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**RECREATION AND OPEN SPACE
STRATEGY**

**VOLUME 3
WORKING PAPERS**

DECEMBER 2006

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VISION FOR RECREATION AND OPEN SPACE

A Shire that offers a range of recreation and open space environments for residents and visitors:

- through which they can achieve their recreation aspirations,
- through which they can engage with the community,
- that encourage participation in healthy lifestyle pursuits, and
- that raises awareness of the Shire's unique natural environment.

The Recreation and Open Space Strategy is presented in 3 volumes:

Volume 1: Executive Summary:
 This volume provides the context for the strategy, key issues and analysis and summarises the priorities for implementation over the next 10 years.

Volume 2: Recreation and Open Space Report:
 This volume provides the background, information and rationale for the priorities that emerge from this strategy.

Volume 3: Working Papers:
 This volume contains detailed results from research, policy frameworks and guidelines for the implementation of the Recreation and Open Space Strategy.

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WORKING PAPER 1: INFRASTRUCTURE PLAN

COMMUNITY RECREATION AND OPEN SPACE ASSETS MANAGEMENT PLAN

1.0 Introduction

There is a need for a more co-ordinated and integrated approach to the management of recreation and open space assets and future development proposals including:

- the setting of maintenance priorities,
- response to internal and external requests for action relating to facility maintenance,
- communication between Departments that have a role in relation to asset management and liaison with the various stakeholders e.g. Assets Unit that has a maintenance role and the Community Development Unit that has a club/community liaison role.
- setting of maintenance priorities,
- setting of capital works priorities,
- identifying of asset rationalisation opportunities,
- ~~project~~ management of ~~capital~~ works projects.

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2.0 Purpose of the Working Paper

The purpose of this Working Paper is to provide a discussion framework relating to:

- A. The Formation of an Internal 'Recreation and Open Space Assets Discussion Forum' and the relationship of that Forum with the 'Integrated Development Assessment Group (IDAG)' (Refer point 3)
- B. Internal Communications Relating To Day To Day Asset Management And Response Protocols. (Refer point 4)
- C. The setting of Capital Works Priorities. (Refer point 5)
- D. Preparation of an Audit of Category 3 Assets (Refer point 6)
- E. Referral of Assets to the Asset Register (Refer point 7)
- F. Development and Management of an Integrated Assets Database (Refer point 8)
- G. Infrastructure Design Principles (Refer point 9)

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3.0 The Formation of an Internal 'Recreation and Open Space Assets Discussion Forum' and Relationship with the 'IDAG'

There is a need to establish a forum in which discussions take place relating to recreation and open space assets (and associated issues) for which a number of Units across Council have responsibility. This forum should determine and review agreed directions and processes in view of changing circumstances resource availability etc.

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3.1 Purpose of the Discussion Forum

The purpose of the Discussion Forum is to:

- insure that planning and management of recreation and open space assets is well integrated across the organisation,
- insure that all staff and Units that may have a role to play in relation to a project or the outcome of a project are identified and involved,
- avoid assumptions about the level or type of involvement any one department should have,
- insure that projects benefit from a multi-disciplinary approach

It is essential that consideration be given to linking this forum to the IDAG and other organisation consultative and planning processes.

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3.2 Terms of Reference for IDAG

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Forum

The following terms of reference were approved in March 2006 for this group:

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Purposes

The purposes of the Integrated Development Assessment Group (IDAG) are to:

- Provide a holistic & strategic response to complex multi-disciplinary issues particularly affecting the broader fields of land & infrastructure development & community services
- Provide an agreed & timely response to determinations concerning complex land use & development approvals
- Identify barriers to effective organisational performance in land & infrastructure development & assess appropriate measures to overcome them
- Provide an effective forum for inter-organisational learning and information sharing
- Monitor inter-directorate liaisons and protocols to ensure:
 - all statutory obligations continue to be met
 - a co-operative work environment is encouraged
 - organisational skills are optimised
 - a consistent level of service is delivered
 - continuous improvement is the norm
 - working procedures are appropriately documented.

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Matters for Consideration

Matters for consideration by IDAG will comprise:

- Town Planning Approvals
- Subdivisional Certifications & Statements of Compliance
- Strategic Planning Issues & Processes
- Economic Development Proposals
- Environmental Assessments & Initiatives
- Community Planning & Development
- Infrastructure and Assets Initiatives

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IDAG will consider matters broadly relevant to the Shire Development, Infrastructure and Human Services Directorates and support the resolution of key issues in these areas as referred to it by the Core Membership.

