conflict of Interest training 2018 Policy Update: - Prevention of Fraud and Corruption Policy - Councillor and Advisory Committee member suport and reimbursement of expenses policy - Managing Gifts Benefits and Hospitality for Councillors and Committee members Policy - Managing Gifts Benefits and Hospitality for staff Policy - Managing Conflicts of Interest for Councillors and Committee members Policy - Managing Conflicts of Interest for staff Policy - Strategic Document and Procedure Guidelines - Privacy Policy	**Occasional**	**Minor**		**Medium**	Risk Management Procedure Policy Review Corporate Compliance Calendar New Local Government Bill Implementation of Pulse for corporate reporting and registers	GMCP
Legislative compliance	Failure to manage our compliance with relevant legislative requirements	4.1 4.3	Risk Management Policy Internal Audits Audit and Risk Committee Delegations LGPRF Organisational Restructures Mandatory annual corporate training - E-Learning FOI Training Conflict of Interest Training	**Occasional**	**Minor**		**Medium**	Risk Management Procedure Policy Review Corporate Compliance Calendar Open Office Regulatory Software Rural Transformations Business Case Review of resourcing New Local Government Bill Further training for staff	GMCP
Community engagement	Inadequate stakeholder management or engagement impacting brand reputation and community satisfaction in Council decision making	4.2	Community Engagement Framework Listening Posts Community Voice Panel Updated website Customer Service Charter Social Media Range of strategies being developed through community engagement	**Occasional**	**Minor**		**Medium**	Community Planning Review of website Review of Community Voice Panel	CEO

Strategic Risk Register - 3 March 2020

Risk	Risk description	Council Plan Linkage	Existing Controls	Likelihood	Impact	=	Risk based on existing controls	Risk treatment plan	Risk Lead
Staff and service delivery	Failure to provide leadership and HR practices required to recruit, retain and train a high performing workforce	4.4	EBA PDP's Mandatory annual corporate training - E-Learning Police Checks Probation Period Policy 2018 Policy Update: - Staff Code of Conduct - Higher Duties Policy - Learning and Development Policy - Respectful Workplace Policy - Staff Recruitment and Selection Policy - Outside of work activities Policy - Staff Handbook - Alcohol and other drugs in the workplace Policy - Child Safe Policy - Flexible Working Arrangements Policy - Managing Staff Grievances Policy - Performance Development and Planning Policy - Performance Management and Discipline Policy - Staff Health and Wellbeing Policy	**Occasional**	**Minor**		**Medium**	Study Leave Policy HRIS system Additional training for staff Improving Councils induction process Developing new values and behaviours Refurbishing staff accomodation to create a better work environment New technology Review resourcing	GMCP
Theft, fraud and crime	Failure to prevent fraud and corruption risks	4.1 4.3	Protected Disclosure Policy and Procedure Delegations Codes of Conduct Internal Audits Audit and Risk Committee Mandatory annual corporate training - E-Learning Procurement Policy 2018 Policy Update: - Purchasing Card Policy - Prevention of Fraud and Corruption Policy - Councillor and Advisory Committee member suport and reimbursement of expenses policy - Managing Gifts Benefits and Hospitality for Councillors and Committee members Policy - Managing Gifts Benefits and Hospitality for staff Policy - Managing Conflicts of Interest for Councillors and Committee members Policy - Managing Conflicts of Interest for staff Policy - Strategic Document and Procedure Guidelines - Privacy Policy - Disposal or Sale of Assets and Land Policy	**Rare**	**Minor**		**Low**	Additional training for staff Developing new values and behaviours	GMCP

8.10 CHIEF EXECUTIVE OFFICER'S PERFORMANCE REVIEW

Author: **Chief Administrator**

Responsible Officer: **General Manager Corporate Performance**

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

SUMMARY/PURPOSE

The purpose of this report is to consider the Chief Executive Officer's annual performance review.

Council is required by the Local Government Act 1989 to have a Chief Executive Officer, and is also responsible for the management of the Chief Executive Officer.

LEGISLATION AND POLICY CONTEXT

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

Outcome:	Our Organisation
4.3 Objective:	Provide leadership in governance and Council decision making
Initiative:	Develop and implement a cultural change program to develop a high performing customer focussed organisation

BACKGROUND INFORMATION

Section 94 (1) of the Local Government Act 1989 states as follows:

"A Council must appoint a natural person to be its Chief Executive Officer."

Council appointed Lucy Roffey as its Chief Executive Officer (CEO) at a Special Meeting of Council on 23 January 2018.

Lucy Roffey commenced as Council CEO on 5 March 2018.

Chief Executive Officer Recruitment, Performance and Recruitment Review Advisory Committee

Council has a Chief Executive Officer Recruitment, Performance and Recruitment Review Advisory Committee. The Committee comprises three Councillors and an independent person, as set out in the Committee's Terms of Reference.

The Committee's role is to undertake important statutory and contractual obligations in regard to the employment, performance and recruitment related functions of the Chief Executive Officer. These functions include the annual performance review, annual salary review and performance goal setting in regard to the Chief Executive Officer, in accordance with the Chief Executive Officer's contract of employment and the Act.

