



WELLINGTON
SHIRE COUNCIL

The Heart of Gippsland

COUNCIL MEETING AGENDA ORDINARY MEETING

Meeting to be held via MS Teams

Tuesday 1 February 2022, commencing at 3:00 PM

**or join Wellington on the Web:
www.wellington.vic.gov.au**

**ORDINARY MEETING OF COUNCIL
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COUNCIL MEETING INFORMATION

Due to ongoing COVID-19 restrictions, the “Minister’s Good Practice Guideline MGPG-1: Virtual Meetings”, issued by the Minister for Local Government, continue to apply. Pursuant to section 87 of the Local Government Act 2020, these guidelines ensure that local Government decision making can continue in line with COVID-19 restrictions and further details can be found on the Local Government Victoria website.

These guidelines took effect from 1st May 2020 and will remain in place through to 26th April 2022.

While members of the public cannot attend this meeting in person, we have provided options for you to interact with us virtually via our Council Meetings page on the Wellington Shire Council Website. You are able to interact with Council in two ways:

- Email a specific question or comment relating to a particular Council Agenda item no later than 1:00pm on the day of the Council Meeting; or*
- For general questions to Council, via the online webform early in this meeting to ensure that your questions can be dealt with at the end of this meeting.*

While we maintain a virtual way of gathering, we thank you for your ongoing support.

ACKNOWLEDGEMENT OF COUNTRY

“We acknowledge the traditional custodians of this land, the Gunaikurnai people, and pay respects to their Elders past and present”

PRAYER

“Almighty God, we ask your blessing upon the Wellington Shire Council, its Councillors, officers, staff and their families. We pray for your guidance in our decisions so that the true good of the Wellington Shire Council may result to the benefit of all residents and community groups.”

Amen

1. APOLOGIES

2. DECLARATION OF CONFLICT/S OF INTEREST

3. CONFIRMATION OF MINUTES OF PREVIOUS COUNCIL MEETING/S

3.1. ADOPTION OF MINUTES OF PREVIOUS COUNCIL MEETING

ACTION OFFICER: GENERAL MANAGER CORPORATE SERVICES

PURPOSE

To adopt the minutes of the Ordinary Council Meeting of 21 December 2021.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That Council adopt the minutes and resolutions of the Ordinary Council Meeting of 21 December 2021.

CONFLICT OF INTEREST

No staff and/or contractors involved in the compilation of this report have declared a conflict of interest.

4. BUSINESS ARISING FROM PREVIOUS MEETINGS

ACTION OFFICER: CHIEF EXECUTIVE OFFICER

ITEM	FROM MEETING	COMMENTS	ACTION BY
NIL			

5. ACCEPTANCE OF LATE AND URGENT ITEMS

6. NOTICE/S OF MOTION

7. RECEIVING OF PETITION OR JOINT LETTERS

7.1. OUTSTANDING PETITIONS

ACTION OFFICER: CHIEF EXECUTIVE OFFICER

ITEM	FROM MEETING	COMMENTS	ACTION BY
NIL			

8. INVITED ADDRESSES, PRESENTATIONS OR ACKNOWLEDGEMENTS

9. QUESTION/S ON NOTICE

9.1. OUTSTANDING QUESTION/S ON NOTICE

ACTION OFFICER: CHIEF EXECUTIVE OFFICER

ITEM	FROM MEETING	COMMENTS	ACTION BY
NIL			

10. DELEGATES REPORT

11. CHIEF EXECUTIVE OFFICER

11.1. AUDIT & RISK COMMITTEE MEMBER APPOINTMENT

ACTION OFFICER: CHIEF EXECUTIVE OFFICER

PURPOSE

The purpose of this report is to provide information to Council to enable the consideration of and a decision to appoint an external independent member to Council's Audit & Risk Committee following the resignation of an existing independent member.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That:

- 1. Council appoint an independent member to Council's Audit & Risk Committee, for a three year period (in accordance with its charter), commencing 2 February 2022 and expiring 1 February 2025 in accordance with the recommendation in the attached confidential Audit & Risk Committee Member Appointment Evaluation Report of this Council meeting agenda; and***
- 2. The information contained in the attached Audit & Risk Committee Member Appointment Evaluation Report and designated confidential under Section 3(1) Confidential Information of the Local Government Act 2020 by the Chief Executive Officer on 10 January 2022 because it relates to the following grounds: f) personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs; be designated confidential information under Section 3(1) Confidential Information of the Local Government Act 2020, except that once this recommendation has been adopted the name of the successful applicant can be made public.***

BACKGROUND

Council maintains an Audit & Risk Committee in accordance with section 53 of the *Local Government Act 2020*. The Audit & Risk Committee is a formally appointed committee of the Council and is responsible to Council.

The Audit & Risk Committee's role is to report to Council and provide appropriate advice and recommendations on matters relevant to its Charter in order to facilitate decision making by Council in relation to the discharge of its responsibilities.

The Audit & Risk Committee membership is comprised of two Councillors and three external independent persons with suitable knowledge and experience, all appointed by Council for periods varying to a maximum term of three years. Kiah Cashman has resigned as an independent member of the Committee, thus creating a vacancy.

An Expression of Interest process was conducted in August 2021 to fill a vacant position created by the expiry of an independent member's term in October.

Advertising was undertaken in August 2021 and expressions of interest were received by the nominated closing date of 17 August 2021.

An interview process was held in September 2021 and the Evaluation Panel's recommendation to appoint Sarah Heath was adopted by Council at its meeting on 21 September 2021.

Given that the expression of interest process was only recently conducted, it is now proposed that a suitable independent member be selected from the remaining candidates who were shortlisted and interviewed in September. The Evaluation Panel's assessment and a recommendation for appointment is attached at Appendix A in the attached confidential report.

ATTACHMENTS

1. Confidential Header - Audit & Risk Committee Member Appointment [11.1.1 - 1 page]
2. CONFIDENTIAL REDACTED - Evaluation report to appoint Tony Smith to Audit & Risk Committee [11.1.2 - 2 pages]

OPTIONS

Council has the following options available:

1. Adopt the recommendation to appoint one independent member to Council's Audit & Risk Committee, for a three year period (in accordance with its charter), commencing 2 February 2022 and expiring 1 February 2025; or
2. Amend the recommendation in relation to the proposed appointment.

PROPOSAL

That Council appoint one independent member to Council's Audit & Risk Committee in accordance with the evaluation panel's confidential report attached, for a three year period (in accordance with its charter), commencing 2 February 2022 and expiring 1 February 2025

CONFLICT OF INTEREST

No staff and/or contractors involved in the compilation of this report have declared a conflict of interest.

FINANCIAL IMPACT

This impact has been assessed and there is no effect to consider at this time.

COMMUNICATION IMPACT

This impact has been assessed and there is no effect to consider at this time.

LEGISLATIVE IMPACT

This impact has been assessed and there is no effect to consider at this time.

COUNCIL POLICY IMPACT

This impact has been assessed and there is no effect to consider at this time.

COUNCIL PLAN IMPACT

The Council Plan 2021-25 Theme 4 “Services and Infrastructure” states the following strategic outcome:

Strategic Outcome 4.1: *"A financially sustainable, high performing organisation."*

This report supports the above Council Plan strategic outcome.

RESOURCES AND STAFF IMPACT

This impact has been assessed and there is no effect to consider at this time.

COMMUNITY IMPACT

This impact has been assessed and there is no effect to consider at this time.

ENVIRONMENTAL IMPACT

This impact has been assessed and there is no effect to consider at this time.

ENGAGEMENT IMPACT

This impact has been assessed and there is no effect to consider at this time.