The CEO &/or Meg will also have the opportunity to refer matters to IDAG, through the current Chairperson.

IDAG will consider matters which have both a short & long term consequence & an operational or strategic policy focus.

IDAG Operational Guidelines

Chair

- a Chairperson of IDAG will be appointed at the first meeting & thereafter on a quarterly basis

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Minutes & Agendas

- minutes & agendas will be prepared & distributed for all meetings of IDAG

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Participation/Core Membership

- the Core Membership of IDAG will comprise the following officers:

Manager Aged & Disability

Manager Planning & Building

Manager Strategic & Sustainable Development

Manager Projects

Manager Community Development

Manager Assets

Manager Environmental Health

In the event that a core member cannot attend a meeting of IDAG a proxy must be nominated and the proxy must attend.

Co-opted Members

- participants of IDAG will be drawn into each meeting as required from relevant Directorates & will comprise (inter alia) the following officers:

Co-ordinator Statutory Planning

Strategic and Social Planning Co-ordinator

Business Development Officer

Environmental Health Officer

Environment Policy Officer

Plantations Officer

Compliance Co-ordinator

Recreation Officer

Parks and Gardens Co-ordinator

Other officers might be deemed appropriate as determined by IDAG on a case by case basis.

Meeting Attendance

Invitees must advise the chair of any non attendance by way of email at least 2 business days before an IDAG meeting. Those unable to attend must nominate a proxy to attend in their place. If this is not possible an official explanation of non attendance must be provided by the Chair.

Extent of Authority

- IDAG will provide recommendations to the CEO/Directors on any matter under consideration which is broadly in compliance with this Terms of Reference
- IDAG will provide recommendations to the Director Shire Development /Manager Planning on specific development approvals in Moorabool Shire
- IDAG will have the power to co-opt participation of relevant Members in order to achieve stated IDAG purposes
- any dispute in relation to the capacity of IDAG to perform its functions as outlined in this Terms of Reference will be resolved by the CEO

Effect of Decisions

- determinations of IDAG will take the form of recommendations made to each Directorate where primary responsibility for an action lies, or, in some cases to the Management Executive Group (MEG)

Admin Support

- IDAG will be provided with adequate administrative support by each Directorate on a revolving basis

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Meeting Frequency

- meetings will be convened weekly or fortnightly as determined by the first meeting of IDAG & continuing frequency will be reviewed on a regular basis - the length of meetings will not exceed 2 hours

Reporting Process

- the minutes of each meeting (containing relevant recommendations) will be directed to each Directorate & to MEG

Review of Operations

- a quarterly progress report on operations will be prepared, signed off by the current Chairperson & submitted to MEG for consideration.

IDAG Sunset Provision

- the performance of IDAG will be reviewed every 12 months & IDAG will only be extended by resolution of MEG.

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Function of the Community Assets Discussion Forum¶

The Community Assets Discussion Forum shall:¶
 <#>Enhance communication between internal Service Units of Council, particularly with regard to the management, maintenance and development of community assets.¶
 <#>Establish a clearer, responsive and manageable process for the management and resolution of Committee of Management requests¶
 <#>Discuss and resolve action for:¶

1.3.1 . Committees of Management request i.e. maintenance, risk¶

1.3.2 . Committee's of management response to Appointments and Delegation policy¶
 <#>Discuss forward planning issues raised by the committee's¶

<#>Provide advice for the management and development of the category 3 capital improvement program¶
 <#>To inform Council's budget process in regard to recurrent and capital bids¶

Composition¶
 <#>The Directors of Council shall appoint the representatives to the Community Assets Discussion Forum. Directors will attend quarterly meetings.¶

<#>The forum group shall comprise of representatives from:¶
 <#>Assets¶
 <#>Parks and Gardens¶
 <#>Recreation¶
 <#>Community Development¶
 <#>Risk¶

<#>Contracts and Subdivisions¶
 Other staff may be invited to the forum meetings from time to time as a resource and a ... [2]

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4.0 Internal Communications Relating To Day To Day Asset Management And Response Protocols.

There is a need to ensure appropriate support and backup to Units that have a 'frontline' contact with community groups in relation to assets that are managed by community groups on behalf of Council. To achieve this there must be clear *policy* so that both internal staff and community groups understand their responsibilities, and internal *protocols* in place so that operational Units are accountable for delivering/not delivering outcomes as agreed.

