



**17.3 Management of Community Halls**

<b>Report Number</b>	17.004/25
<b>Strategic Plan</b>	1. An empowered, healthy and connected community 4. Vibrant towns and villages
<b>File Reference</b>	22/215
<b>Responsible Officer</b>	Chief Executive Officer
<b>Reporting Brief</b>	Director Infrastructure and Assets presenting a report on future management of community halls
<b>Conflict of Interest</b>	No officer declared an interest under the <i>Local Government Act</i> 1993 (LGA 1993) in the preparation of this report.
<b>Attachments</b>	1. SGS short report Halls of the Huon (1) [ <b>17.004/25.1</b> - 16 pages] 2. Risk matrix halls [ <b>17.004/25.2</b> - 6 pages]

**Background**

1. The Huon Valley has 15 local halls owned and operated by Huon Valley Council for the community's benefit.
2. The following halls have been proudly managed by volunteer members of Hall Committees formed as Special Committees of Council:
  - a. Baden Powell Scout and Guide Hall
  - b. Cradoc Park
  - c. Geeveston Community Hall
  - d. Glen Huon Hall
  - e. Jim Casey Oval and Clubrooms
  - f. Judbury Community Centre
  - g. Mountain River Hall
  - h. Palais Theatre
  - i. Peverata Memorial Hall
  - j. Ranelagh Soldiers Memorial Hall
  - k. Southport Community Centre
  - l. Surges Bay Hall.
3. Huon Valley Council recognises the deep connection to the halls and the extraordinary effort shown by all Hall Committees over many years.

4. We thank current and former volunteers for their contributions, and we regret that the Hall Review process, as outlined in this report, has been challenging to digest and distressing for many.
5. Council acknowledges that it is the Council's responsibility to establish and provide oversight to Hall Management Committees. Council has given insufficient consideration to hall operations, including volunteer support for many years, and accordingly bears the primary responsibility for the risks we now seek to mitigate.
6. Having identified risks in the current operating structure and without any evidence of past reviews occurring, Council commenced the 'Hall Review' process in 2023 with the following aims:
  - a. Evaluate strengths and weaknesses of the current hall management model
  - b. If the risks of the current hall management model are unbearable, explore alternative management approaches that can best meet current needs, improve customer experience for all hall users, are scalable and flexible to each hall, and reduce operational risks
  - c. Develop a hall management model that aligns with the Council's Strategic Plan.
7. Hall Management Committees currently provide three key services essential to managing halls. These are hall bookings, hall maintenance and event management.
8. Community Halls' primary purpose is to provide places for our community to come together, share experiences and form and maintain relationships. Halls are a public asset and are provided as a service to the Huon Valley Community. Accordingly, they are not expected to perform as a profit centre. However, like all services paid for by the average ratepayers, their value (financial and social) must be justified.
9. Whilst the recommendations of this report are necessitated by managing risk, there are real benefits that will be realised by the changed operating model. Key benefits include:
  - a. Reduced risk and liability to Council and volunteers
  - b. Provide consistent, equitable and safe access to halls for the entire community
  - c. Support the formation of groups or individuals focused on activating halls for community benefit
  - d. Improve hall maintenance and make improvements based on user feedback
  - e. Enhance operational efficiency and increase transparency in hall operations, including financial performance.
10. Given the effort and dedication of volunteers, the change from volunteer to Council managed hall operations is not expected to be perfect. Council is, however, committed to maximising the benefits, minimising negative consequences and continuously reviewing the way we manage the halls.



11. The purpose of this report is to consider the recommendations of the Hall Review and resolve to adopt an operating model that emphasises volunteering on event management and makes Council directly responsible for booking and maintenance activities.

### **Council Policy**

12. The Council does not have any specific policy relating to hall management. However, hall assets are managed in accordance with the Council's *Asset Management Policy (GOV-ASSET-003)*.
13. Halls are classified as building assets, and the Council is required to ensure they meet community needs and are managed by an integrated asset management approach.

### **Legislative Requirements**

14. Hall management committees have been established as Special Committees pursuant to section 24 of the *Local Government Act 1993*.
15. Under section 24, Council may establish special committees on such terms and for such purposes as it sees fit, with members appointed by Council as it deems appropriate.
16. Council may abolish any Special Committees established by it as considered necessary.

### **Risk Implications**

17. Risks identified within this report were considered in accordance with the *Council's Risk Management Policy (GOV-CORP 005)*.
18. A risk matrix is attached to the report documenting risks and treatment options under a Hall Committee model and the alternative proposed model. The summary table below demonstrates that risks under the current model are intolerably high.
19. While there are treatments available that will reduce risks within the current hall committee model, they are costly and still do not adequately reduce the risks.
20. The proposed model substantially moderates risk at a relatively lower cost.

	Description of Risk	Current model risk rating	Current model treated risk rating	Proposed model treated risk rating
1	Personal security of Hall Committee volunteers, including a lack of oversight of isolated workers.	Extreme	High	NIL
2	Interpersonal conflict between volunteers. Conflict may escalate without Council awareness.	Extreme	High	NIL
3	Unsafe/unsupervised work methods (eg working at heights)	Extreme	Extreme	High

4	Inappropriate/unsafe fixtures, fittings or equipment installed by volunteers (eg electrical equipment without test and tag).	Extreme	High	High
5	Lack of contractor management and performance	Extreme	High	High
6	Community under-utilisation of halls	Extreme	Moderate	Moderate
7	Use of personal vehicles in support of hall activities. No risk assessment was undertaken of the condition and capability of vehicles.	Extreme	High	NIL
8	Misuse of community funds	Moderate	Low	Low
9	Misreporting or underreporting of asset utilisation and bookings	Moderate	Low	Low
10	Unapproved asset investment, removal or disposal	Moderate	Low	Low
11	Lack of records management of business records and archiving of such.	High	Low	Low
12	Failure to strategically respond to change	High	Low	High
13	Failure to comply with legislation	Extreme	High	High
14	COMMITTEE IDENTIFIED RISK Loss of local culture and community engagement due to the centralised model.	Risk not assessed under the current model		Moderate
15	COMMITTEE IDENTIFIED RISK Loss of hall feature awareness due to centralised management	Risk not assessed under the current model		Low
16	COMMITTEE IDENTIFIED RISK Loss of personalised booking experience due to centralised management	Risk not assessed under the current model		Low
17	COMMITTEE IDENTIFIED RISK Increased cost of the centralised management model compared to the volunteer model.	Risk not assessed under the current model		Low
18	COMMITTEE IDENTIFIED RISK Insufficient maintenance and inability to manage bond arrangements (noted especially on back-to-back weekend bookings).	Risk not assessed under the current model		Moderate