RISK MANAGEMENT IMPACT

This impact has been assessed and there is no effect to consider at this time.



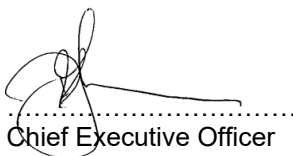
WELLINGTON
SHIRE COUNCIL

The Heart of Gippsland

ORDINARY COUNCIL MEETING 1 FEBRUARY 2022

On this 10th day of January 2022, in accordance with Section 66 Clause (2)(a) of the *Local Government Act 2020*; I, David Morcom, Chief Executive Officer declare that the information contained in the attached document **AUDIT AND RISK COMMITTEE MEMBER APPOINTMENT EVALUATION REPORT** is confidential because it relates to the following grounds under Section 3(1) of the *Local Government Act 2020*:

- f) ***personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs***



.....
Chief Executive Officer

12. GENERAL MANAGER CORPORATE SERVICES

12.1. ASSEMBLY OF COUNCILLORS

ACTION OFFICER: GENERAL MANAGER CORPORATE SERVICES

OBJECTIVE

To report on all assembly of Councillor records received for the period 13 December 2021 to 23 January 2022.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That Council note and receive the attached Assembly of Councillor records for the period 13 December 2021 to 23 January 2022.

BACKGROUND

Section 80A of the *Local Government Act 1989* required a written record be kept of all assemblies of Councillors, stating the names of all Councillors and Council staff attending, matters considered and any conflict of interest disclosures made by a Councillor. These records were required to be reported at an ordinary meeting of the Council and recorded in the minutes. Under the new *Local Government Act 2020*, this requirement is no longer provided for however, under Council's good governance framework, Council will continue to provide records of assemblies of Councillors to ensure that the community are kept informed of Councillors activity and participation.

Following is a summary of all Assembly of Councillor records received for the period 13 December 2021 to 23 January 2022.

ATTACHMENTS

1. Assembly of Councillors - SLUPP - 15 December 2021 [12.1.1 - 1 page]
2. Assembly of Councillors - Council Day - 21 December 2021 [12.1.2 - 2 pages]

OPTIONS

Council has the following options:

1. Note and receive the attached assembly of Councillors records; or
2. Not receive the attached assembly of Councillors records.

PROPOSAL

That Council note and receive the attached assembly of Councillors records during the period 13 December 2021 to 23 January 2022.

CONFLICT OF INTEREST

No staff and/or contractors involved in the compilation of this report have declared a conflict of interest.

FINANCIAL IMPACT

This impact has been assessed and there is no effect to consider at this time.

COMMUNICATION IMPACT

This impact has been assessed and there is no effect to consider at this time.

LEGISLATIVE IMPACT

The reporting of written records of assemblies of Councillors to the Council in the prescribed format complied with Section 80A of the *Local Government Act 1989* however, without prescription under the *Local Government Act 2020*, Council will continue to provide these records as part of Council's good governance framework.

COUNCIL POLICY IMPACT

This impact has been assessed and there is no effect to consider at this time.

COUNCIL PLAN IMPACT

This impact has been assessed and while it does not meet a specific Council Plan strategic outcome, it does align with Council's good governance framework.

RESOURCES AND STAFF IMPACT

This impact has been assessed and there is no effect to consider at this time.

COMMUNITY IMPACT

This impact has been assessed and there is no effect to consider at this time.

ENVIRONMENTAL IMPACT

This impact has been assessed and there is no effect to consider at this time.

ENGAGEMENT IMPACT

This impact has been assessed and there is no effect to consider at this time.

RISK MANAGEMENT IMPACT

This impact has been assessed and there is no effect to consider at this time.

ASSEMBLY OF COUNCILLORS – 15 DECEMBER 2021

MEETING	COUNCILLORS, OFFICERS AND OTHERS IN ATTENDANCE (NAME AND POSITION)						
STRATEGIC LAND USE PLANNING PROJECT REVIEW GROUP	Councillor Name	Attendance	Conflict of Interest	Officer Name	Attendance	Item No.	Conflict of Interest
	Cr Ian Bye	Yes	No	D Morcom, CEO	No		
	Cr Carolyn Crossley	No		A Skipitaris, GMCS	No		
	Cr Marcus McKenzie	No		K McLennan, Acting GMC&C	No		
	Cr Gayle Maher	Yes	No	C Hastie, GMB&NE	Yes	All	No
	Cr Carmel Ripper	No		B McAlister, GMD	Yes	All	No
	Cr Scott Rossetti	No					
	Cr Garry Stephens	Yes					
	Cr John Tatterson	Yes	No				
	Cr Jill Wood	No					
OTHERS IN ATTENDANCE (NAME AND POSITION)			CONFLICT OF INTEREST	MATTERS/ITEMS CONSIDERED AT THE MEETING			
Josh Clydesdale (Manager Land Use Planning)			Yes <i>(Item 4: As a resident within the Longford Development Plan area)</i>	Meeting Agenda – 15 December 2021			
Sam Pye (Manager Built Environment)			No	Strategic Planning Priorities			
Barry Hearsey (Coordinator Strategic Planning)			Yes <i>(Item 4: As a resident in close proximity to the Longford Development Plan area)</i>	Incoming Correspondence			
Caragh Button (Strategic Planner)			No	Rezoning Requests			
Alex Duncan (Strategic Planner)			No	Other Business			

ASSEMBLY OF COUNCILLORS – 21 DECEMBER 2021

MEETING	COUNCILLORS AND OFFICERS IN ATTENDANCE (NAME AND POSITION)				CONFLICT/S OF INTEREST OR ACTION ITEMS
IT / Diary Meeting	Name	Attendance	Name	Attendance	
	Cr Bye	Yes	Cr Stephens	Yes	N/A
	Cr Crossley	No	Cr Tatterson	Yes	N/A
	Cr McKenzie	Yes	Cr Wood	Yes	N/A
	Cr Maher	Yes	David Morcom, CEO	Yes	N/A
	Cr Ripper	No	Viktoria Pope, EA CEO	Yes	N/A
	Cr Rossetti	Yes	Damian Norkus, ICT Operations Officer	Yes	N/A

MEETING	COUNCILLORS AND OFFICERS IN ATTENDANCE				CONFLICT/S OF INTEREST OR ACTION ITEMS
Workshops	Name	Attendance	Name	Attendance	
	Cr Bye	Yes	Cr Tatterson	Yes	N/A
	Cr Crossley (<i>virtual</i>)	Yes (<i>items 7&8 only</i>)	Cr Wood	Yes	N/A
	Cr McKenzie	Yes	David Morcom, CEO	Yes	N/A
	Cr Maher	Yes	Arthur Skipitaris, GM Corporate Services	Yes	N/A
	Cr Ripper	No	Karen McLennan, Actg. GM C & C	Yes	N/A
	Cr Rossetti	Yes	Chris Hastie, GM Built & Natural Environment	Yes	N/A
	Cr Stephens	Yes	Brent McAlister, GM Development	Yes	N/A