All functions performed by this Advisory Committee will be done for the purpose of advising and assisting the Council in the performance of their obligations both under the Employment

Contract of the Chief Executive Officer and in accordance with Sections 94 and 97A(1) of the Act. All functions of this committee will be done under the guidance of an independent person to ensure a level of independent oversight.

The Terms of Reference of the Chief Executive Officer Recruitment, Performance and Recruitment Review Advisory Committee states as follows:

2.7. The Committee will carry out the following in order to achieve the objectives set:

2.7.1. Performance Assessment

2.7.1.1. In conjunction with the Independent Person, undertake an annual assessment of the Chief Executive Officer's performance in accordance with the provisions of the Chief Executive Officer's contract of employment taking into account the Key Performance Criteria for the relevant year;

2.7.1.2. Provide a recommendation to Council on the Chief Executive Officer's Performance Assessment.

2.7.2. Remuneration Review

2.7.2.1. In conjunction with the Independent Person, review the Chief Executive Officer's remuneration package annually in accordance with the contract of employment, and within one month of the performance review being conducted.

2.7.2.2. The remuneration review must have regard to the following:

- *The previous year's performance assessment*
- *The extent of any increase over the preceding 12 month period of the consumer price index (All groups Melbourne)*
- *Comparative salary assessment data, such as market rates for comparative roles*
- *The acquisition and satisfactory utilisation of new or enhanced skills if beneficial or required by the Council*

2.7.2.3. Provide a recommendation to Council on the Chief Executive Officer remuneration review including recommended changes to salary and/or any changes to the conditions of employment for the Chief Executive Officer.

2.7.3. Development of Annual Performance Criteria

2.7.3.1. In conjunction with the Chief Executive Officer and with the guidance of the independent person, annually develop key result areas (known as Key Performance Criteria) to deliver the key priorities of the Council Plan, and other methods that will be used to assess the Chief Executive Officer's future performance and to meet the expectation of Council;

2.7.3.2. Provide a recommendation to Council on the establishment of the annual Key Performance Criteria of the Chief Executive Officer.

REPORT

Council invited expressions of interest from experienced external practitioners to assist with the conduct of the CEO's performance review and appointed Lydia Wilson from Lydia Wilson Consulting as the independent person to guide the Administrators with undertaking the performance review.

Council has received from the independent person the following documents:

1. Minutes of the Chief Executive Officer Recruitment, Performance and Recruitment Review Advisory Committee – CONFIDENTIAL
2. CEO Performance Review – CONFIDENTIAL
3. CEO Remuneration Review - CONFIDENTIAL

CONSULTATION/COMMUNICATION

The independent person conducted a series of meetings with the Administrators as part of the performance review.

FINANCIAL & RESOURCE IMPLICATIONS

The cost of the review was covered by the existing budget.

RISK MANAGEMENT

Undertaking this review ensures that Council meets its obligations with regard to the requirements of the Chief Executive Officer's employment contract.

CONCLUSION

The annual review of the Chief Executive Officer's performance has been undertaken in accordance with the process outlined in the terms of reference of the Chief Executive Officer Recruitment, Performance and Recruitment Review Advisory Committee. Council congratulates the Chief Executive Officer on a successful twelve months in a challenging environment.

ATTACHMENTS

1. Minutes of the Chief Executive Officer Recruitment, Performance and Recruitment Review Advisory Committee – CONFIDENTIAL
2. CEO Performance Review – CONFIDENTIAL
3. CEO Remuneration Review – CONFIDENTIAL

RECOMMENDATION:

That Council:

1. *Receives the:*
    - *Minutes of the Chief Executive Officer Recruitment, Performance and Recruitment Review Advisory Committee.*
    - *CEO Performance Review*
    - *CEO Remuneration Review*
2. *Adopt the recommendations contained in the CEO Remuneration Review.*

8.11 FEBRUARY FINANCIAL REPORT

Author:	**Acting 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 Council on its financial performance for the year to date and how it is tracking against the adopted budget.

LEGISLATION AND POLICY CONTEXT

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

Outcome:	Central Goldfields Shire is a proactive, well governed, professional and financially sustainable organisation.
4.1 Objective:	Ensure the financial sustainability of Council through efficient and effective delivery of services.
Initiative:	Review budget and financial reporting processes to improve monitoring of financial performance.

Section 138(1) of the Local Government Act 1989 requires a statement, comparing the budgeted revenue and expenditure with the actual revenue and expenditure to date, to be presented to the Council at least every three months.

BACKGROUND INFORMATION

This finance report is provided for the year to 28 February 2020 and does not include results for Council's Section 86 Committees such as the Tullaroop Leisure Centre that are consolidated within the annual financial report at year end.

REPORT

The monthly financial report comprises the following:

- Operating Statement;
- Balance Sheet;
- Statement of Changes in Equity;
- Cash Flow Statement;
- Statement of Capital Works
- Rate and General Debtor Information;

- Investment Schedule.