## Financial and Budgetary Risks

21. Hall income is derived from a combination of booking fees and fundraising undertaken by Hall Committees.
22. Hall income, while restricted to be used for 'maintenance and development of the facilities for which the committee is responsible', does not currently cover the expenses required to maintain and operate the halls and is not expected to do so under the proposed model.

23. The majority of hall expenses are attributed to the capital investment required for the renewal and enhancement of the hall assets, in addition to their ongoing maintenance and operational costs.
24. The costs associated with renewal and upgrades are captured in the Council's annual Capital Works Program and are projected within the Long-term Financial Plan.
25. Council remains committed to maintaining and investing in these community assets in accordance with the *Asset Management Policy 2025 (GOV-ASSET-003)*.
26. Historically, Council has provided inadequate corporate oversight of Hall Management Committees and accordingly has not accounted for the related human resources expense. Instead, this has and will continue to resolve as significant unmanaged risks, many of which cause financial exposure related to claims and compensation, especially those claims that may not be entirely covered by the Council's insurance due to inadequate supervision, inappropriate governance structure or the lack of risk mitigation actions.
27. Financial and budgetary risk varies under each operating scenario, with management approaches and costs varying significantly depending on the risk treatment actions.
28. The existing Hall Committee structure cannot be tolerated as the operational risks are too high. While the operational cost of human resources has been artificially low, Council's financial exposure to claims and compensation is high.
29. Treating the risks while retaining Hall Committee volunteers is the most expensive option, with the cost of corporate overheads (explained at paragraphs 29-31), estimated from current actuals to be \$630,000 per annum, which is equivalent to a 4% rate increase.
30. Actions available to reduce risk while retaining Hall Committees involve providing appropriate position descriptions, recruitment, induction, training, compliance and ongoing oversight and performance management as is provided to paid staff.
31. At any one time, there are approximately 130 Hall Management Committee volunteers who are defined as workers under section 7(1)(h) of the *Work Health and Safety Act 2012*. Implementing adequate corporate oversight for 130 additional workers would effectively double Council's human resources and ongoing corporate training needs.
32. Councils proposed direct management of halls by staff, which reduces risks to a tolerable level in line with the operation of other publicly accessible buildings. It is expected to increase hall management overheads by up to \$150,000 per year for paid property management positions. These costs are incorporated in relevant plans approved by Council with hall booking fees contributing directly to hall management costs.
33. The online booking system is a key risk management and user experience need required under each scenario and is a cost-neutral item for comparison purposes.

34. Council anticipates improved visibility and accuracy of hall utilisation, income and expenditure based on the results of the current halls using the SpacetoCo booking system. This data will provide a transparent evidence base to make decisions and manage financial risks into the future.

### **Environmental Risks**

35. There are no Environmental Risks identified for this report.

### **Engagement**

36. Community feedback has been received regarding the inadequacy and insincerity of engagement on this project. Council commenced the review and engagement in good faith; however, the scale of issues encountered was not anticipated. With the benefit of hindsight, a better approach would have been to conduct risk management workshops with Hall Committees. Whilst this would not have changed the review outcome, it would have provided better and earlier understanding amongst Committee members and may have reduced the anger and sadness now experienced.
37. Engagement associated with this decision was undertaken at Involve Level in accordance with Council's Community Engagement Framework.
38. The engagement process included:
- a. Online and hard copy surveys for the community
  - b. Thirteen community meetings, including Cygnet Town Hall, which does not have a Hall Committee, but has significant community interest in access. Community meetings were open to the community, but attended mainly by Hall Committee members
  - c. Halls community information session
  - d. Individual hall and community discussion sessions.
39. During initial engagement we heard that:
- a. Community members add tremendous value to hall activities
  - b. Committees prefer to focus on local community activation and events
  - c. Committees prefer Council to manage bookings administration and maintenance
  - d. Improved systems for bookings, maintenance and volunteer management are needed
  - e. Local community members have strong connections to halls
  - f. There are diverse preferences for management models, but a universal desire for community involvement in how halls are used.

40. Council staff representing community services/social resilience, human resources, legal and governance, property services and the CEO utilised the engagement results to inform the preferred operating model.
41. Initial engagement results are detailed in the SGS Engagement Summary Report included as an Attachment to this Report.
42. Engagement following this decision will be undertaken at Inform Level by inclusion within Council Meeting minutes that will be available to the public on Councils website and at the Customer Service Centre. Key details will also be included in a news article and Council officers are already planning or have agreed to ongoing transition meetings with Hall Committees.

### **Human Resource and Financial Implications**

43. Human resource and financial implications are contained within Council's annual budget with additional caretaker salary to be augmented by hall income.
44. Expressions of interest will be called to recruit local hall caretakers and are expected to be paid casual positions. The position description for these staff roles will be informed by feedback received through consultation regarding issues like attention to special hall features and weekend post-event inspections.
45. Operation of the new model will be monitored over the first 12 months and subject to a 12-month review. It is expected that improved utilisation, income and expenditure and maintenance records will inform future resourcing and financial decisions.

### **Discussion**

46. The 'Hall Review' process identified:
  - a. A range of risks in the current processes of booking management and hall maintenance that Council believe cannot be managed without significant expense unless the role is removed from volunteers
  - b. Once bookings and maintenance activities become the responsibility of Council staff, the remaining volunteer activity of running events no longer requires the administration of Hall Management Committees
  - c. Volunteers freed of council administration and the terms of their committee guidelines have greater scope to support their community with fundraising and events
  - d. Change will not be without issues; however, the benefits outweigh the negatives.
47. During the consultation period, a range of questions were formally and informally raised with the Council. The attached frequently asked questions response was provided following the community information session, and additional clarifications and confirmations are provided below.