Workshops (cont.)	MATTERS/ITEMS CONSIDERED AT THE MEETING	OTHERS IN ATTENDANCE
	1. WELLINGTON SHIRE RESIDENTIAL STOCKTAKE FACILITATION STRATEGY REPORT	<ul style="list-style-type: none"> Joshua Clydesdale, Manager Land Use Planning Colin Kalms (Manager Building, Planning and Compliance, Greater Shepparton City Council) <i>Conflict of Interest: Nil</i>
	2. NORTH SALE/LONGFORD REZONING PROPOSAL	<ul style="list-style-type: none"> Brent McAlister, General Manager Development <i>Conflict of Interest: Nil</i>
	3. HOME AND COMMUNITY CARE FUNDING REVIEW	<ul style="list-style-type: none"> Catherine Vassiliou, Acting Manager Communities, Facilities and Emergencies <i>Conflict of Interest: Nil</i>
	4. ARCHIBALD PRIZE 2021 PROJECT WRAP UP	<ul style="list-style-type: none"> Jamie Smith, Manager Arts and Culture Melanie Capel, (Archibald Prize - Project Manager) <i>Conflict of Interest: Nil</i>
	5. ADDITIONAL STAFF UPDATE	<ul style="list-style-type: none"> David Morcom, CEO Arthur Skipitaris, General Manager Corporate Services <i>Conflict of Interest: Nil</i>
	6. DEVELOPMENT DIVISION UPDATE: PLANNING, MUNICIPAL SERVICES AND ECONOMIC DEVELOPMENT	<ul style="list-style-type: none"> Brent McAlister, General Manager Development Joshua Clydesdale, Manager Land Use Planning Kate Foster, Manager Economic Development Vanessa Ebsworth, Manager Municipal Services <i>Conflict of Interest: Nil</i>
	7. ONGOING SUPPORT FOR ROSEDALE AND AVON (STRATFORD) STADIUMS	<ul style="list-style-type: none"> Catherine Vassiliou, Acting Manager Communities, Facilities and Emergencies Mark Benfield, Coordinator Community Facilities Planning Bodye Darvill, Coordinator Community Committees <i>Conflict of Interest: Nil</i>
	8. COMMUNITY & CULTURE DIVISION UPDATE - COMMUNITIES, FACILITIES AND EMERGENCIES	<ul style="list-style-type: none"> Catherine Vassiliou, Acting Manager Communities, Facilities and Emergencies Sam Matthews, Acting Manager Recovery and Emergencies <i>Conflict of Interest: Nil</i>

13. GENERAL MANAGER DEVELOPMENT

13.1. RESIDENTIAL STOCKTAKE AND FACILITATION STRATEGY

ACTION OFFICER: MANAGER LAND USE PLANNING

PURPOSE

For Council to adopt the Residential Stocktake and Facilitation Strategy Report as attached.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That Council adopt the Residential Stocktake and Facilitation Strategy Report as attached.

BACKGROUND

Mesh Planning has undertaken a review of residential land supply and demand across the main urban towns of the Wellington Shire and following stakeholder consultation investigated options for Council to better facilitate and proactively assist with the release of residential land. This is a critical issue for Wellington Shire given the current housing and rental shortage.

An online workshop with representatives from the development sector, service authorities, and Council representatives was held on 5 May 2021, 12 May 2021 and on 18 November 2021 to inform the preparation and finalisation of the attached Residential Stocktake and Facilitation Strategy Report ('Report').

The Report was discussed at a Council workshop on 19 October 2021 and on 21 December 2021, with the key recommendation (recommendation 7) being that Council take a proactive role with forward funding key infrastructure items (of shared public benefit) in urban growth areas, and for these costs to be recovered from developers as development progresses.

This recommended way forward is particularly relevant in a Wellington Shire context, where high 'pioneer' (initial) developer costs (particularly for costly drainage retention basis and road intersection upgrades) can impact development viability. These infrastructure delivery issues are more readily resolved in peri-urban areas of Melbourne as infrastructure costs can be offset by higher land values (returns) and higher rates of land take up (sales).

As outlined and included in the attached Report, the City of Greater Shepparton have prepared and are now implementing a 'Procurement of Public Infrastructure Works Policy', which transparently and consistently guides decisions relating to the funding and delivery of required infrastructure in growth areas.

Subject to Council's adoption of the attached Report, work will then begin on developing a 'like' Policy for Wellington Shire for future Council consideration. This will then provide a transparent and logical basis for future Council decisions relating to forward funding of key development infrastructure (with shared public benefit) to better facilitate greenfield growth across the Wellington Shire.

It is noted that while the emphasis throughout the Report has been on residential land supply and land release, the Report identifies that the Policy could equally apply to employment land (e.g. to new industrial growth fronts).

ATTACHMENTS

1. 211201 - Wellington Shire Residential Stocktake Facilitation Strategy v2 final report [13.1.1 - 79 pages]

OPTIONS

Council has the following options available:

1. Adopt the Residential Stocktake and Facilitation Strategy Report as attached; or
2. Not adopt the Residential Stocktake and Facilitation Strategy Report and seek further information for consideration at a future Council meeting.

PROPOSAL

That Council adopt the Residential Stocktake and Facilitation Strategy Report as attached.

CONFLICT OF INTEREST

No staff and/or contractors involved in the compilation of this Council report have declared a conflict of interest.

FINANCIAL IMPACT

Financial impacts will be further considered as part of the development of a Council Policy via future budget processes and via individual 'case by case' assessments of infrastructure funding requests (business cases) in accordance with any adopted Policy position of Council.

COMMUNICATION IMPACT

This impact has been assessed and there is no effect to consider at this time.

LEGISLATIVE IMPACT

This impact has been assessed and there is no effect to consider at this time.

COUNCIL POLICY IMPACT

A future Council Policy will be developed and presented to Council for future consideration. Council may elect to adopt or not adopt a Policy in due course.

COUNCIL PLAN IMPACT

The Council Plan 2021-25 Theme 2 “Economy and Sustainable Growth” states the following strategic outcome:

Strategic Outcome 2.3: *"An increase in variety of housing choice to support equitable access to housing."*

Strategic Outcome 2.4: *"Infrastructure investment is targeted to maximise jobs and housing growth."*

This report supports the above Council Plan strategic outcomes.

RESOURCES AND STAFF IMPACT

This impact has been assessed and there is no effect to consider at this time.

COMMUNITY IMPACT

Positive community impacts are ultimately envisaged where residential (and employment) land is more promptly released.

ENVIRONMENTAL IMPACT

This impact has been assessed and there is no effect to consider at this time.

ENGAGEMENT IMPACT

Key development and service authority stakeholders have been engaged, with support evident for Council to take a more proactive role in activating growth areas across the municipality.

RISK MANAGEMENT IMPACT

This impact has been assessed and there is no effect to consider at this time.

WELLINGTON SHIRE

Residential Stocktake & Facilitation Strategy

mesh



WELLINGTON SHIRE

Residential Stocktake & Facilitation Strategy



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Disclaimer

All professional care has been taken to ensure that the content of this report is current and accurate. However, it is not purported that it is complete, and it is not guaranteed that the content of the report is free from errors. Mesh accepts no liability for error, loss, damages or other consequences arising from reliance on information contained in this report.

Acknowledgement of Country

We acknowledge and celebrate the Gunaikurnai People as the Traditional Custodians of the land and waters that is now called the Wellington Shire. We pay our respects to Elders past and present and emerging, and extend that respect to all First Nations people from all nations of this land. We recognise their continuing connection to the land and waters, and whose culture is among the oldest continuous cultures in human history.



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1. Introduction

Like many other regional municipalities within Gippsland and beyond, the Shire of Wellington is experiencing pressure to grow. The likelihood of growth pressure being felt within the Shire and the broader Gippsland Region¹ has been foreshadowed for many years.

The *Gippsland Regional Growth Plan*² defines a network of towns that are spread throughout the region and identifies that:

‘Gippsland’s economy is predominantly based around natural resources and commodities, with key industry sectors including agriculture, forestry, dairy and pastoral industries fishing and coal mining, oil and gas extraction’.³

The vibrant employment base of the region is complimented by a network of livable towns within Wellington that offer choice, affordability, convenience and a strong sense of community.

Despite these strategic advantages, Council has been frustrated by the inability to accommodate the interest that is being shown in the Shire.

