



Halls of the Huon

Short report on key insights

4 September 2024



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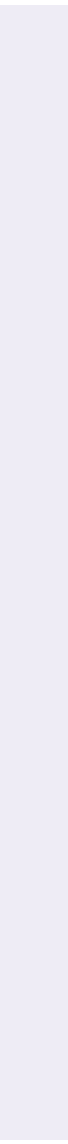
SGS Economics and Planning Pty Ltd
ACN 007 437 729
www.sgsep.com.au

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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.

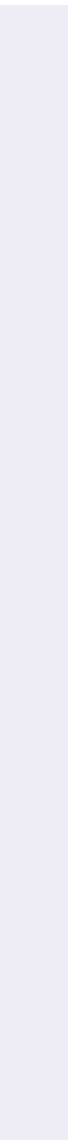
The Halls Review

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:

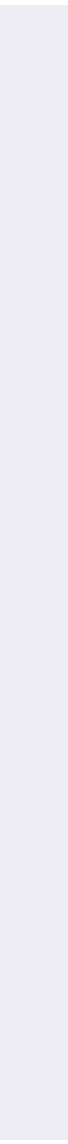
- avoided administrative burden on committees
- better insight into capacity and hire options
- better insight into fees
- equitable access to venues

Booking system concerns/questions:

- loss of control over bookings by committees (i.e. 18th 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
Baden Powell Hall	<ul style="list-style-type: none"> Suitable space for scouts and guides Affordable event space Clean 	<ul style="list-style-type: none"> Building Committee 	<ul style="list-style-type: none"> Coordination between users Fencing and security 	<ul style="list-style-type: none"> Clarity on Council and Committee responsibility Noisy Slow discussion process Governance 	<ul style="list-style-type: none"> Acoustics Fencing Reduced fees for particular events (already exists) 	<ul style="list-style-type: none"> Solar panels 	<ul style="list-style-type: none"> Voluntary board (3) Council with local group (2) Voluntary committee (1) 	<ul style="list-style-type: none"> Formal agreement with “Friends of “ use Control of use
Cradoc Park	<ul style="list-style-type: none"> Good facilities Widely used by the community Parking and accessibility 	<ul style="list-style-type: none"> Heating Facilities Building and BBQ area well-maintained Rubbish management 	<ul style="list-style-type: none"> Car park Limited space for large groups and formal meetings 	<ul style="list-style-type: none"> Rubbish dumping alcohol and liability insurance Visibility and signage 	<ul style="list-style-type: none"> Better promotion with signage and community online presence Walk trails to the river 	<ul style="list-style-type: none"> Awareness and marketing of hall 	<ul style="list-style-type: none"> Incorporated committee (1) 	<ul style="list-style-type: none"> Consultation with existing committee required before decisions are made
Dover Oval Club Rooms	<ul style="list-style-type: none"> Widely used by community Indoor and outdoor space Good parking 	<ul style="list-style-type: none"> Bookings Accessibility Location and surroundings 	<ul style="list-style-type: none"> Marketing of events and activities Lack of facilities Road exit / entrance safety 	<ul style="list-style-type: none"> Outdoor (all abilities) toilet facilities Road exit/entrance 	<ul style="list-style-type: none"> Heating Facilities Accessibility and safety 	<ul style="list-style-type: none"> Walking/cycling track Need a community space Subsidise community activities 	<ul style="list-style-type: none"> Voluntary board (4) Voluntary committee (1) Incorporated committee (2) 	<ul style="list-style-type: none"> Committee Need clarify on lease and insurance Central booking system NFP/community activities
Franklin Palais Theatre	<ul style="list-style-type: none"> Widely used by the community Local engagement All ages events 	<ul style="list-style-type: none"> Committee management Community engagement Fully utilised 	<ul style="list-style-type: none"> Management issue, Council interference Lack of belonging Disability access 	<ul style="list-style-type: none"> Communication with council 	<ul style="list-style-type: none"> Maintenance Heating Improve facilities 	<ul style="list-style-type: none"> Marketing Maintenance and all abilities access Diversity of the committee 	<ul style="list-style-type: none"> Voluntary board (15) Voluntary committee (8) Incorporated committee (8) 	<ul style="list-style-type: none"> Maintenance management Share responsibility with Council Influential management committee