48. (1) Council's assertion of changing legislation has been challenged by community members. Three examples are provided as follows:
- a. From April 2023, the *Work Health and Safety Act 2012* required employers to ensure a psychologically safe environment, as it has always required them to provide for physical safety. This introduced new duties on managers and 'workers' (including volunteers) to manage issues like workplace bullying
  - b. From October 2024, changes to the *Work Health and Safety Act 2012* came into effect that make industrial manslaughter a criminal offence in Tasmania. This new offence carries significant penalties for those who negligently or recklessly cause a workplace death
  - c. *Child and Youth Safe Organisations Act 2023* was introduced to ensure the safety and well-being of children and young people in organisations. The framework mandates that organisations working with children and young people take specific steps to ensure their safety and respond effectively to incidents of harm.
49. Each of these positive legislative changes increases organisational risk that can only be addressed through systems and processes that ensure workers (including volunteers) are adequately inducted, trained and crucially have their performance and behaviours monitored and managed.
50. (2) Council has no plans to sell Community Halls. Further, Community Halls are owned as public land and are zoned for 'community use'. Any attempted sale would be severely constrained by the rules and limitations attached to this ownership and zoning, and cannot be undertaken by Council management.
51. (3) Council has commenced discussions with and will continue to work with each Hall Management Committee regarding the use of existing hall funds. By agreement, these funds will be expended on priority building works or transferred for the purpose of supporting local community events and initiatives. Council can also hold in trust residual balances to distribute over time, and transparency will be assured through public reporting of finances.
52. (4) Moving forward, and as informed by reliable booking and income information, Council intends to incentivise utilisation by making funds available for community events.
53. (5) Council commits to providing quarterly summaries of hall booking numbers, income and expenses. Further, Council will establish a stakeholder mailing list allowing anyone to lodge their interest in the operations of any or all halls. Mailing list users will receive quarterly statements, maintenance information and be able to provide input on suggested hall improvements.





## **Conclusion and Recommendation**

### **54. The 'Hall Review' process identified:**

- a. A range of risks in the current processes of booking management and hall maintenance that Council believe cannot be managed without significant expense unless the role is removed from volunteers
- b. Once bookings and maintenance activities become the responsibility of Council staff, the remaining volunteer activity of running events no longer requires the administration of Hall Management Committees
- c. Volunteers, who are freed of council administration and the terms of their committee guidelines, have greater scope to support their community with fundraising and events
- d. Change will not be without issues; however, the benefits outweigh the negatives.

**17.004/25  
RECOMMENDATION****That:**

- a) **The Report on future management of community halls be received and noted.**
- b) **The following Special Committees of Council established pursuant to section 24 of the *Local Government Act 1993* are abolished as and from the date of holding final Annual General Meetings in accordance with their relevant Terms of Reference, save for the appointment of Committee Members and Officers:**
  - **Baden Powell Scout and Guide Hall Management Committee**
  - **Cradoc Park Management Committee**
  - **Geeveston Community Hall Management Committee**
  - **Glen Huon Hall Management Committee**
  - **Jim Casey Oval and Clubrooms Management Committee**
  - **Judbury Community Centre Management Committee**
  - **Mountain River Hall Management Committee**
  - **Palais Theatre Management Committee**
  - **Pelverata Memorial Hall Management Committee**
  - **Ranelagh Soldiers Memorial Hall Management Committee**
  - **Southport Community Centre Management Committee**
  - **Surges Bay Hall Management Committee**



# Halls of the Huon

## Short report on key insights

4 September 2024



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**SGS Economics and Planning acknowledges the First Nations Peoples of Australia and on whose Country we live and work.**

SGS Economics and Planning acknowledges that the Aboriginal and Torres Strait Islander peoples of Australia are one of the oldest continuing living cultures on Earth, have one of the oldest continuing land tenure systems in the World, and have one of the oldest continuing land use planning and management systems in the World.

We pay our respects to the First Nations Peoples, past and present, and acknowledge their stewardship of Country over thousands of years.



# **01** Context and aim

# The Halls Review

## Context

- Huon Valley Council owns 15 halls across the municipality.
- The halls are generally run by council management committees.
- The Council manages and is responsible for many volunteers.
- Council is considering options for management of the halls, and volunteer management is an important consideration.

## Scope of this review

- Online survey for the community. Hard copies were made available.
- Thirteen\* community meetings were held. One at each hall.
- The questions focused on current and preferred future use of the halls, the aspects that work well, and not so well. Lastly, the focus was on preferred management models moving forward.

\* Cygnet Town Hall had been visited earlier in the year. Geeveston Town Hall a few years ago.



# The Halls Review

## This report

- Provides a high-level summary of key results.
- There is an underlying rich dataset which is worth perusing.
- When considering individual halls, it is recommended to interrogate the underlying dataset.

## Side notes

- This review was the first time community members were asked about future management arrangements. It is a complex subject to discuss, and respondents' views are their initial reflections only.
- Respondents have ongoing questions about the options and how they would work in practice.
- Respondents indicate further consultation is required to discuss the 'fine print' of models: who pays what, roles and responsibilities, the booking system, insurance and liability and training & support.



## **02** Key results

# Halls, volunteers and community use

- The level of community ownership of the halls is high.
- All halls and activities held in them are driven by community volunteers.
- Many volunteers contribute significant hours in terms of administration, cleaning, bookings and maintenance.
- The levels of usage and types of activities vary substantially across the halls:
  - Most halls accommodate wide community use.
  - Some halls have specific user groups (theatre, scouts, guides).
  - Bigger halls are more complex to manage and have greater levels of activity.
- The more remote halls typically are very self-sufficient, with volunteers being involved in maintenance and upkeep.
- Some halls take responsibility of the grounds and ovals adjacent to the buildings (at no cost to Council).
- Management committees can be effective in accessing funding and in-kind support that may not be available to Council.
- Most of the halls are used regularly, some of them daily. A few halls are underused, especially in winter.