Questions have been raised about lack of land supply in some locations as a possible constraint but there also appear to be other underlying issues such as infrastructure co-ordination, funding and delivery problems and understanding of the ‘market’ and project feasibility that are part of the bigger picture. Council’s experience is that these issues, that are often overcome in metropolitan growth areas by the strength of the market without the need for direct intervention, are magnified and are not so easily overcome in regional locations such as within the Wellington Shire.

Council recognizes that there is a need to adopt a proactive approach and where necessary to actively participate in the land development process. Where past approaches have focused on planning responses in the form of proactive rezoning of land and/or preparation of Development Plans and Structure Plans, feedback suggests that blockages around infrastructure funding and delivery may be a significant constraint that is undermining the effectiveness of such approaches.

This project, involving direct consultation with a broad range of participants in the land development process, was commissioned by Council in order to serve three broad purposes.

- 1 **To understand the key issues** that are impacting on Council’s ability to accommodate growth within the Shire.

- 2 **To determine what proactive role/s** Council may adopt to facilitate growth.

- 3 **If Council is to offer financial assistance as a proactive response** how should the allocation of financial assistance be determined where resources are likely to be limited.

¹ Bass Coast, Baw Baw, South Gippsland, Latrobe, Wellington and East Gippsland

² *Gippsland Regional Growth Plan, State Government of Victoria 2014*

³ *Gippsland Regional Growth Plan 2014, pg7*



2. Regional Context

2.1 Gippsland Regional Growth Plan

The State Government recognized the need to plan for the future of the regions in a more consistent and proactive way in 2017-2019 when 8 regional growth plans were prepared. The Gippsland Regional Growth Plan (GRGP) includes the Wellington Shire.

According to the GRGP:

Eight regional growth plans have been developed to provide broad direction for land use and development across regional Victoria. They also provide more detailed planning frameworks for key regional cities and centres.

Increasing the growth of regional Victoria will help improve the state's competitiveness by strengthening regional labour markets, expanding markets for local goods and services and providing a greater diversity of affordable housing and employment opportunities.

Regional growth plans, together with the new metropolitan planning strategy, Plan Melbourne, have been aligned in a way that builds on the interdependence of our urban settlements and facilitates their development as a networked 'state of cities'.

Unlocking the growth potential of these cities – so they can accommodate a greater proportion of the state's future growth with good transport connections between them and Melbourne – will create a state of cities where there are greater choices for people about where to live, work or start a business. It is likely that demand for housing in regional cities and centres would be accelerated in the future with the imposition of a permanent growth boundary around Melbourne.

The regional growth plans respond to the directions that were established in the regional strategic plans that were prepared across regional Victoria between 2007 and 2010.

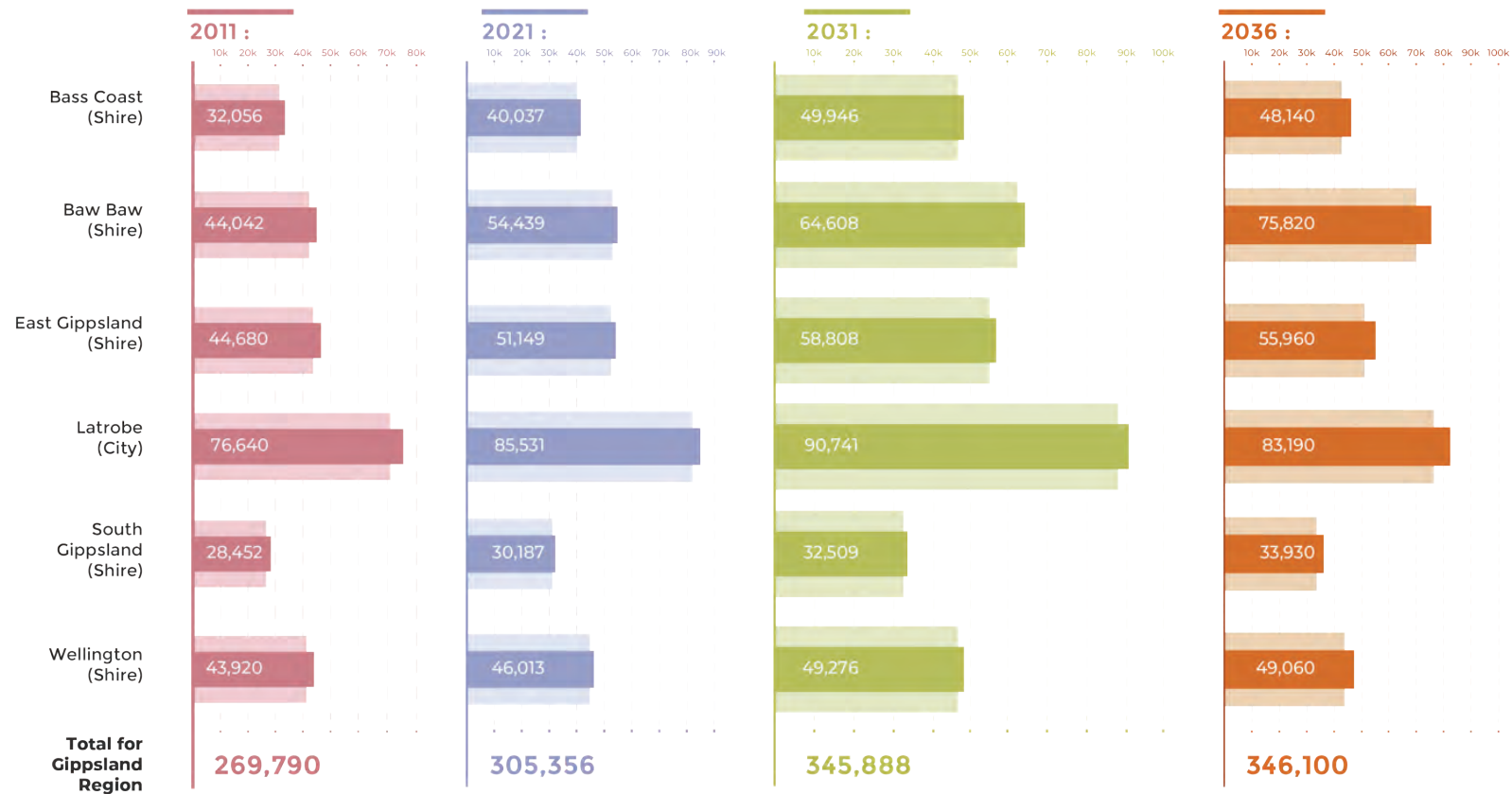
Regional growth plans are the next stage in planning for growth and change in regional Victoria. They have been developed in a partnership between local government and state agencies and authorities. Regional growth plans reflect state and local government objectives.

This plan provides a long-term view of the region to 2041 and beyond, allowing for some short-term actions, and providing long-term strategic land use direction.⁴

The reference to '**unlocking the growth potential of these cities**' is significant within the context of this report as it is apparent that the prediction of accelerated demand for housing in regional cities is being felt but that problems associated with the release of land is creating a blockage.

The updated Gippsland summary population forecasts (including the 2019 VIF forecasts) reflect this constraint to development with limited growth and/or some decline predicted between 2031 and 2036 – see table 1.

Table 1 – Gippsland Local government areas projected population 2011-2036

Local Government Projected Population :

Source: Victoria in Future 2012 & 2019

2.2 Vision for the Region

The vision for the Gippsland Region as expressed in the GRGP is that:

By 2041 Gippsland is recognized as having attracted remarkable levels of investment in economic and urban growth through implementation of regional strategies and projects, inspired by the region's assets and its potential.