Operating Statement

The operating result, for the year to date as at 28 February 2020 is a surplus of $3.43 million. Income is at $23.38 million compared to a budgeted income of $25.81 million, an unfavourable variance to budget of 9.4%. This variation is mainly due to the:

- timing of year to date budgeted grant revenue including:
    - Carisbrook drainage mitigation construction grant of $600,000,
    - budgeted bridge renewal program grant revenue of $500,000 anticipated for Porteous Road Wareek Bridge replacement in March following completed works in January,
    - Maryborough Skate Park grant funding of $460,000 not proceeding in 2019-20 with application submitted for $250,000 grant in 2020-21 and 2021-22,
    - Go Goldfields grant revenue of $450,000 not yet received with $250,000 received in January and February, a further $250,000 anticipated to be received in 2019-20 (including $200,000 carried forward from 2018-19) and $400,000 anticipated to be carried forward to 2020-21,
    - Maryborough Outdoor Pool Living Heritage grant application unsuccessful $300,000 and reforecast at the December quarter budget review. Opportunity to consider in 2020-21 application round with Council's contribution of $350,000,
    - Maryborough Sport & Leisure Centre upgrade project grant of $280,000 (including $172,000 received in advance in 2018-19 and $108,000 anticipated in March 2020), and
    - Maryborough Sport & Leisure Centre accessibility grant $150,000 (including $108,000 received in advance in 2018-19 and $43,000 anticipated on completion in July 2020), and
    - Community Planning project grant $73,500 ($17,000 received in January, a further $32,000 anticipated in 2019-20 and 41,000 in 2020-21).

  This is offset by:

    - Fixing Country Roads renewal grant funding of $558,000 for Majorca Road, Burke Street, Rodborough Road and Avoca Road Stage 2, claimed earlier than anticipated in February.

- Internal charges for use of Council plant and vehicle below budget $208,000 due to timing of road works resulting in lower utilisation of plant, and
- budgeted Go Goldfields Ten20 Data Management contribution of $75,000 no longer available.

Expenditure is at $19.95 million compared to budgeted expenditure of $20.53 million, a favourable variance of 2.8% for the year to date. The variation is primarily attributable to the:

- timing of expenses below budget, including:
    - transport expenditure below budget of $478,000, including unsealed roads maintenance, sealed roads maintenance, bridges and culverts maintenance, line marking, pathways maintenance, asset condition assessments and plant operating expenses,
    - waste disposal expenditure of $308,000, due partly to timing of expenses and lower waste volumes.
    - employee costs of $355,000, relating to payment of Council's Workcover premium and long service leave earlier than anticipated., and
    - Dunolly Deledio Reserve Concept Plan $84,700.

Statement of Financial Position

Council's equity position has increased from 30 June 2019 by $3.43 million to $323.67 million, due to:

- $3.18 million higher rates and charges receivables,
- $1.53 million lower current creditors,
- $1.55 million lower borrowings,

This is offset by:

- $0.97 million lower Cash and Other Financial Assets, and
- $1.58 million lower non-current assets.

Rates and charges Receivables has increased by $3.18 million due to rates and charges levied in August and the remaining fourth rate instalment is due on 31 May 2020.

Other Financial Assets has decreased by $3.00 million to $7.25 million due to matured short term deposits transferred to cash to meet budgeted operational requirements and the unbudgeted redemption of a $1.50 million loan on 4 November 2019. This loan is budgeted to be refinanced during 2019-2020. Refinancing is not currently required due to Council's strong cash flow position, so will be deferred until June 2020.

Creditors has decreased by $1.53 million to $1.97 million and includes the Fire Services Property Levy (FSPL) which totalled $1.05 million at 28 February 2020. This balance includes arrears, however, excludes the FSPL Concession (which effectively reduces the payable amount). Council's second instalment for 2019-2020 of $195,000 was paid in December 2019.

Statement of Changes in Equity

Council has not budgeted to make any transfers to reserve during the 2019-2020 year.

Cash Flow Statement

The balance of cash and investments as at 28 February 2020 is $11.10 million, which includes $7.25 million in short-term deposits.

Council's cash position is $1.79 million unfavourable to budget at 28 February 2020, due to:

- $1.65 million higher operating payments mainly due to reduced trade payables,
- $1.50 million unbudgeted redemption of loan borrowings,
- $1.20 million lower Recreation receipts mainly due to capital grant funding not received,
- $0.77 million lower Transport receipts mainly due to capital grant funding not received, and offset by $558,000 Fixing Country Roads capital grant funding received earlier than budgeted,
- $0.46 million lower debtor rates and charges receipts,
- $0.35 million lower Community receipts mainly due to project grant funding not yet received, and
- $0.22 million lower Waste and Environment receipts mainly due to higher outstanding garbage charge debtors.

This unfavourable variance is offset by:

- $2.28 million lower payments for capital works, and
- $1.99 million higher cash balance at the beginning of the financial year,

Future cash flows are being monitored closely to enable completion of scheduled works and to meet recurrent obligations, as well as ensuring surplus funds are invested to generate maximum interest revenue.

Capital Works Statement

The 2019-2020 budget included a capital works budget of $9.88 million across property, plant and equipment and infrastructure asset classes.