4.1 Actions:

- Determine what policies are required to clearly identify Council and community roles and responsibilities. (Refer policy recommendations in the Action Plan, Volume 1, Recreation and Open Space Strategy)
 Resources:
 - a. Deeds of Delegation Documents for Committees of Management;
 - b. Maintenance Policy for Category 3 Assets (to be developed as per recommendation in the 'Action Plan', Volume 1, Recreation and Open Space Strategy)
 - c. Others to be identified here.
- Determine the different types of community enquiry and/or request that will be dealt with by specific Units.
- Determine the internal referral and response protocols and follow-up that will be adhered to. This should include response protocols in relation to the Customer Request Management System, and the way in which an inquiry will be dealt with once it enters the organisation e.g. reducing the number of 'transfers' to which the customer is exposed.
- Prepare a 'contact list' for community organisations so that contact can be made directly with the appropriate Unit. This will require there to be clear policies in place so that Units can respond with consistency and in accordance with agreed directions.

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5.0 Capital Works Priority Setting

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There is a need for a clear process for prioritising capital works relating to recreation and open space; dealing with requests for the community re capital projects; and prioritising works from different asset groups.

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5.1 Prioritising Capital Works Relating to Recreation and Open Space

The following is the beginning of a checklist that should be further developed to provide a framework for evaluating and prioritising capital works for recreation and open space using social, economic and environmental sustainability criteria.

This table can also be used for evaluating requests from the community.

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TABLE 5.1- Recreation and Open Space Priority Setting Criteria

CRITERIA	COMMENT/RATING
SOCIAL CRITERIA	
Has the project been identified through a strategic planning process that has substantiated the need?	
Has the project been prioritised against other community projects?	
Does the project reduce the burden on community e.g. management, maintenance, CoM.	
▼	
ECONOMIC CRITERIA	
Does the project minimise operation costs? E.g. power, maintenance, insurance.	
Is external funding available/committed to the project?	
▼	
▼	
ENVIRONMENTAL CRITERIA	
Does the project address risk management issues?	
Does the project address compliance issues?	
Does the project consolidate buildings on the/one site?	
▼	
▼	

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- Actions:**
- Complete Table 5.1 – review add evaluation criteria
 - Prepare evaluation criteria for prioritising works from different asset groups.
 - Trial the checklists.
 - Establish a formal process with representation from relevant Council Departments.

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6.0 Preparation of an Audit of Category 3 Assets

As a high priority undertake an audit of Category 3 Assets (Recreation and Community Assets). Refer Action Plan in Volume 1, Recreation and Open Space Strategy.

Actions:

- In conjunction with relevant Departments/ through the recreation Assets Discussion Groups develop and agreed audit checklist.
- Complete audit of Category 3 Assets.

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7.0 Referral of Assets to the Asset Register

A process for ensuring that all new and upgraded assets are referred to the asset register needs to be developed and relevant staff training provided.

Actions:

- Develop and implement a process to ensure that all relevant information relating to asset development and upgrade gets referred to the Asset Database.

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8.0 Development and Management of an Integrated Assets Database

There are concerns across the organisation that there is not one centralised database that houses all information relating to Council's assets. There is an asset database that is currently administered by the Infrastructure Directorate however there have been a number of additional databases created and which hold valuable information relating to these assets.

In addition this database should be central source of community recreation and social infrastructure that is not owned and/or management by Council but which are key pieces of community recreation infrastructure. These assets include DSE reserves and recreation activities that are on private land or operated by private enterprise. This information is critical when analysing the overall level of provision of sport, recreation health and wellbeing infrastructure.

When developing a database it is essential that the asset information needs of all Departments be taken into consideration and priority setting in relation to the gathering and inputting of information be determined by agreed criteria.

The following provides a preliminary list of database requirements relating to sport and recreation assets and associated information that should be considered as part of an integrated database.

ASSET TYPE	TYPE OF INFORMATION REQUIRED	PRIORITY
COUNCIL OWNED ASSETS	<ul style="list-style-type: none"> • Asset descriptor (number/title) • Category/status in the provision 'hierarchy' for the given asset type e.g. park, sporting reserve, environmental area, trail • Condition status • Activity Areas e.g. sporting fields, equestrian, playgrounds • Management Status/Group – e.g. Direct Council, CoM • Tenant groups and tenancy status e.g. lease, seasonal license. 	