# Halls management

- Most halls are currently managed by Council committees made up of volunteers.
- The community overwhelmingly sees ongoing involvement of community volunteers as essential for cleaning, use, community engagement and activation of the halls.
- Many respondents also mentioned some involvement of Council being important to ensure maintenance and upkeep of the halls and equitable access to venues.
- Respondents would like to better understand future management options. Management committee members expect ongoing consultation by Council.
- Volunteers expressed needs for support, training and exchanging knowledge with other halls' volunteers

The introduction of an **online booking system** for the halls is generally supported.

## Booking system positives:

- avoided administrative burden on committees
- better insight into capacity and hire options
- better insight into fees
- equitable access to venues

## Booking system concerns/questions:

- loss of control over bookings by committees (i.e. 18<sup>th</sup> birthday parties)
- would revenue still go into halls?
- management committees' ability to pre-book their own events
- ability to offer discounts
- providing physical access to hall hirers
- What if people do not have online access to book?

# Overall observations

- Community volunteers deliver substantial value in terms of administration, cleaning, maintenance, engagement, activation – at minimal cost to Council.
- Most committees expressed to be happy to focus on activation and leave maintenance and bookings to Council.
- There will be substantial effort and cost involved to work with the communities to:
  - introduce the booking system, and
  - introduce changes to volunteer management.
- Volunteer training and management will be needed to support volunteers and manage risk.
- All communities feel strongly about having ongoing involvement in their halls.



**03**

## **Hall results – high level**

# Summary table – high level results per hall

	Top 3 works well		Top 3 does NOT work well		Top 3 Improvements		Preferred model	
	Survey	Community session	Survey	Community session	Survey	Community session	Survey (incl # or % preference)	Community session
<b>Baden Powell Hall</b>	<ul style="list-style-type: none"> <li>Suitable space for scouts and guides</li> <li>Affordable event space</li> <li>Clean</li> </ul>	<ul style="list-style-type: none"> <li>Building</li> <li>Committee</li> </ul>	<ul style="list-style-type: none"> <li>Coordination between users</li> <li>Fencing and security</li> </ul>	<ul style="list-style-type: none"> <li>Clarity on Council and Committee responsibility</li> <li>Noisy</li> <li>Slow discussion process</li> <li>Governance</li> </ul>	<ul style="list-style-type: none"> <li>Acoustics</li> <li>Fencing</li> <li>Reduced fees for particular events (already exists)</li> </ul>	<ul style="list-style-type: none"> <li>Solar panels</li> </ul>	<ul style="list-style-type: none"> <li>Voluntary board (3)</li> <li>Council with local group (2)</li> <li>Voluntary committee (1)</li> </ul>	<ul style="list-style-type: none"> <li>Formal agreement with “Friends of “ use</li> <li>Control of use</li> </ul>
<b>Cradoc Park</b>	<ul style="list-style-type: none"> <li>Good facilities</li> <li>Widely used by the community</li> <li>Parking and accessibility</li> </ul>	<ul style="list-style-type: none"> <li>Heating</li> <li>Facilities</li> <li>Building and BBQ area well-maintained</li> <li>Rubbish management</li> </ul>	<ul style="list-style-type: none"> <li>Car park</li> <li>Limited space for large groups and formal meetings</li> </ul>	<ul style="list-style-type: none"> <li>Rubbish dumping</li> <li>alcohol and liability insurance</li> <li>Visibility and signage</li> </ul>	<ul style="list-style-type: none"> <li>Better promotion with signage and community online presence</li> <li>Walk trails to the river</li> </ul>	<ul style="list-style-type: none"> <li>Awareness and marketing of hall</li> </ul>	<ul style="list-style-type: none"> <li>Incorporated committee (1)</li> </ul>	<ul style="list-style-type: none"> <li>Consultation with existing committee required before decisions are made</li> </ul>
<b>Dover Oval Club Rooms</b>	<ul style="list-style-type: none"> <li>Widely used by community</li> <li>Indoor and outdoor space</li> <li>Good parking</li> </ul>	<ul style="list-style-type: none"> <li>Bookings</li> <li>Accessibility</li> <li>Location and surroundings</li> </ul>	<ul style="list-style-type: none"> <li>Marketing of events and activities</li> <li>Lack of facilities</li> <li>Road exit / entrance safety</li> </ul>	<ul style="list-style-type: none"> <li>Outdoor (all abilities) toilet facilities</li> <li>Road exit/entrance</li> </ul>	<ul style="list-style-type: none"> <li>Heating</li> <li>Facilities</li> <li>Accessibility and safety</li> </ul>	<ul style="list-style-type: none"> <li>Walking/cycling track</li> <li>Need a community space</li> <li>Subsidise community activities</li> </ul>	<ul style="list-style-type: none"> <li>Voluntary board (4)</li> <li>Voluntary committee (1)</li> <li>Incorporated committee (2)</li> </ul>	<ul style="list-style-type: none"> <li>Committee</li> <li>Need clarify on lease and insurance</li> <li>Central booking system</li> <li>NFP/community activities</li> </ul>
<b>Franklin Palais Theatre</b>	<ul style="list-style-type: none"> <li>Widely used by the community</li> <li>Local engagement</li> <li>All ages events</li> </ul>	<ul style="list-style-type: none"> <li>Committee management</li> <li>Community engagement</li> <li>Fully utilised</li> </ul>	<ul style="list-style-type: none"> <li>Management issue, Council interference</li> <li>Lack of belonging</li> <li>Disability access</li> </ul>	<ul style="list-style-type: none"> <li>Communication with council</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance</li> <li>Heating</li> <li>Improve facilities</li> </ul>	<ul style="list-style-type: none"> <li>Marketing</li> <li>Maintenance and all abilities access</li> <li>Diversity of the committee</li> </ul>	<ul style="list-style-type: none"> <li>Voluntary board (15)</li> <li>Voluntary committee (8)</li> <li>Incorporated committee (8)</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance management</li> <li>Share responsibility with Council</li> <li>Influential management committee</li> </ul>