As at 28 February 2020, Council had expended $2.97 million in capital works, an unfavourable year to date variance of $2.28 million. The variance is due to the majority of capital works completed in the first quarter of the year being carry forward projects from the previous financial year and timing issues relating to completion of budgeted works, including:

- Civic centre building upgrade $472,800 and works,
- Rodborough Road stabilisation $440,600,
- Porteous Road Wareek Bridge replacement $421,300 completed in January,
- Majorca Road renewal $125,500 completed in February,
- Seals renewal reseals $357,400,
- Avoca Road Talbot renewal and upgrade Stage 2 Part 1 $229,300,
- Vehicle replacement $158,500,
- Burke Street Renewal $94,300, and
- Major patches $71,700.

All of these works are expected to be completed by year end.

This is offset by timing of capital works expenses above budget relating to:

- Stage 1 Avoca Road upgrade works design $199,100 carried forward works from 2018-19, and
- Rural unsealed road renewal completed over budget by $47,300.

Receivables Summary

The Rate Debtor balance at 28 February 2020 is $4.37 million (excluding FSPL), which is $268,000 or 7% higher than this time last year with the fourth and final rate instalment due on 31 May 2020.

The level of arrears is lower than the same time last year at 12.8% following the payment in full due date on 15 February 2020 (14.4% as at February 2019). Those ratepayers with arrears are progressed for additional debt collection action in accordance with Council's Debt Collection Policy.

The Other Debtors balance totals $1.23 million which is $548,000 or 81% higher than this time last year, and mainly relates to an increase in sundry debtors, including claims for capital grant funding.

Operating and Cash Flow Budget Amounts

Council's budget forecast for 2019-2020 has been divided into monthly amounts. While every attempt is made to accurately predict when income and expenditure will occur and phase budgets appropriately, Council should make allowances for variations in these monthly budget allocations throughout the year. This is especially true for receipt of non-recurrent Government grants and completion of capital and large maintenance works which can be planned but not proceed due to a variety of issues including variable weather.

The monthly year-to-date (YTD) operating budget forecast amounts should be used to indicate budget position rather than an absolute result for each month.

CONSULTATION/COMMUNICATION

Nil required to this report.

FINANCIAL & RESOURCE IMPLICATIONS

The financial statements were prepared internally by Council officers.

It is proposed that Council transfer $170,000 of the capital works budget allocated for Seals Renewal Reseals in 2019-20 to undertake new works required for the Baringhup Road pavement rehabilitation. The Seals Renewal Reseals forecast is a decrease from the adopted 2019-20 budget of $624,500 to a forecast of $454,500.

RISK MANAGEMENT

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

CONCLUSION

The financial position to the end of February 2020 does not highlight any issues for concern, however is impacted by the following:

- timing of grant revenue,
- waste disposal expenditure below budget,
- transport expenditure below budget,
- internal charges for use of Council plant and vehicles below budget,
- timing of employee costs below budget,
- timing of the Dunolly Deledio Reserve Concept Plan, and
- delivery of the capital works program.

Rate Debtor balances will continue to be monitored with debt collection action to be undertaken in accordance with Council's Debt Collection Policy.

Surplus funds have been partially used to redeem loan borrowings of $1.5 million in November. The balance of surplus funds are being reinvested to ensure interest earnings are maximised.

ATTACHMENTS

1. 28 February 2020 Financial Report

RECOMMENDATION

That Council:

1. *transfer $170,000 of the capital works budget allocated for Seals Renewal Reseals in 2019-20 to new works required for the Baringhup Road pavement rehabilitation; and*

2. *receives and notes the attached 28 February 2020 Financial Report showing progress against the budget*.

CENTRAL GOLDFIELDS SHIRE

Operating Statement

For Period 1 July 2019 to 29 February 2020

	Actual Year to Date $	Budget Year to Date $	Variation on Budget	% Variation	Annual Budget $
Revenues					
Community	614,813	1,029,524	(414,711)	(40.3%)	**1,195,982**
Health & Human Services	2,982,596	2,969,235	13,361	0.4%	**4,284,112**
Economic Development	580,417	644,764	(64,347)	(10.0%)	**1,050,484**
Culture & Heritage	171,202	163,101	8,101	5.0%	**168,165**
Recreation & Leisure	48,213	1,249,886	(1,201,673)	(96.1%)	**1,255,402**
Transport	1,755,554	2,527,096	(771,542)	(30.5%)	**5,171,860**
Waste & Environment	3,336,945	3,303,929	33,016	1.0%	**3,324,265**
Administration	394,038	470,502	(76,464)	(16.3%)	**583,106**
Rates	12,016,916	11,962,142	54,774	0.5%	**11,958,810**
Financial Assistance Grants	1,478,098	1,521,348	(43,250)	(2.8%)	**2,028,469**
Profit/(Loss) on sale of Fixed Assets	(162)	(31,000)	30,838	(99.5%)	**(46,500)**
	23,378,630	**25,810,527**	**(2,431,897)**	**(9.4%)**	**30,974,157**
Expenditures					
Community	1,330,653	1,410,775	(80,122)	(5.7%)	**2,023,683**
Health & Human Services	2,808,906	2,866,546	(57,640)	(2.0%)	**4,299,874**
Economic Development	1,682,122	1,620,850	61,272	3.8%	**2,189,214**
Culture & Heritage	543,778	531,006	12,772	2.4%	**815,554**
Recreation & Leisure	1,922,891	2,060,064	(137,173)	(6.7%)	**3,103,944**
Transport	5,695,130	6,173,125	(477,995)	(7.7%)	**9,247,695**
Waste & Environment	1,926,897	2,274,650	(347,753)	(15.3%)	**3,411,986**
Administration	4,035,708	3,592,929	442,779	12.3%	**5,205,278**
	19,946,085	**20,529,945**	**(583,860)**	**(2.8%)**	**30,297,228**
Surplus/(Deficit) on operations	3,432,545	5,280,582	(1,848,037)	(35.0%)	**676,929**