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ASSET TYPE	TYPE OF INFORMATION REQUIRED	PRIORITY
	<ul style="list-style-type: none"> • Contact details for tenant groups • Maintenance regimes and providers. • Use/function • Users • Times of Use • Types of Activities • Fees and Charges • Planning documents relevant to the site/facility e.g. Master Plan. • Physical data e.g. size • Depreciation 	
NON COUNCIL MANAGED OR OWNED ASSETS	<p>DSE land e.g. Bacchus Marsh and Ballan Racecourse Reserves</p> <ul style="list-style-type: none"> • Asset descriptor (number/title) • Category/status in the provision 'hierarchy' for the given asset type e.g. park, sporting reserve, environmental area, trail • Condition status • Activity Areas e.g. sporting fields, equestrian, playgrounds • Management Status/Group – e.g. Direct Council, CoM • Tenant groups and tenancy status e.g. lease, seasonal license. • Contact details for tenant groups • Use/function • Users • Times of Use • Types of Activities • Planning documents relevant to the site/facility e.g. Master Plan. • Physical data e.g. size 	
	<p>DE&T/SCHOOLS e.g. playing fields, indoor stadiums</p> <ul style="list-style-type: none"> • Asset descriptor • Category/status in the provision 'hierarchy' for the given asset type e.g. park, sporting reserve, environmental area, trail • Condition status • Management status e.g. YMCA • Activity Areas e.g. sporting fields, equestrian, playgrounds • Tenant groups and tenancy status e.g. lease, seasonal license. • Contact details for tenant groups • Use/function • Users • Times of Use • Types of Activities • Planning documents relevant to the site/facility e.g. Master Plan. • Physical data e.g. size 	
	<p>PRIVATE FACILITIES e.g. Bacchus Marsh Motocross</p> <ul style="list-style-type: none"> • Asset descriptor • Category/status in the provision 'hierarchy' for the given asset type where relevant • Activity types • Contact details 	

Actions:

- Review the Draft table above to determine any additional information that is required of the database.
- Develop timelines for preparing the database and tasks for relevant parties' priorities etc.
- Identify how the information will be initially sourced.
- Seek budget allocation.
- Develop protocols for managing the database.
- Develop protocols for accessing the database.

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9.0 Infrastructure Design Principles

To ensure that the desired standard of infrastructure and environmental amenity is achieved and to ensure that there is a common and agreed understanding of what this means within Council and the community a set of infrastructure design principles must be developed.

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The following provides a preliminary list of points around which infrastructure design statements of principles should be developed. These principles should be developed around social, economic and environmental (built and natural) sustainability criteria.

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No.	SUBJECT	STATEMENTS
SOCIAL CRITERIA		
1	Disability Access	
2	Shared/Multi-use	
3	Social amenities e.g. seating, shade, water	
4	Public Art	
5	Compliance with safety principles e.g. CEPTED (Crime Prevention Through Environmental Design)	
6	Compliance with SEPA principles (Safe Environments for Physical Activity)	
ECONOMIC CRITERIA		
7	Maximum use	
8	Development costs	
9	Ongoing operational costs	
10	Sustainability	
11		
(BUILT) ENVIRONMENTAL CRITERIA		
13	Co-location of facilities	
14	Configuration/Integration	
15	Ancillary amenities e.g. carparking, roadways	
16	Buildings - components	
17	Compliance e.g. OHS, DDA	
18	Signage	
19	Site entry	
20		
(NATURAL) ENVIRONMENTAL CRITERIA		
22	Landscaping	
23	Vegetation	
24	ESD development principles.	
25		

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COMPARATIVE COST-BENEFIT ANALYSIS FRAMEWORK FOR (RECREATION INFRASTRUCTURE PROPOSALS)

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1. Purpose

There is a need to develop an agreed process and set of criteria for evaluating the cost and benefits of specific infrastructure projects and then prioritising them accordingly.

In the immediate this process should be used to cost and order works in relation to the commissioning and/or upgrading of sporting fields to provide for the critical shortage of playing fields. This analysis should include all options available to Council including facilities that are on non-Council owned land e.g. schools and DSE land.

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The criteria contained in Table 1 provides a checklist for:

- costing proposed recreation infrastructure,
- comparing the cost-benefit of a number of different proposals, and
- determining the timing/order of projects based on the cost-benefit analysis.

Criteria has been categorised using the social, economic and environmental sustainability framework.

Note: By the time projects have been referred to this process 'the need' for the proposal should have been substantiated through appropriate service planning processes.

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2. How to Use the Evaluation Table

The following are examples of how the checklist can be used.

Example 1 – Sporting Field provision

To determine the cost-benefit for developing additional sporting fields at any one site compared to another.