Growth has been planned for, and attracted to, six urban centres: Latrobe City as the regional city, Bairnsdale, Leongatha, Sale, Warragul/Drouin and Wonthaggi. This approach has attracted and retained higher than projected population and employment levels as the centres have gained the critical mass to provide higher order services.

Economic growth has been sustained by the region's traditional strengths in natural resources, energy, agriculture and forestry, manufacturing and tourism. Investment in research and development in these and other industries has spurred on the development of new industries and higher employment rates and resulted in Gippsland having a reputation for innovative technology.

Promotion of the region's nature-based and cultural heritage tourism assets has also attracted new investment in world-class facilities and significant increases in visitor numbers.

Careful planning of both urban and rural areas has added to the region's valued rural and regional character and protected and replenished its environment. Ecologically sustainable development practices and the facilitation of a healthy lifestyle are now entrenched in planning practices and community values.

The region's private and public transport connections between towns, ports, markets, Melbourne and interstate operate efficiently to accommodate new demand.⁵

The vision is supporting by a set of guiding principles that are consistent with the *Gippsland Regional Plan 2010*.

The guiding principles include:



Principle 1:

Strengthen economic resilience by growing a more diverse economy, that is supported by new investment, innovation, and value-adding in traditional strengths.



Principle 2:

Promote a healthy environment by valuing Gippsland's environmental and heritage assets and by minimizing the region's exposure to natural hazards and risks.



Principle 3:

Develop sustainable communities through a settlement framework comprising major urban centres, that ensure residents have convenient access to jobs, services, infrastructure and community facilities.



Principle 4:

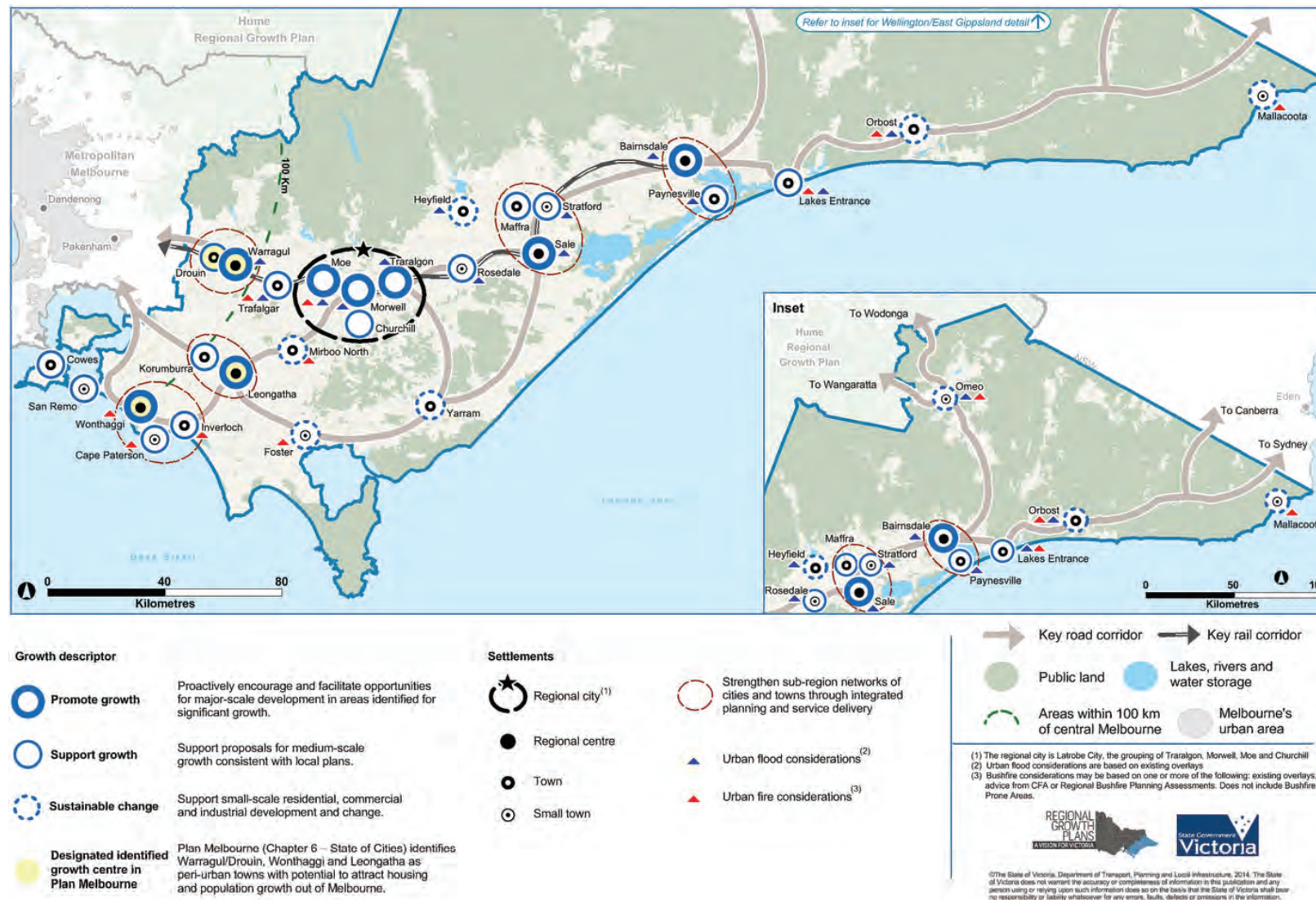
Deliver timely and accessible infrastructure to meet regional needs for transport, utilities and community facilities.⁶

Principle 3 makes direct reference to development of sustainable communities through a 'settlement framework'.

The settlement framework that is defined in the GRGP comprises a series of sub-regions of related cities and towns. In Wellington, the sub-region comprises Sale, Maffra and Stratford where the objective is to 'strengthen sub-region networks of cities and towns through integrated planning and service delivery' – see Figure 1.

⁶ *Gippsland Regional Growth Plan, pg 17*

Figure 1 - Future directions for settlement (Source: GRGP P. 46)



Continued investment in 6 growth nodes (one of which is Sale) is supported in the GRGP as

‘these locations are serviced by existing utilities, education, health, and community infrastructure. Continued growth and investment in these locations will help generate a critical mass of population, which in turn will drive demand for business and employment.’⁷

Whilst Sale, Maffra and Stratford are recognized as being part of the ‘sub-region’ it is important to also acknowledge that each of the towns (including Hayfield and Rosedale) are recognized as performing distinct roles in relation to growth – see Figure 1.

The specific roles that are recognized for each of the towns are set out in Table 2 and Figure 2.

In addition to identifying the desire to support the role and importance of the sub-region and defining the specific roles for the towns within and beyond the sub-region, the GRGP also identifies the presence of ‘urban flood considerations’ in proximity to Sale, Stratford, Heyfield and Rosedale.

Table 2 – Wellington Settlement Hierarchy

Town :	Growth Descriptor :	Settlement Type :
Sale	Promote growth Proactively encourage and facilitate opportunities for major-scale developments in areas identified for significant growth	Regional centre
Maffra	Support growth Support proposals for medium-scale growth consistent with local plans	Town
Stratford	Support growth Support proposals for medium-scale growth consistent with local plans	Town
Yarram	Sustainable change Support small-scale residential, commercial and industrial development and change.	Town
Heyfield	Sustainable change Support small-scale residential, commercial and industrial development and change	Town
Rosedale	Support growth Support small-scale residential, commercial and industrial development and change	Small Town

Figure 2 Settlement Hierarchy





2.3 Sale Framework Plan

In recognition of the strategic importance of the regional centres, the GRGP includes a framework plan specifically for Sale.