CENTRAL GOLDFIELDS SHIRE

Balance Sheet as at

	30-Jun-2019	28-Feb-2020
	$	$
Current Assets		
Cash	1,824,473	3,847,288
Other Financial Assets	10,250,000	7,250,000
Receivables	3,349,430	6,530,636
Inventories	119,115	38,461
Non-current assets held for resale	245,223	245,223
Other assets	217,029	22,689
Total Current Assets	**16,005,270**	**17,934,297**
Current Liabilities		
Creditors	3,503,102	1,969,509
Borrowings	3,846,793	2,295,216
Provisions	2,660,766	2,665,975
Total Current Liabilities	10,010,661	6,930,700
NET CURRENT ASSETS	**5,994,610**	**11,003,597**
Non-Current Assets		
Land Under Roads	381,486	381,486
Land & Buildings	44,758,066	43,921,454
Plant & Machinery	3,900,686	3,599,525
Furniture & Equipment	370,528	283,206
Infrastructure	263,365,806	260,040,682
Artwork Collection	222,683	225,183
Library Bookstock	329,036	329,036
Works in Progress	1,287,316	4,258,591
Total Non-Current Assets	**314,615,607**	**313,039,164**
Non-Current Liabilities		
Other Liabilities	88,798	88,798
Borrowings	38,520	38,520
Provisions	241,650	241,650
Total Non-Current Liabilities	368,969	368,969
NET ASSETS	**320,241,247**	**323,673,792**
Equity		
Accumulated Surplus	126,070,443	129,502,988
Reserves	194,170,804	194,170,804
TOTAL EQUITY	**320,241,247**	**323,673,792**

CENTRAL GOLDFIELDS SHIRE

Statement of Changes in Equity

For the period ended 29/2/2020

	Accumulated Surplus	Reserves	Total
Balance at beginning of period	**126,070,443**	**194,170,804**	**320,241,247**
Adjustments due to changes in accounting policies	0	0	0
	126,070,443	194,170,804	320,241,247
Increase/(Decrease) in net assets resulting from operations	3,432,545	0	3,432,545
Transfers to reserves	0	0	0
Transfers from Reserves	0	0	0
Balance at end of period	**129,502,988**	**194,170,804**	**323,673,792**

CENTRAL GOLDFIELDS SHIRE

Cash Flow Statement

For the period ended 29/2/2020

	Actual Year to Date Inflows/ (Outflows)	Budget Year to Date Inflows/ (Outflows)
Cash flows from operating activities		
Payments		
Community	(1,290,418)	(1,370,801)
Health & Human Services	(2,787,489)	(2,846,171)
Economic Development	(1,657,561)	(1,596,549)
Culture & Heritage	(491,114)	(478,602)
Recreation	(1,454,452)	(1,592,406)
Transport	(4,343,726)	(2,569,770)
Waste & Environ	(1,837,145)	(2,185,158)
Administration	(3,836,636)	(3,407,771)
	(17,698,540)	(16,047,228)
Receipts		
Community	680,438	1,029,524
Health & Human Services	2,982,596	2,969,235
Economic Development	580,417	644,764
Culture & Heritage	171,202	163,101
Recreation	48,213	1,249,886
Transport	1,755,554	2,527,096
Waste & Environ	2,697,455	2,914,974
Administration	811,933	470,502
Debtors/Rates	9,459,383	10,443,332
FSPL collected/paid	524,451	0
Grants Commission	1,478,098	1,521,348
	21,189,740	23,933,762
Net cash inflow/(outflow) from operating activities	3,491,200	7,886,534
Cash flows from investing activities		
Proceeds from Sale Fixed Assets	67,337	310,000
Payments for Capital Works	(2,971,273)	(5,254,787)
Net cash inflow/(outflow) from investing activities	(2,903,936)	(4,944,787)
Cash flows from financing activities		
Financing costs	(12,873)	(81,096)
Repayment of loan borrowings	(1,551,577)	(51,576)
Net cash inflow/(outflow) from financing activities	(1,564,450)	(132,672)
Net increase (decrease) in cash	(977,185)	2,809,076
Cash at beginning of the financial period	12,074,473	10,083,127
Cash at the end of February	11,097,288	12,892,203