Example 2 – Consolidation of Facilities

To determine the benefits of consolidating meeting and community hall functions in comparison to expansion of existing separate sites.

Example 4 – For comparing different 'configurations' of provision.

Stage 1 of Analysis – Preliminary Overview

The table provides an initial overview of the potential costs and benefits of any proposed development. An evaluation of each site should be undertaken to identify relevant considerations. (Place a tick in the relevant box to indicate that the criteria are relevant to the analysis for that site).

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Stage 1 might be the only stage required if the task is to identify what has to be provided i.e. an initial overview to determine space, components etc.

Note – Additional criteria should be added to the list to accommodate site or 'situation' specific considerations.

Stage 2 of Analysis – Quantifying

A spread sheet should accompany stage 2 analysis in order to identify preliminary/estimated costing of items and longer term maintenance and management implications.

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TABLE 1 - CHECKLIST

	ITEM	CRITERIA	SITE OR INFRASTRUCTURE PROPOSAL					
		'Physical' additions e.g. 2 ovals	✓	✓	✓	✓	✓	✓
1. ECONOMIC CRITERIA – Are the following a cost item?								
1A. Development Criteria								
Acquisition	1	Land Purchase						
General	2	Preliminary site works e.g. levelling						
	3	Fencing - boundary						
	4	- internal						
	5	Toilets						
	6	Signage						
	7	Amenity landscaping/vegetation planting						
	8	Shelters						
	9	Picnic/BBQ include. tables/seating						
	10	Rubbish receptacles						
	11	Trails						
	12	Playgrounds						
	Utility	13	Power (to site & to 'zones' within the site)					
14		Water (to site & to 'zones' within the site)						
15		Sewerage (to site & to 'zones' within the site)						
Activity areas	16	Irrigation						
	17	Drainage						
	18	Lighting						
	19	'Activity infrastructure' e.g. goals, equestrian jumps						
Traffic management	20	Access - external roads/paths/crossings						
	21	- internal roads/trails						
	22	- car parking						
	23	- 'barriers'						
Buildings	24	Pavilions						
Income	25	Grants						
	26	Reserves allocation						
	27	Land sale						
1B. Recurrent Criteria								
Interest on Loans	28							
General	29	Compliance/safety audits						
Operations	30							
Buildings	31	Maintenance (Annual)						
	32	Replacement/upgrade (lifecycle renewal)						
	33	Insurance						
Grounds	34	Maintenance						
	35	Replacement/upgrade (lifecycle renewal)						
2. SOCIAL CRITERIA – Are the following a cost item?								
	36	Adds to/consolidates existing sporting/recreation facilities on site.						

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	37	Provides for a substantiated need for a specific demographic e.g. children.						
	38	Provides for a substantiated need for a specific sport or activity e.g. soccer, equestrian.						
	39	Provides for a substantiated local need e.g. need for a local/ regional standard facility.						
	40	Enhance recreation environments and opportunities.						
3. ENVIRONMENT (Built and Natural) CRITERIA – Are the following a cost item?								
	41	Opportunity for future expansion.						
	42	Consistent with Management and Development Standards in the Recreation and Open Space Strategy (Refer Volume 2).						
	43	Can accommodate associate infrastructure for recreation e.g. trails, landscaped amenity, play areas.						
	44	Safe environment/can be made safe.						

3. Comments

Site	Comment

WORKING PAPER 2: COMMUNITY CAPACITY PLAN

1.0 Introduction

Community Capacity

This strategy has clearly identified that the broader sport and recreation community does not have the capacity to address the level and range of issues and priorities that are facing it.

Because of a lack of internal resources Council has tended to adopt policies that minimise community expectation of its role in the development and maintenance of sport and recreation infrastructure.

This is clearly evident in relation to crown land reserves from which many community groups operate e.g. sporting groups, public halls. While this is understandable in terms of financial resources it does not recognise the valuable service that these groups provide to their community, the same as do those groups operating from Council owned/managed land.

Council has also adopted (generally) the policy that community groups are to be responsible for the maintenance of community buildings. In most of Council's smaller communities this means that a significant level of community infrastructure is falling into disrepair. In addition, these communities have neither the knowledge nor the capacity to ensure that buildings remain compliant with relevant codes and guidelines.

Because of climatic and geographical factors many sporting reserves are faced with poor playing fields. The capacity to address these issues is well beyond the capacity of local groups, particularly those in small communities where in many cases there is also a small, declining or non-existent retail and social infrastructure base e.g. closure of schools on which to draw for financial and volunteer support.