	Top 3 works well	Top 3 does NOT work well	Top 3 Improvements	Preferred model		Top 3 works well	Top 3 does NOT work well	Top 3 Improvements
	Survey	Community session	Survey	Community session		Survey	Community session	Survey
<b>Geeveston Community Hall</b>	<ul style="list-style-type: none"> <li>• Good location</li> <li>• Widely used by the community</li> <li>• Parking</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance</li> <li>• Location</li> <li>• Community Affordable</li> </ul>	<ul style="list-style-type: none"> <li>• Improve facilities</li> <li>• Lack of transparency</li> <li>• Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Acoustics</li> <li>• Security</li> <li>• Booking systems</li> <li>• AV facilities</li> <li>• Community interactions</li> <li>• Name of confusion</li> </ul>	<ul style="list-style-type: none"> <li>• Heating</li> <li>• Maintenance</li> <li>• More events and activities (affordable and youth)</li> </ul>	<ul style="list-style-type: none"> <li>• Community engagement</li> <li>• More use of the hall</li> </ul>	<ul style="list-style-type: none"> <li>• Voluntary board (7)</li> <li>• Voluntary committee (6)</li> <li>• Incorporated committee (3)</li> </ul>	<ul style="list-style-type: none"> <li>• GPA management</li> <li>• HVC management</li> <li>• Friends of</li> <li>• Link between Council and community</li> </ul>
<b>Glen Huon Hall</b>	<ul style="list-style-type: none"> <li>• Widely used by the community</li> <li>• Good location</li> <li>• Well maintained facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Revenue from bookings</li> <li>• Kitchen</li> <li>• Communication</li> <li>• Committee</li> <li>• Variety function for all age group</li> </ul>	<ul style="list-style-type: none"> <li>• Parking</li> <li>• Lack of nearby café and eateries</li> <li>• Internet</li> </ul>	<ul style="list-style-type: none"> <li>• booking system</li> <li>• car park</li> <li>• marketing of events</li> <li>• internet</li> <li>• water supply</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance schedule</li> <li>• More events</li> <li>• Parking</li> </ul>		<ul style="list-style-type: none"> <li>• Voluntary board (2)</li> <li>• Voluntary committee (3)</li> <li>• Incorporated committee (2)</li> </ul>	<ul style="list-style-type: none"> <li>• Booking system</li> <li>• Maintenance management</li> <li>• More events</li> </ul>
<b>Huonville Town Hall</b>	<ul style="list-style-type: none"> <li>• Widely used by the community for theatre</li> <li>• Good location</li> <li>• Parking</li> </ul>	<ul style="list-style-type: none"> <li>• Use by local theatre</li> </ul>	<ul style="list-style-type: none"> <li>• Limited back stage</li> <li>• Limited facilities</li> <li>• Lack of community engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Some conflict of use between theatre and offices</li> <li>• Insufficient kitchen facilities</li> </ul>	<ul style="list-style-type: none"> <li>• More community events</li> <li>• Maintenance</li> <li>• Better (back)stage and theatre facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Storage, change rooms, kitchen and toilets</li> <li>• Security</li> <li>• Cast and crew facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Voluntary committee (2)</li> </ul>	<ul style="list-style-type: none"> <li>• Hourly rates would make it unviable for theatre group</li> <li>• Performance infrastructure owned by group</li> <li>• Need for continued symbiotic relation with Council</li> </ul>
<b>Judbury Community Centre</b>	<ul style="list-style-type: none"> <li>• Parking and outdoor area</li> <li>• Indoor facilities and kitchen</li> <li>• Widely used by community</li> </ul>	<ul style="list-style-type: none"> <li>• Markets and the hall</li> <li>• Committee tidiness</li> </ul>	<ul style="list-style-type: none"> <li>• Transparency of management</li> <li>• Not affordable</li> <li>• Safety of parking exit</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance</li> <li>• Access</li> <li>• Volunteer management</li> <li>• Operational improvement</li> <li>• Community engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Improved maintenance</li> <li>• More community events</li> <li>• Focus on kids and teens</li> </ul>	<ul style="list-style-type: none"> <li>• need of more funding to allow it grow into a thriving community hub</li> </ul>	<ul style="list-style-type: none"> <li>• Voluntary board (6)</li> <li>• Voluntary committee (2)</li> <li>• Incorporated committee (2)</li> </ul>	<ul style="list-style-type: none"> <li>• Continued control over funds</li> <li>• Booking system with some control of use</li> <li>• Community lease</li> <li>• Friends of</li> <li>• Need clarify on lease costs and insurance, liability etc</li> </ul>