CENTRAL GOLDFIELDS SHIRE COUNCIL

Statement of Capital Works

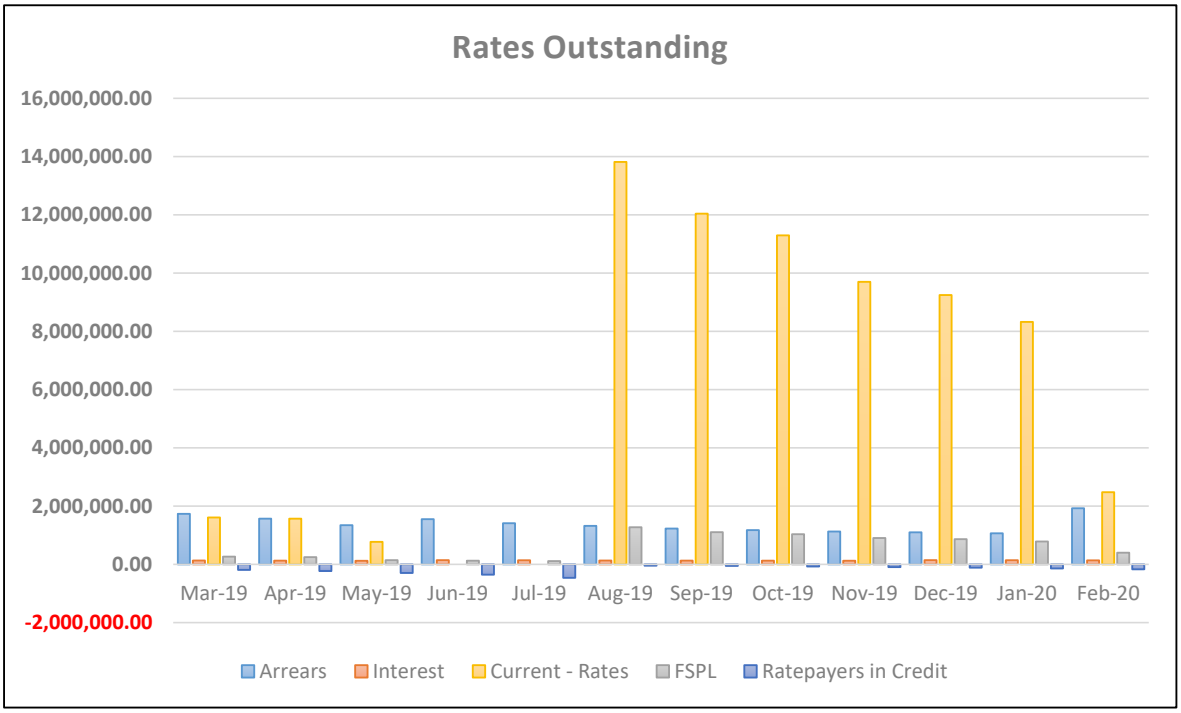
For the period ended 29/2/2020

	Annual Budget 2019-2020	Budget Year to Date	Actual Year to Date	Variance Act v Budget YTD
Property				
Land	111,000	76,004	117,127	41,123
Land Improvments	13,000	13,000	208	(12,792)
Buildings	2,160,000	1,017,166	559,702	(457,464)
Total property	2,284,000	1,106,170	677,037	(429,133)
Plant and equipment				
Plant, machinery and equipment	792,000	224,000	65,527	(158,473)
Fixtures, fittings and furniture	215,000	143,331	186,496	43,165
Total plant and equipment	1,007,000	367,331	252,023	(115,308)
Infrastructure				
Roads	3,399,545	2,436,967	1,372,888	(1,064,079)
Bridges and major culverts	850,000	850,000	376,061	(473,939)
Pathways	176,000	130,000	34,126	(95,874)
Drainage	1,117,000	128,665	105,385	(23,280)
Parks, Open Space & Streetscapes	657,000	112,000	81,608	(30,392)
Car Parks	180,000	-	-	-
Other Infrastructure	212,000	123,666	72,145	(51,521)
Total infrastructure	6,591,545	3,781,298	2,042,213	(1,739,085)
Total capital works expenditure	9,882,545	5,254,799	2,971,273	(2,283,526)
Represented by:				
New asset expenditure	1,111,000	214,666	194,828	(19,838)
Asset renewal expenditure	6,824,545	4,127,633	2,246,681	(1,880,952)
Asset expansion expenditure	-	-	-	-
Asset upgrade expenditure	1,947,000	912,500	529,764	(382,736)
Total capital works expenditure	9,882,545	5,254,799	2,971,273	(2,283,526)