There are a number of factors that have and will continue to diminish the community's capacity to fulfil these roles, these include:

- declining populations in smaller and more rural communities,
- increasing level of the community that commutes to business/work outside the Shire and who therefore potentially have less 'disposable time'.
- a strong association by residents with sport and recreation opportunities and associated clubs and networks outside the Shire,
- an expectation by residents locating to the area that a basic level of infrastructure will be provided by Council as is often their experience elsewhere.

Council Capacity

Council does not currently have the capacity to manage the range of needs and issues that have emerged from this strategy in the short term.

There is a need to provide additional resources in the Recreation Services area, particularly in relation to:

- club, volunteer and committee training, information and development,
- advocacy for external funding, including special funding advocacy delegations.
- recreation policy and planning writing and implementation of outcomes,
- open space policy and planning writing and implementation of outcomes,
- management of capital works projects.

Council's capacity can also be enhanced by more effective and integrated protocols and processes for dealing with recreation and open space issues and opportunities, and by decision making that is consistent (policy).

Council could consider the 'buying in' of support to assist with overcoming shortfalls in some areas in the short term.

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Council needs to clearly define the role that it will play in relation to supporting community groups but this must be done on a consistent and equitable basis. This strategy recommends a number of initiatives that will support the community’s capacity to assist to maintain community infrastructure and participation opportunities.

This strategy makes a number of recommendations (refer Action Plan, Volume 1, Recreation and Open Space Strategy) that recognises the support that is needed to more appropriately support the community in its provision of community recreation and sport opportunities. Some of these will have a direct impact and others an indirect impact, but all are aimed at strengthening the community and Council’s capacity to better support recreation initiatives in a consistent manner. These recommendations are as follows:

Action Plan Ref.	RECOMMENDATION	POTENTIAL IMPACT ON CAPACITY
4.4	<p><u>Conduct training and information/awareness sessions for the community in relation to:</u></p> <ul style="list-style-type: none"> • <u>Committees of Management roles, responsibilities and accountabilities</u> • <u>Policies, standards and guidelines for facilities and recreation programs.</u> • <u>Volunteer management and support.</u> • <u>Club administration, eg. risk management, financial management, fund-raising, grants and submission writing, amalgamations/consolidation.</u> • <u>Sport development e.g. increasing membership, participation programs</u> 	Increase knowledge, skills re club management, club development, understanding of policies, funding availability etc.
4.5	<p><u>Liaise with the Department of Sustainability and Environment regarding all crown land used by Moorabool community for sport and recreation, to discuss issues of management, roles of key parties, and development opportunities.</u></p>	Improves support and guidance to all community providers of recreation ad sport opportunities not just those on Council owned/managed land
3.1	<p><u>Seek funding to assist community organisations attract, support and develop volunteers, and to promote volunteer opportunities.</u></p>	Direct support to clubs, CoMs etc. re management of sport and recreation (and other community sectors) in the community.
3.1	<p><u>Liaise with Volunteering Victoria to identify opportunities to establish a local ‘volunteer job vacancy’ database that can be updated by local clubs and organisations.</u></p>	Opportunity to increase access to potential volunteers and highlight volunteer opportunities.
3.1	<p><u>Work with adjoining LGAs to develop a regional Volunteer Awareness, Development, Support and Recognition Program. This program should consider:</u></p> <ul style="list-style-type: none"> - broad (not just recreation) volunteer needs - volunteer and potential volunteer information and training needs, - opportunities through which to promote volunteer opportunities, - centralising of information relating to training and development opportunities, - providing of training and development, - recognition programs, - support for organisations managing volunteers, - role of a Volunteer Resource Centre. 	Direct support to clubs, CoMs etc. re management of sport and recreation (and other community sectors) in the community.
2.2	<p><u>Establish a database (and process for collecting and collating data) of all sporting and recreation clubs and community groups to determine membership numbers and establish trends over time.</u></p>	Provides trends over time for funding and advocacy submissions.

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Identify training and information/awareness needs of the community in relation to the following, prepare information/ policies to address these needs and conduct community education and awareness programs.¶
CoM roles, responsibilities and accountabilities (both Council and non-Council committees).¶
Policies.¶
Standards and guidelines.¶
Volunteer management and support procedures and opportunities.¶
Club administration e.g. risk management, financial management, fund-raising, grants and submission writing, amalgamations/consolidation.¶
Funding availability. ¶
Sport development e.g. increasing membership, alternative partic[... [6]
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