The Sale Framework Plan (see Figure 3) graphically depicts the influence of the Thomson River, the Flooding Creek and the associated Macalister Irrigation District in defining the westerly extent of the urban part of Sale and its separation from Wurruk.

The GRGP defines an indicative additional household capacity of approximately:

1,500

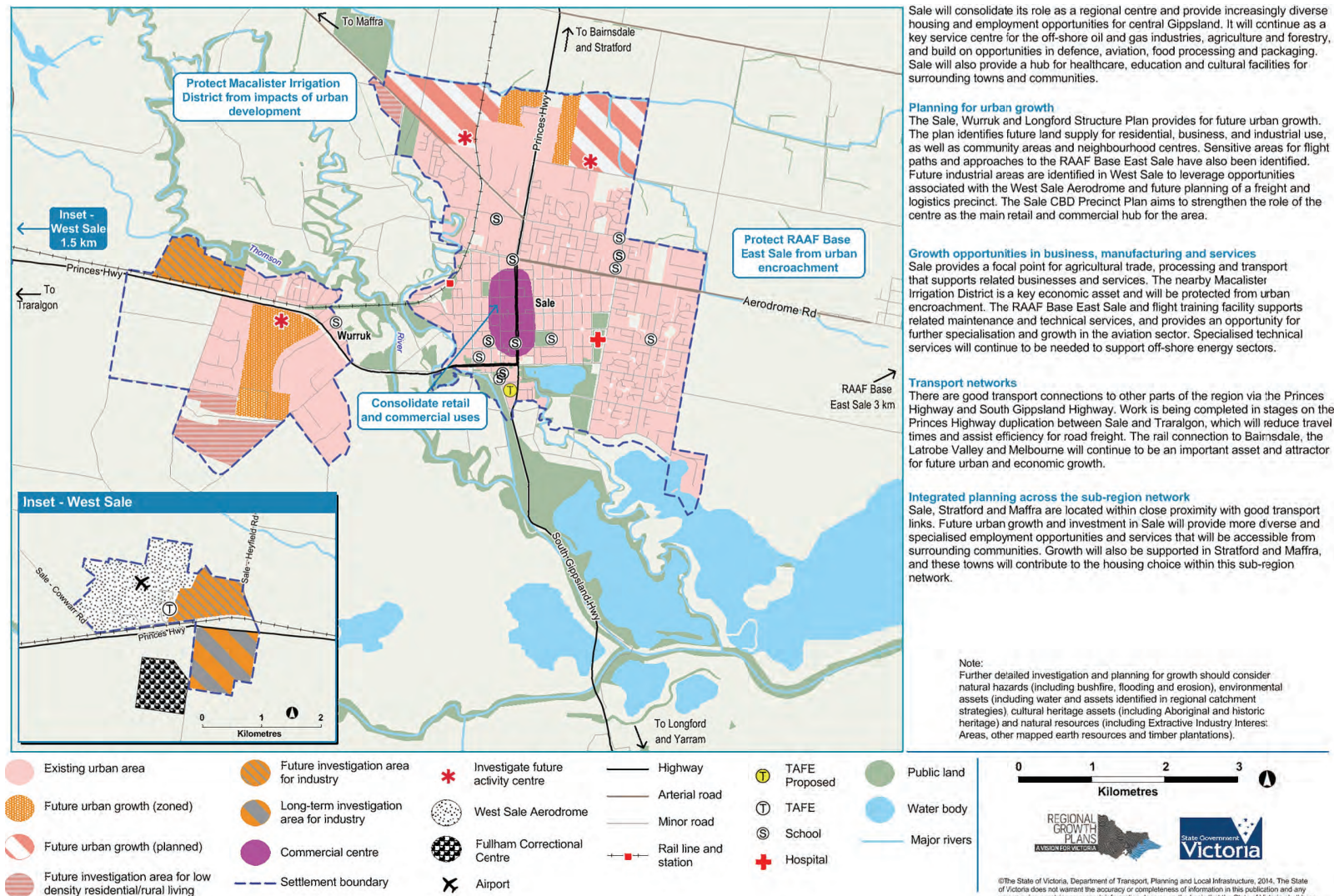
dwellings by 2041.

In keeping with the sub-regional network of towns approach the role of Maffra and Stratford as secondary centres is also recognized and supported.

In terms of strategies for future land use, the key strategies that are most relevant to this paper include:

- *Support the development of sub-region network strategies that attract, facilitate and consolidate future growth within the regional centres and secondary centres by:*
 - *better co-ordinating investment and distribution of facilities;*
 - *building on complementary town roles;*
 - *fostering economic growth;*
 - *enhancing access to higher order services from across the region; and*
 - *improving connectivity and applying development contributions.*
 - *Support the continuing role of towns and small settlements in providing services to their districts, recognizing their relationships and dependencies with larger towns.*
 - *Plan for increased demand on services and infrastructure in towns with high holiday home ownership as these become the primary place of residence.⁸*
- The importance of regional infrastructure, including sewer, water and drainage is recognized within the GRGP however specific strategies for future land use are limited to:
- *Work with water, drainage, energy and telecommunications agencies to prepare strategic infrastructure plans to provide utility servicing infrastructure to growth areas across the region.*
 - *Support ongoing investment in water infrastructure and management of water resources to enhance security and efficiency of water supply to industry and urban areas.*
 - *Support the provision of adequate facilities to manage the region's solid waste.*
 - *Give priority to development proposals that maximise the use of existing infrastructure and minimize the need for new infrastructure.⁹*

Figure 3 - Sale framework plan



Sale will consolidate its role as a regional centre and provide increasingly diverse housing and employment opportunities for central Gippsland. It will continue as a key service centre for the off-shore oil and gas industries, agriculture and forestry, and build on opportunities in defence, aviation, food processing and packaging. Sale will also provide a hub for healthcare, education and cultural facilities for surrounding towns and communities.

Planning for urban growth

The Sale, Wurruk and Longford Structure Plan provides for future urban growth. The plan identifies future land supply for residential, business, and industrial use, as well as community areas and neighbourhood centres. Sensitive areas for flight paths and approaches to the RAAF Base East Sale have also been identified. Future industrial areas are identified in West Sale to leverage opportunities associated with the West Sale Aerodrome and future planning of a freight and logistics precinct. The Sale CBD Precinct Plan aims to strengthen the role of the centre as the main retail and commercial hub for the area.

Growth opportunities in business, manufacturing and services

Sale provides a focal point for agricultural trade, processing and transport that supports related businesses and services. The nearby Macalister Irrigation District is a key economic asset and will be protected from urban encroachment. The RAAF Base East Sale and flight training facility supports related maintenance and technical services, and provides an opportunity for further specialisation and growth in the aviation sector. Specialised technical services will continue to be needed to support off-shore energy sectors.

Transport networks

There are good transport connections to other parts of the region via the Princes Highway and South Gippsland Highway. Work is being completed in stages on the Princes Highway duplication between Sale and Traralgon, which will reduce travel times and assist efficiency for road freight. The rail connection to Bairnsdale, the Latrobe Valley and Melbourne will continue to be an important asset and attractor for future urban and economic growth.

Integrated planning across the sub-region network

Sale, Stratford and Maffra are located within close proximity with good transport links. Future urban growth and investment in Sale will provide more diverse and specialised employment opportunities and services that will be accessible from surrounding communities. Growth will also be supported in Stratford and Maffra, and these towns will contribute to the housing choice within this sub-region network.

Note:
Further detailed investigation and planning for growth should consider natural hazards (including bushfire, flooding and erosion), environmental assets (including water and assets identified in regional catchment strategies), cultural heritage assets (including Aboriginal and historic heritage) and natural resources (including Extractive Industry Interests: Areas, other mapped earth resources and timber plantations).