	Top 3 works well	Top 3 does NOT work well	Top 3 Improvements	Preferred model		Top 3 works well	Top 3 does NOT work well	Top 3 Improvements
	Survey	Community session	Survey	Community session		Survey	Community session	Survey
Mountain River Hall	<ul style="list-style-type: none"> <li>• Parking</li> <li>• Kitchen and facilities</li> <li>• Playground and outdoor area</li> <li>• Active volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• Active volunteers</li> <li>• Kitchen and facilities</li> <li>• Active communications (socials, letters)</li> </ul>	<ul style="list-style-type: none"> <li>• Heating / draughty</li> <li>• Parking</li> <li>• Toilet facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Heating</li> <li>• Parking</li> <li>• Toilets (all abilities access)</li> <li>• Bookings and community engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Heating</li> <li>• Improve (outdoor) facilities</li> <li>• More events and activities</li> </ul>	<ul style="list-style-type: none"> <li>• Heating</li> <li>• Outdoor toilet</li> <li>• Solar</li> </ul>	<ul style="list-style-type: none"> <li>• Voluntary board (4)</li> <li>• Voluntary committee (7)</li> <li>• Incorporated committee (1)</li> </ul>	<ul style="list-style-type: none"> <li>• Booking system</li> <li>• Funds stay with the community/friends</li> <li>• Controlling authority "Friends of"</li> </ul>
Pelverata Hall	<ul style="list-style-type: none"> <li>• Good events</li> <li>• Parking</li> <li>• Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Bookings</li> <li>• Regular cleaning</li> </ul>	<ul style="list-style-type: none"> <li>• Improve facilities</li> <li>• Underutilisation</li> <li>• More events</li> </ul>	<ul style="list-style-type: none"> <li>• Facilities maintenance</li> <li>• Council engagement</li> <li>• Cleaning</li> </ul>	<ul style="list-style-type: none"> <li>• Outdoor facilities (BBQ)</li> <li>• More events and classes</li> </ul>	<ul style="list-style-type: none"> <li>• Keysafe</li> </ul>	<ul style="list-style-type: none"> <li>• Council with local group (2)</li> <li>• Voluntary committee (1)</li> </ul>	<ul style="list-style-type: none"> <li>• Hybrid</li> <li>• Friends</li> </ul>
Ranelagh Soldiers Memorial Hall	<ul style="list-style-type: none"> <li>• *issue with download of survey results</li> </ul>	<ul style="list-style-type: none"> <li>• Fuller utilisation</li> <li>• Heating and facilities</li> <li>• Stable committee</li> <li>• Bookings</li> </ul>		<ul style="list-style-type: none"> <li>• Outside lighting</li> <li>• Male toilets</li> <li>• Finding new committee members</li> </ul>		<ul style="list-style-type: none"> <li>• More activities and events</li> </ul>	<ul style="list-style-type: none"> <li>• Current management model</li> <li>• A more diverse committee representation</li> </ul>	<ul style="list-style-type: none"> <li>• Shared responsibility with Council</li> <li>• Council to take on maintenance</li> <li>• Friends of</li> <li>• Opportunity for community to come together</li> <li>• Support from Council on admin and finance</li> </ul>
Southport Community Centre	<ul style="list-style-type: none"> <li>• Widely used by the community</li> <li>• Great community engagement</li> <li>• Good parking</li> </ul>	<ul style="list-style-type: none"> <li>• Mutual obligation commitments</li> <li>• Volunteer committee</li> <li>• Independence/ autonomy</li> </ul>	<ul style="list-style-type: none"> <li>• Facilities</li> <li>• Social inclusion</li> <li>• Access issue</li> </ul>	<ul style="list-style-type: none"> <li>• Facilities maintenance</li> <li>• Volunteer participation and training</li> <li>• Accessibilities</li> </ul>	<ul style="list-style-type: none"> <li>• Facilities maintenance</li> <li>• Event advertisement</li> <li>• More events</li> </ul>	<ul style="list-style-type: none"> <li>• lack of trust for HVC maintenance</li> <li>• Onboarding/training/respect for volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• Voluntary board (2)</li> <li>• Voluntary committee (10)</li> <li>• Incorporated committee (1)</li> </ul>	<ul style="list-style-type: none"> <li>• Transparency of Council management</li> <li>• No liability of committee</li> <li>• Funds and insurances</li> <li>• Incorporated entity with delegates</li> <li>• Volunteer burdens</li> <li>• Status Quo</li> </ul>

	Top 3 works well	Top 3 does NOT work well	Top 3 Improvements	Preferred model		Top 3 works well	Top 3 does NOT work well	Top 3 Improvements
	Survey	Community session	Survey	Community session		Survey	Community session	Survey
Surges Bal Hall	<ul style="list-style-type: none"> <li>Widely used by the community</li> <li>Community engagement</li> <li>Facilities</li> </ul>	<ul style="list-style-type: none"> <li>Utilisation</li> <li>Community engagement</li> </ul>	<ul style="list-style-type: none"> <li>Management and transparency</li> <li>Facilities issues</li> <li>Accessibility and use</li> <li>Problems with late-night burnouts</li> </ul>	<ul style="list-style-type: none"> <li>Securing gate</li> <li>Access</li> <li>Heating</li> <li>Toilet and facilities</li> <li>Carpark maintenance</li> </ul>	<ul style="list-style-type: none"> <li>heating</li> <li>facilities</li> <li>accessibility</li> </ul>		<ul style="list-style-type: none"> <li>Voluntary board (5)</li> <li>Voluntary committee (9)</li> <li>Incorporated committee (1)</li> </ul>	<ul style="list-style-type: none"> <li>Not Council management</li> <li>"Friends of" – and keep control over who uses the hall</li> <li>Leased by community group</li> </ul>



**The Risk Register:**

1. documents all potential risks and provides a standardised assessment of severity based on the likelihood and consequence of an occurrence.
2. provides a comparison of risk under current controls against the same risk following management actions to reduce likelihood and/or consequence.

For the purpose of the Hall Review, risk assessment and treatment was considered under the existing volunteering model and again under the proposed model.

**Mapping the Risk Rating**

	LIKELIHOOD	CONSEQUENCE					LEGEND
		Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5	
<b>Name:</b>	<b>A (Almost Certain)</b>	H	H	E	E	E	<b>E; extreme risk,</b> immediate action required <b>H; high risk,</b> senior management attention needed <b>M; moderate risk;</b> management responsibility must be specified <b>L; low risk;</b> manage by routine procedures
<b>Signature:</b>	<b>B (Likely)</b>	M	M	H	E	E	
<b>Date of Assessed</b>	<b>C (Possible)</b>	L	M	H	E	E	
	<b>D (Unlikely)</b>	L	L	M	H	E	
	<b>E (Rare)</b>	L	L	M	H	H	

**Likelihood**

- A - Almost certain
- B - Likely
- C - Possible
- D - Unlikely
- E - Rare

- Is already occurring or is expected to occur in most circumstances
- Will probably occur in most circumstances
- Might occur at some time
- Could occur at some time
- May occur only in exceptional circumstances

**Consequence**

- 1 - Insignificant
- 2 - Minor
- 3 - Moderate
- 4 - Major
- 5 - Catastrophic

- No injuries. No financial loss. No reputational damage
- First aid treatment required. Tolerable financial loss.
- Medical treatment required. Intolerable financial loss.
- Extensive injury with lasting impacts. Loss of business capability. Major financial loss. Enduring reputational damage.
- Death or permanent disability. Huge financial loss. Significant impact on business capability.