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

	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"> • Parking • Kitchen and facilities • Playground and outdoor area • Active volunteers 	<ul style="list-style-type: none"> • Active volunteers • Kitchen and facilities • Active communications (socials, letters) 	<ul style="list-style-type: none"> • Heating / draughty • Parking • Toilet facilities 	<ul style="list-style-type: none"> • Heating • Parking • Toilets (all abilities access) • Bookings and community engagement 	<ul style="list-style-type: none"> • Heating • Improve (outdoor) facilities • More events and activities 	<ul style="list-style-type: none"> • Heating • Outdoor toilet • Solar 	<ul style="list-style-type: none"> • Voluntary board (4) • Voluntary committee (7) • Incorporated committee (1) 	<ul style="list-style-type: none"> • Booking system • Funds stay with the community/friends • Controlling authority "Friends of"
Pelverata Hall	<ul style="list-style-type: none"> • Good events • Parking • Maintenance 	<ul style="list-style-type: none"> • Bookings • Regular cleaning 	<ul style="list-style-type: none"> • Improve facilities • Underutilisation • More events 	<ul style="list-style-type: none"> • Facilities maintenance • Council engagement • Cleaning 	<ul style="list-style-type: none"> • Outdoor facilities (BBQ) • More events and classes 	<ul style="list-style-type: none"> • Keysafe 	<ul style="list-style-type: none"> • Council with local group (2) • Voluntary committee (1) 	<ul style="list-style-type: none"> • Hybrid • Friends
Ranelagh Soldiers Memorial Hall	<ul style="list-style-type: none"> • *issue with download of survey results 	<ul style="list-style-type: none"> • Fuller utilisation • Heating and facilities • Stable committee • Bookings 		<ul style="list-style-type: none"> • Outside lighting • Male toilets • Finding new committee members 		<ul style="list-style-type: none"> • More activities and events 	<ul style="list-style-type: none"> • Current management model • A more diverse committee representation 	<ul style="list-style-type: none"> • Shared responsibility with Council • Council to take on maintenance • Friends of • Opportunity for community to come together • Support from Council on admin and finance
Southport Community Centre	<ul style="list-style-type: none"> • Widely used by the community • Great community engagement • Good parking 	<ul style="list-style-type: none"> • Mutual obligation commitments • Volunteer committee • Independence/ autonomy 	<ul style="list-style-type: none"> • Facilities • Social inclusion • Access issue 	<ul style="list-style-type: none"> • Facilities maintenance • Volunteer participation and training • Accessibilities 	<ul style="list-style-type: none"> • Facilities maintenance • Event advertisement • More events 	<ul style="list-style-type: none"> • lack of trust for HVC maintenance • Onboarding/training/respect for volunteers 	<ul style="list-style-type: none"> • Voluntary board (2) • Voluntary committee (10) • Incorporated committee (1) 	<ul style="list-style-type: none"> • Transparency of Council management • No liability of committee • Funds and insurances • Incorporated entity with delegates • Volunteer burdens • Status Quo

	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"> Widely used by the community Community engagement Facilities 	<ul style="list-style-type: none"> Utilisation Community engagement 	<ul style="list-style-type: none"> Management and transparency Facilities issues Accessibility and use Problems with late-night burnouts 	<ul style="list-style-type: none"> Securing gate Access Heating Toilet and facilities Carpark maintenance 	<ul style="list-style-type: none"> heating facilities accessibility 		<ul style="list-style-type: none"> Voluntary board (5) Voluntary committee (9) Incorporated committee (1) 	<ul style="list-style-type: none"> Not Council management "Friends of" – and keep control over who uses the hall Leased by community group



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	
Name:	A (Almost Certain)	H	H	E	E	E	E; extreme risk, immediate action required H; high risk, senior management attention needed M; moderate risk; management responsibility must be specified L; low risk; manage by routine procedures
Signature:	B (Likely)	M	M	H	E	E	
Date of Assessed	C (Possible)	L	M	H	E	E	
	D (Unlikely)	L	L	M	H	E	
	E (Rare)	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	COMMITTEE IDENTIFIED RISK 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	Risk not assessed under current model	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	Moderate	May-25
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