2.4 Summary of Key Implications

The GRGP has established a logical role of Sale as the regional centre and the supporting ‘secondary centre’ role of Maffra and Stratford. The role of the smaller centres including Heyfield, Rosedale and Yarram is also recognized where each of the towns are identified as forming part of a complementary ‘network of towns’.

The network or sub-region of towns concept is important as the relatively close distance between each of the towns is such that there is an interdependency between the towns and a shared reliance on Sale for various services and facilities.

In this context, it is important to acknowledge that the towns compliment rather than compete with each other and that each of the towns offer housing and lifestyle-based choices including low density and rural living opportunities that may not be available elsewhere.

Beyond recognizing the network of towns concept and the complementary nature of each of the towns, the key points that arise from the GRGP as it relates to this project are:

- *The predicted increase in demand for regional living and working opportunities following introduction of the Urban Growth Boundary around Melbourne has been further increased following the impact of Covid;*
- *The various transport related infrastructure projects have generally improved the relative accessibility of the regions including Gippsland;*
- *Continued growth within Wellington and the hierarchy of towns therein is supported with the priority being directed toward the continuing role of Sale as the regional centre along with Maffra and Stratford as complementary, secondary centres;*

- *The need to work with servicing authorities on preparation of ‘strategic infrastructure plans to provide utility servicing infrastructure to growth areas, linked to development contribution plans’ has been recognized and recommended; and*
- *The need to plan for delivery of sustainable communities through a settlement framework is recognized.*

Notwithstanding the logic and continued relevance of the Settlement Hierarchy that is identified in the GRGP and the support that is offered for growth within the Wellington Shire generally, the GRGP does not address the specific planning, infrastructure and other constraints that are impacting on the ability to accommodate the additional growth.

The next section of this report will set out a summary of the current land supply in each of the towns and thereafter the key findings of the consultation in relation to constraints to land supply will be explained.



3. Local Context

3.1 Introduction

An overview analysis of the land use and transport network of the Wellington Shire reveals that there is a direct relationship between the location of each of the towns and the alignment and intersections between key transport routes such as the Princes Highway, the South Gippsland Highway, the Stratford – Maffra Road and the Maffra – Sale Road (see Figure 4).

Whilst each of the towns have become established on major transport routes and have benefitted from the ‘movement economy’ and the presence of important industries as well as proximity to external places of interest, it is important to also acknowledge the physical conditions that have directly influenced the geographic or physical extent of the towns.

Clearly, the alignment of the main watercourses and their floodplains and the irrigation districts have shaped the alignment of the key transport routes and they have also contained and defined the boundaries of some of the towns including Sale. The major waterways and the irrigation districts, in combination with other constraints such as the West Sale Airport and RAAF Base East Sale have had a direct impact on the physical extent of each of the towns and the preferred growth directions.

The generally flat land that surrounds each of the towns has been suitable in the past for a range of agricultural uses, however flat land can present some challenges with regard to delivery of urban standard drainage infrastructure.

Figure 4 – Wellington Town Local Context

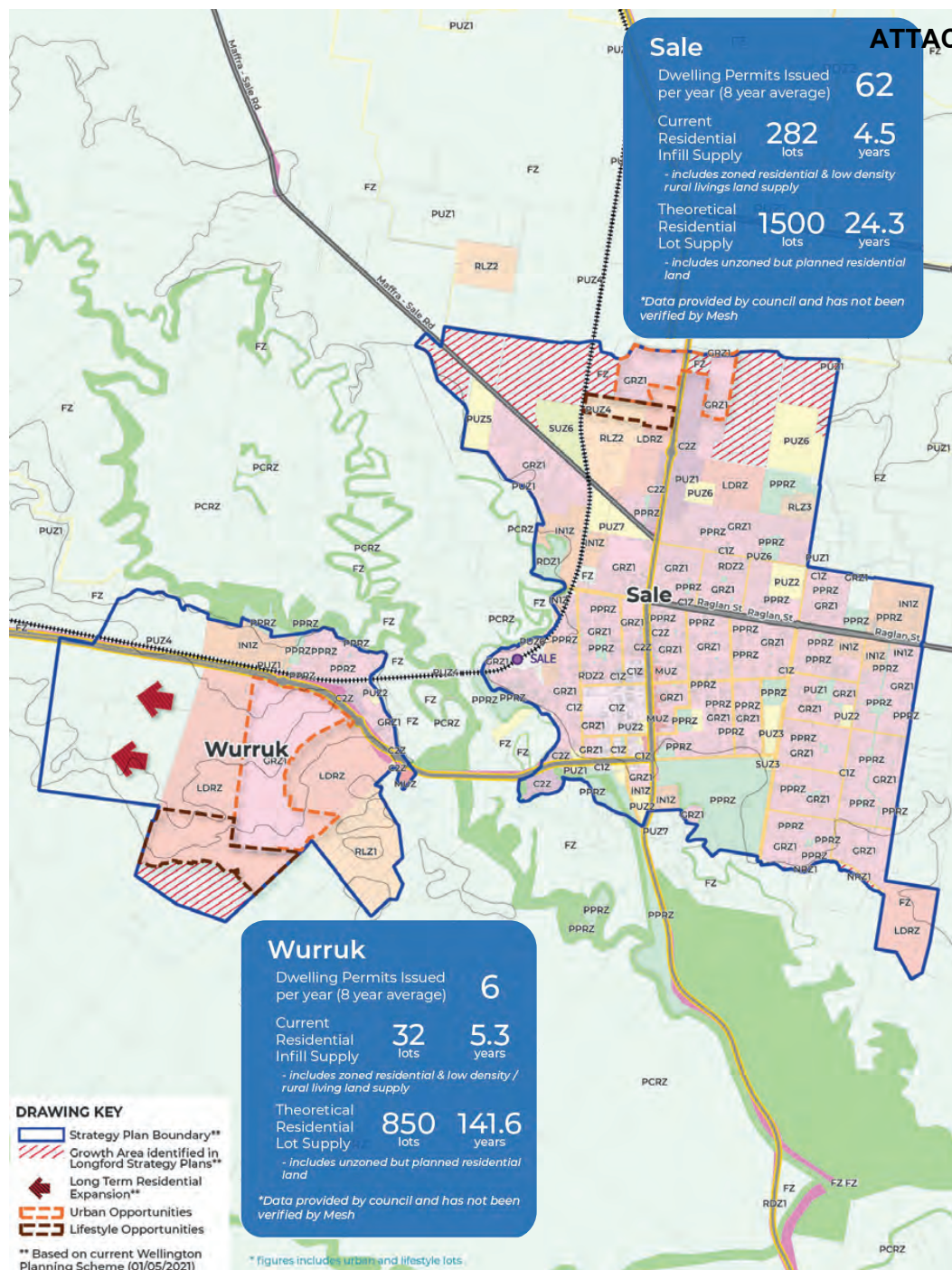
Before addressing the findings of the consultation in relation to the barriers to growth such as drainage constraints, it is necessary to establish the current and projected land supply for each of the towns and for Wellington as a whole.



In an attempt to better understand the current land supply situation the Wellington Shire undertook town by town analysis. The analysis is reproduced allowing for each of the towns. Importantly, the analysis deliberately distinguishes between current zoned 'infill' land supply and unzoned 'theoretical' land supply. Figures are indicative only and current to December 2020.