**Community Halls - Volunteer Model Risk Assessment**

Item	Description of Risk	Impact on Outcomes	Existing Controls	Likelihood	Consequence	Risk Rating	Treat Risk	Risk Treatment Plan	Treated Likelihood	Treated Consequence	Residual Risk Rating	Date Last Reviewed
1	Personal security of Hall Committee volunteers including lack of oversight of isolated workers.	Threats to the safety or security of volunteers (real or perceived). WHS Act compliance. Financial loss.	Community Hall Management Committee Handbook	Possible	Major	Extreme	Yes	Increase volunteer oversight by Council. Volunteers to pre-report activities. Adopt personal duress alarms. Effective induction of volunteers (undertaken by HVC People and Safety).	Unlikely	Major	High	May-25
2	Interpersonal conflict between volunteers. Conflict may escalate without Council awareness.	Psychosocial harm to people. Reputational damage. WHS Act compliance. Financial loss.	Community Hall Management Committee Handbook	Almost certain	Major	Extreme	Yes	Increase volunteer oversight by Council. Effective induction of volunteers (undertaken by HVC People and Safety) Implement use of Lucidity WHS reporting portal for volunteers. Enforce compliance with Community Hall Management Committee Handbook, ensuring clear roles and responsibilities.	Unlikely	Major	High	May-25
3	Unsafe / unsupervised work methods (eg working at heights)	Injury or death. Witness trauma. Financial loss.	Community Hall Management Committee Handbook	Almost certain	Catastrophic	Extreme	Yes	Increase volunteer oversight by Council. Implement use of Lucidity WHS reporting portal for volunteers. Enforce compliance with Community Hall Management Committee Handbook Effective induction of volunteers (undertaken by HVC People and Safety)	Unlikely	Catastrophic	Extreme	May-25
4	Inappropriate / unsafe fixtures, fittings or equipment installed by volunteers (eg electrical equipment without test and tag).	Damage to asset. Injury to people. Reputational damage Financial loss.	Community Hall Management Committee Handbook	Almost certain	Major	Extreme	Yes	Enforce compliance with Community Hall Management Committee Handbook. Implement routine inspections by property services staff. Effective induction of volunteers (undertaken by HVC People and Safety)	Unlikely	Major	High	May-25
5	Lack of contractor management and performance	Incomplete or delayed delivery of contracted works  Non-compliance with work specifications  Legal and financial risks from working with contractors without contractual terms.	Community Hall Management Committee Handbook	Almost certain	Major	Extreme	Yes	Enforce compliance with Community Hall Management Committee Handbook. Implement routine inspections by property services staff. Review committee minutes and payments regularly. Effective induction of volunteers (undertaken by HVC People and Safety)	Unlikely	Major	High	May-25
6	Community under-utilisation of halls	Committee 'ownership' of hall may exclude broader use. Reputational damage. Financial loss.	Complaints escalate to Council	Almost certain	Moderate	Extreme	Yes	Enforce compliance with Community Hall Management Committee Handbook. Enforce mandatory committee turnover. Implement customer feedback evaluation processes. Implement booking system	Unlikely	Moderate	Moderate	May-25
7	Use of personal vehicles in support of hall activities. No risk assessment undertaken of condition and capability of vehicles.	Injury to people. Financial loss.	None	Possible	Major	Extreme	Yes	Implement use of personal vehicles standards for volunteers. Effective induction of volunteers (undertaken by HVC People and Safety).	Unlikely	Major	High	May-25
8	Misuse of community funds	Financial loss. Invalidating external funding contracts Potential criminality. Reputational damage.	Community Hall Management Committee Handbook	Possible	Minor	Moderate	Yes	Enforce compliance with Community Hall Management Committee Handbook. Increase financial oversight by Council Corporate Services. Ensure Volunteers have undertaken a National Police Check. Implement booking system Effective induction of volunteers (undertaken by HVC People and Safety).	Unlikely	Minor	Low	May-25

9	Mis or under-reporting of asset utilisation and bookings	Financial loss. Impaired infrastructure global hall decision making.	Community Hall Management Committee Handbook	Likely	Minor	Moderate	Yes	Enforce compliance with Community Hall Management Committee Handbook. Increase financial and usage oversight by Council Corporate Services. Effective induction of volunteers (undertaken by HVC People and Safety) Implement booking system	Rare	Minor	Low	May-25
10	Unapproved asset investment, removal or disposal	Financial loss. Impacts on long term financial plan. Reputational damage.	Community Hall Management Committee Handbook	Possible	Minor	Moderate	Yes	Enforce compliance with Community Hall Management Committee Handbook. Increase financial and usage oversight by Council Corporate Services and Property Services. Effective induction of volunteers (undertaken by HVC People and Safety).	Unlikely	Minor	Low	May-25
11	Lack of records management of business records and archiving of such.	Correspondence can be mis-filed, lost, handled inappropriately (eg personal information disclosure). Breach of legislation.	None	Almost certain	Minor	High	Yes	Implement policy and process for record management by volunteers. Implement oversight by Council Corporate Services. Effective induction of volunteers (undertaken by HVC People and Safety).	Unlikely	Minor	Low	May-25
12	Failure to strategically respond to change	Missed opportunities and failure to respond to customer expectations and needs. Misalignment with Councils strategic vision and long term financial plan	None	Almost certain	Minor	High	Yes	Implement routine, data driven strategy sessions between Council and Committee Members.	Rare	Minor	Low	May-25
13	Failure to comply with legislation	Breach of legislation, reputation, prosecution, financial, Ministerial Direction	None	Almost certain	Major	Extreme	Yes	Implement routine, data driven strategy sessions between Council and Committee Members. Education and awareness training by HVC staff including drafting of policy and procedure frameworks. Introduction of legislative/governance management software.	Unlikely	Major	High	May-25