CENTRAL GOLDFIELDS SHIRE

Receivables - Rates

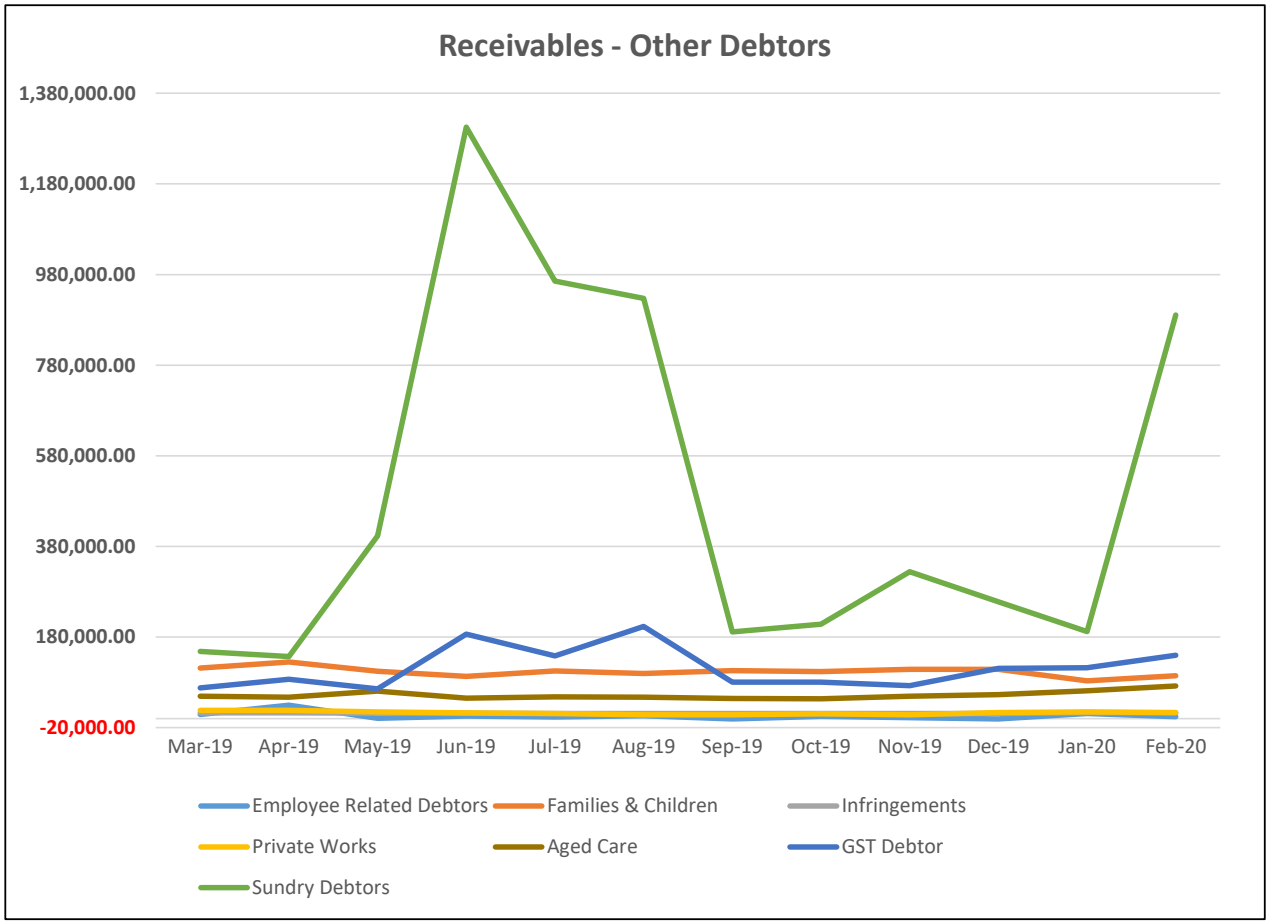
	28 February 2019		28 February 2020	
	Amount $	% (Rate Income)	Amount $	% (Rate Income)
Arrears	2,103,459.58	14.4%	1,926,780.39	12.8%
Interest	149,798.88	1.0%	137,718.64	0.9%
Current - Rates	1,851,282.83	12.7%	2,308,341.22	15.3%
Total (excluding FSPL)	4,104,541.29	28.1%	4,372,840.25	29.0%
Annual Rate Movement			268,298.96	7%
Fire Services Property Levy (FSPL)	344,889.41		400,483.91	
Total Rates (including FSPL)	4,449,430.70		4,773,324.16	



CENTRAL GOLDFIELDS SHIRE

Receivables - Other Debtors

	28 February 2019		28 February 2020	
	Amount $	% (Budget Income)	Amount $	% (Budget Income)
Employee Related Debtors	7,463.42	0.1%	4,272.29	0.0%
Families & Children	102,482.62	0.7%	94,827.05	0.6%
Infringements	13,429.39	0.1%	12,276.86	0.1%
Private Works	16,910.50	0.1%	13,392.88	0.1%
Aged Care	47,458.35	0.3%	72,077.03	0.5%
GST Debtor	44,968.00	0.3%	139,684.14	0.9%
Sundry Debtors	446,609.70	3.2%	890,433.33	5.6%
	679,321.98	1.3%	1,226,963.58	1.3%
	Annual Movement		547,641.60	81%