## Community Halls - Proposed Model Risk Assessment

Item	Description of Risk	Impact on Outcomes	Existing Controls	Likelihood	Consequence	Risk Rating	Treat Risk	Risk Treatment Plan	Treated Likelihood	Treated Consequence	Residual Risk Rating	Date Last Reviewed
1	Personal security of Hall Committee volunteers including lack of oversight of isolated workers.	Threats to the safety or security of volunteers (real or perceived). WHS Act compliance. Financial loss.	Community Hall Management Committee Handbook	Possible	Major	Extreme	Yes	Centralised model removes risk	Nil	Nil	Nil	May-25
2	Interpersonal conflict between volunteers. Conflict may escalate without Council awareness.	Psychosocial harm to people. Reputational damage. WHS Act compliance. Financial loss.	Community Hall Management Committee Handbook	Almost certain	Major	Extreme	Yes	Centralised model removes risk	Nil	Nil	Nil	May-25
3	Unsafe / unsupervised work methods (eg working at heights)	Injury or death. Witness trauma. Financial loss.	Community Hall Management Committee Handbook	Almost certain	Catastrophic	Extreme	Yes	Property Services utilise professional work methods with SWMS etc.	Rare	Catastrophic	High	May-25
4	Inappropriate / unsafe fixtures, fittings or equipment installed (eg electrical equipment without test and tag).	Damage to asset. Injury to people. Reputational damage Financial loss.	Community Hall Management Committee Handbook	Almost certain	Major	Extreme	Yes	Property Services undertake appropriate maintenance and works.	Rare	Major	High	May-25
5	Lack of contractor management and performance	Incomplete or delayed delivery of contracted works  Non-compliance with work specifications  Legal and financial risks from working with contractors without contractual terms.	Community Hall Management Committee Handbook	Almost certain	Major	Extreme	Yes	Tendering and contractor management undertaken according to policy and leveraging scale.	Rare	Major	High	May-25
6	Community under-utilisation of halls	Committee 'ownership' of hall may exclude broader use. Reputational damage. Financial loss.	Complaints escalate to Council	Almost certain	Moderate	Extreme	Yes	Apply consistent, equitable booking experience and improve visibility and marketing of halls. Work with community to encourage and fund diverse events.	Unlikely	Moderate	Moderate	May-25
7	Use of personal vehicles in support of hall activities. No risk assessment undertaken of condition and capability of vehicles.	Injury to people. Financial loss.	None	Possible	Major	Extreme	Yes	Centralised model removes risk. Appropriate use of Council fleet vehicles.	Nil	Nil	Nil	May-25
8	Misuse of community funds	Financial loss. Invalidating external funding contracts Potential criminality. Reputational damage.	Community Hall Management Committee Handbook	Possible	Minor	Moderate	Yes	Professional accounting, reporting and works delivery supported by transparent booking system.	Rare	Minor	Low	May-25
9	Mis or under-reporting of asset utilisation and bookings	Financial loss. Impaired infrastructure global hall decision making.	Community Hall Management Committee Handbook	Likely	Minor	Moderate	Yes	Professional accounting, reporting supported by transparent booking system.	Rare	Minor	Low	May-25

10	Unapproved asset investment, removal or disposal	Financial loss. Impacts on long term financial plan. Reputational damage.	Community Hall Management Committee Handbook	Possible	Minor	Moderate	Yes	Professional accounting, reporting and capital works program.	Rare	Minor	Low	May-25
11	Lack of records management of business records and archiving of such.	Correspondence can be mis-filed, lost, handled inappropriately (eg personal information disclosure). Breach of legislation.	None	Almost certain	Minor	High	Yes	Professional records management in approved system.	Rare	Minor	Low	May-25
12	Failure to strategically respond to change	Missed opportunities and failure to respond to customer expectations and needs. Misalignment with Councils strategic vision and long term financial plan	None	Almost certain	Minor	High	Yes	Analysis and strategic intent of halls made consistent with other Council assets.	Rare	Major	High	May-25
13	Failure to comply with legislation	Breach of legislation, reputation, prosecution, financial, Ministerial Direction	None	Almost certain	Major	Extreme	Yes	Governance and legislation compliance undertaken by HVC.	Rare	Major	High	May-25
14	COMMITTEE IDENTIFIED RISK Loss of local culture and community engagement due to centralised model.	Loss of connection and ownership of hall management decisions reduces community connections.	None	Risk not assessed under current model			Yes	Community groups encouraged and incentivised to use the hall for meetings and events.	Unlikely	Moderate	Moderate	May-25
15	COMMITTEE IDENTIFIED RISK Loss of hall feature awareness due to centralised management	Unique hall features known only to volunteers are lost or damaged	None	Risk not assessed under current model			Yes	Council Property Services have a good baseline understanding of each halls conditions and features. Hall features explained in 'maintenance handover' meeting.	Rare	Minor	Low	May-25
16	COMMITTEE IDENTIFIED RISK Loss of personalised booking experience due to centralised management	Failure to respond adequately to customer needs. Loss of income. Reduction in utilisation.	None	Risk not assessed under current model			Yes	Online bookings will use a clear calendar with consistent and accurate property descriptions and fee schedules to meet most customer expectations. Council officer support for exceptional requirements.	Rare	Minor	Low	May-25
17	COMMITTEE IDENTIFIED RISK Increased cost of centralised management model compared to volunteer model.	Reduced value for money.	None	Risk not assessed under current model			Yes	Appropriate business management costs are unavoidable. Compared to managing the risks inherent to the volunteer model, the centralised model is lower cost.	Rare	Insignificant	Low	May-25

18	<b>COMMITTEE IDENTIFIED RISK</b> Insufficient maintenance and inability to manage bond arrangements (noted especially on back to back weekend bookings).	Reputational damage from unhappy users. Maintenance delays increasing overall costs. Failure to retain bond for damage. Loss of income. Reduction in utilisation.	None	<b>Risk not assessed under current model</b>	Yes	Routine maintenance will be programmed and financial needs considered through the annual budget process. Booking processes to consider the nature of bookings to reduce likelihood of damage. Caretaker position description to include weekend work.	Possible	Minor	<b>Moderate</b>	May-25
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