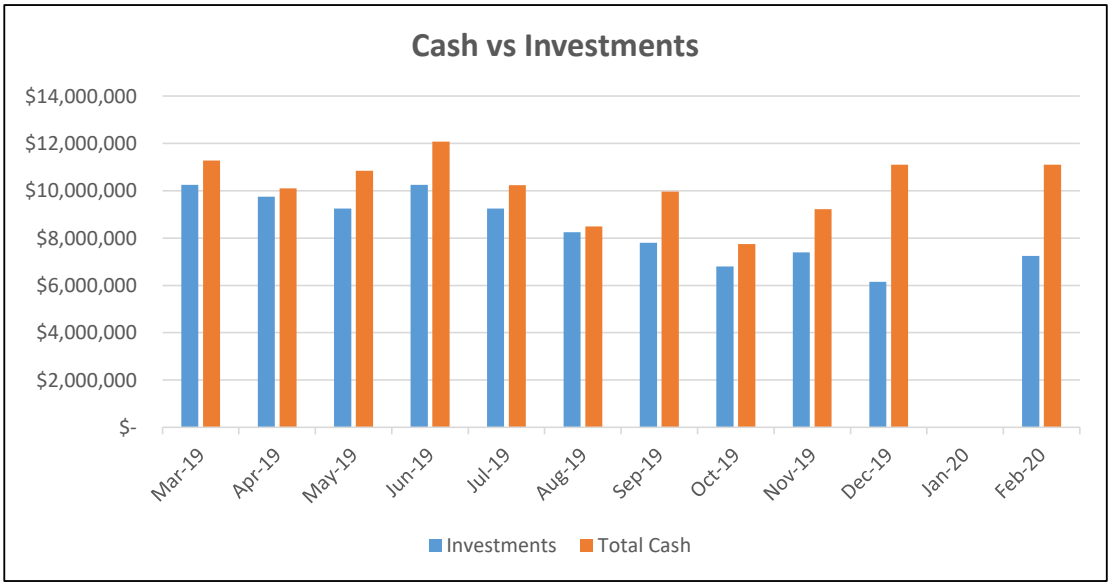


CENTRAL GOLDFIELDS SHIRE

Investment Register as at 29/2/2020

Financial Institution	Term	Maturity Date	Rating	Amount $	Interest Rate
NAB	116	16/03/2020	A1+	500,000.00	1.49%
Macquarie	90	18/03/2020	A1+	500,000.00	1.60%
Australian Unity	125	15/04/2020	A2	500,000.00	1.70%
ME Bank	62	27/04/2020	A2	500,000.00	1.45%
AMP	172	11/05/2020	A2	500,000.00	1.90%
Macquarie	89	25/05/2020	A1+	500,000.00	1.60%
ME Bank	120	2/06/2020	A2	500,000.00	1.60%
AMP	183	10/06/2020	A2	750,000.00	1.80%
ME Bank	183	16/06/2020	A2	750,000.00	1.60%
AMP	183	16/06/2020	A2	250,000.00	1.80%
Bendigo Bank	132	6/07/2020	A1+	500,000.00	1.40%
AMP	182	17/08/2020	A2	500,000.00	1.80%
Defence Bank	182	25/08/2020	A-2	1,000,000.00	1.65%
Total				**$ 7,250,000**	

NB: The balance of cash is held within Cheque Accounts and At Call Accounts.



8.12 ENERGY BREAKTHROUGH SPECIAL COMMITTEE MEMBERSHIP

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

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 recommend that Council approve the changes to the membership of the Energy Breakthrough Special Committee.

The Energy Breakthrough Special Committee has representatives from various organisations and groups within the Shire, and the membership is required to be updated based to some changes to the available representatives from two of the categories.

LEGISLATION AND POLICY CONTEXT

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

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

4.3 Objective: Provide leadership in governance and Council decision making

In accordance with section 86(2) of the Local Government Act 1989 Council may appoint members to a special committee and may at any time remove a member from a special committee.

BACKGROUND INFORMATION

The Energy Breakthrough Special Committee consists of the following members:

a) an Administrator of the Council who shall be the Chairperson;

b) one representative of the Country Education Partnership;

c) one representative of the Energy Breakthrough Operations Group;

d) one representative from the Executive of the Council;

e) one representative from the Committee for Maryborough;

f) one local community member over 24 years of age who has been or is an Energy Breakthrough volunteer;

g) one local community member under 25 years of age (at the time of appointment) who has been a participant in Energy Breakthrough;

h) one local business owner.

REPORT

Two membership updates are required to the Energy Breakthrough Special Committee.

Greg Nugent is no longer working in Maryborough and has resigned from the Committee of Maryborough. He is therefore ineligible to be the Committee of Maryborough representative on the Energy Breakthrough Special Committee. A new member of the Committee of Maryborough, Bronwyn Haywood, is being proposed as the new Committee of Maryborough representative.

John Stafford was the Energy Breakthrough Event Director and the representative for the Energy Breakthrough Operations Group. John is no longer the Event Director and needs to be removed from the Energy Breakthrough Special Committee as the representative for the Energy Breakthrough Operations Group.

CONSULTATION/COMMUNICATION

The Energy Breakthrough Special Committee is aware of the proposed membership changes to the Committee. They are supportive of the appointment of Bronwyn Haywood to the Committee.

FINANCIAL & RESOURCE IMPLICATIONS

There are no financial or resource implications in updating the membership of the Energy Breakthrough Special Committee.

RISK MANAGEMENT

The Energy Breakthrough Special Committee meets regularly throughout the year to evaluation and plan the Energy Breakthrough event. Maintaining an up to date membership for this Committee is essential to ensure that the work of the Committee can continue.

CONCLUSION

It is recommended that Council update the membership of the Energy Breakthrough Special Committee.

ATTACHMENTS

Nil.

RECOMMENDATION

That Council:

1. *Remove Greg Nugent from the Energy Breakthrough Special Committee as the Committee of Maryborough representative;*

2. *Appoint Bronwyn Haywood to the Energy Breakthrough Special Committee as the Committee of Maryborough representative; and*

3. *Remove John Stafford from the Energy Breakthrough Special Committee as the Energy Breakthrough Operations Group representative*.