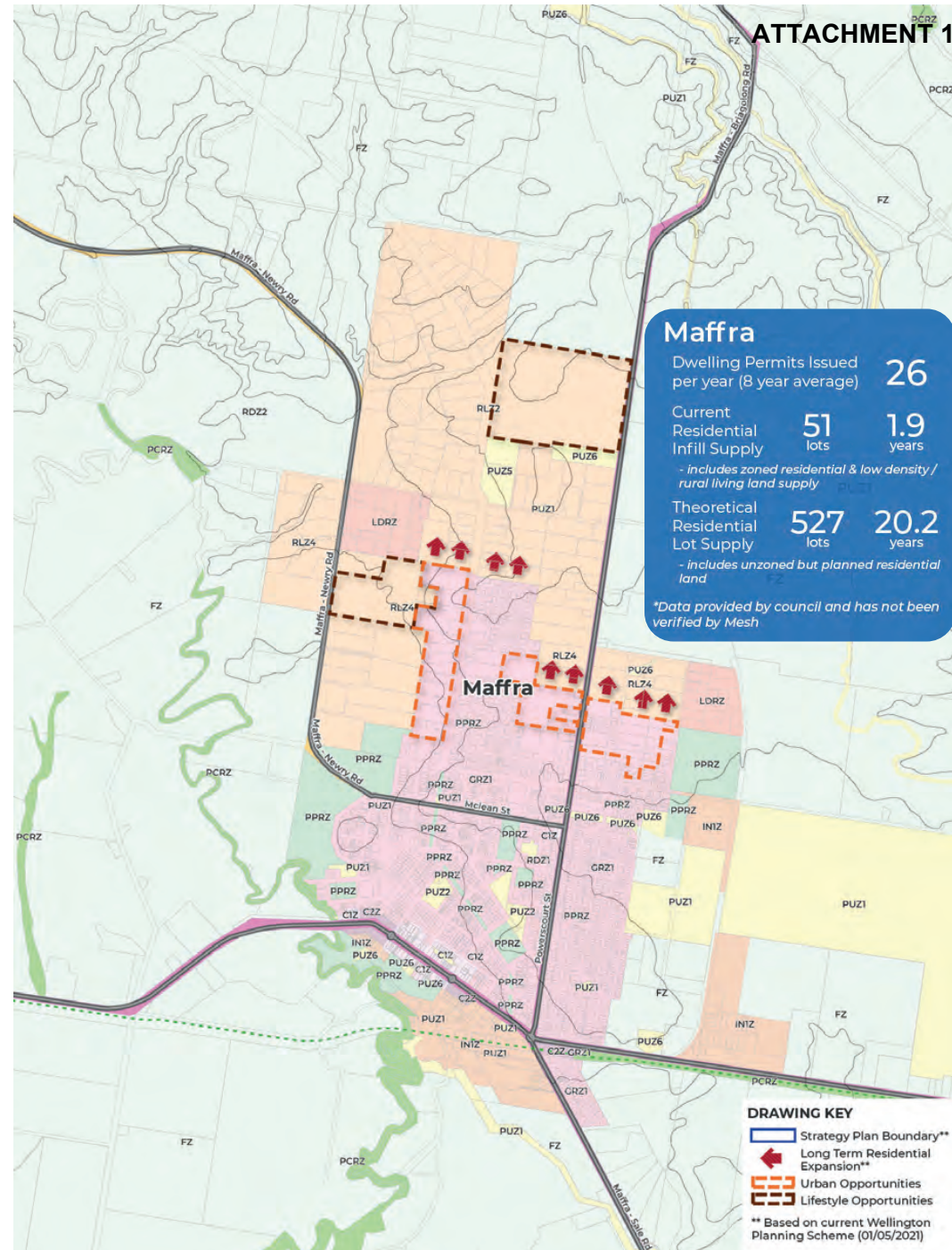
3.2 Land Supply - Sale

Figure 5 – Sale land supply



3.3 Land Supply - Maffra

Figure 6 – Maffra land supply



3.4 Land Supply - Stratford

Figure 7 – Stratford land supply

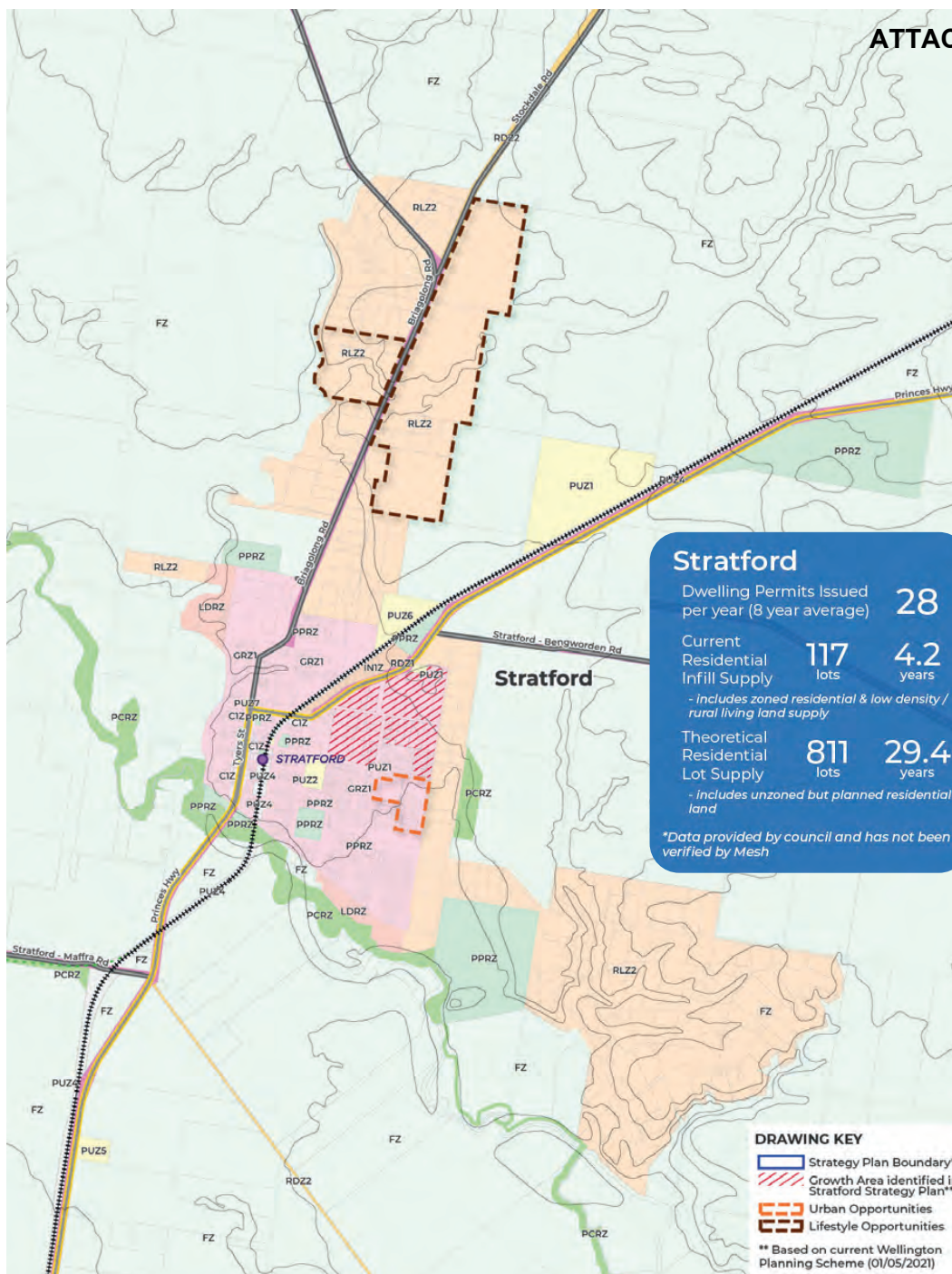
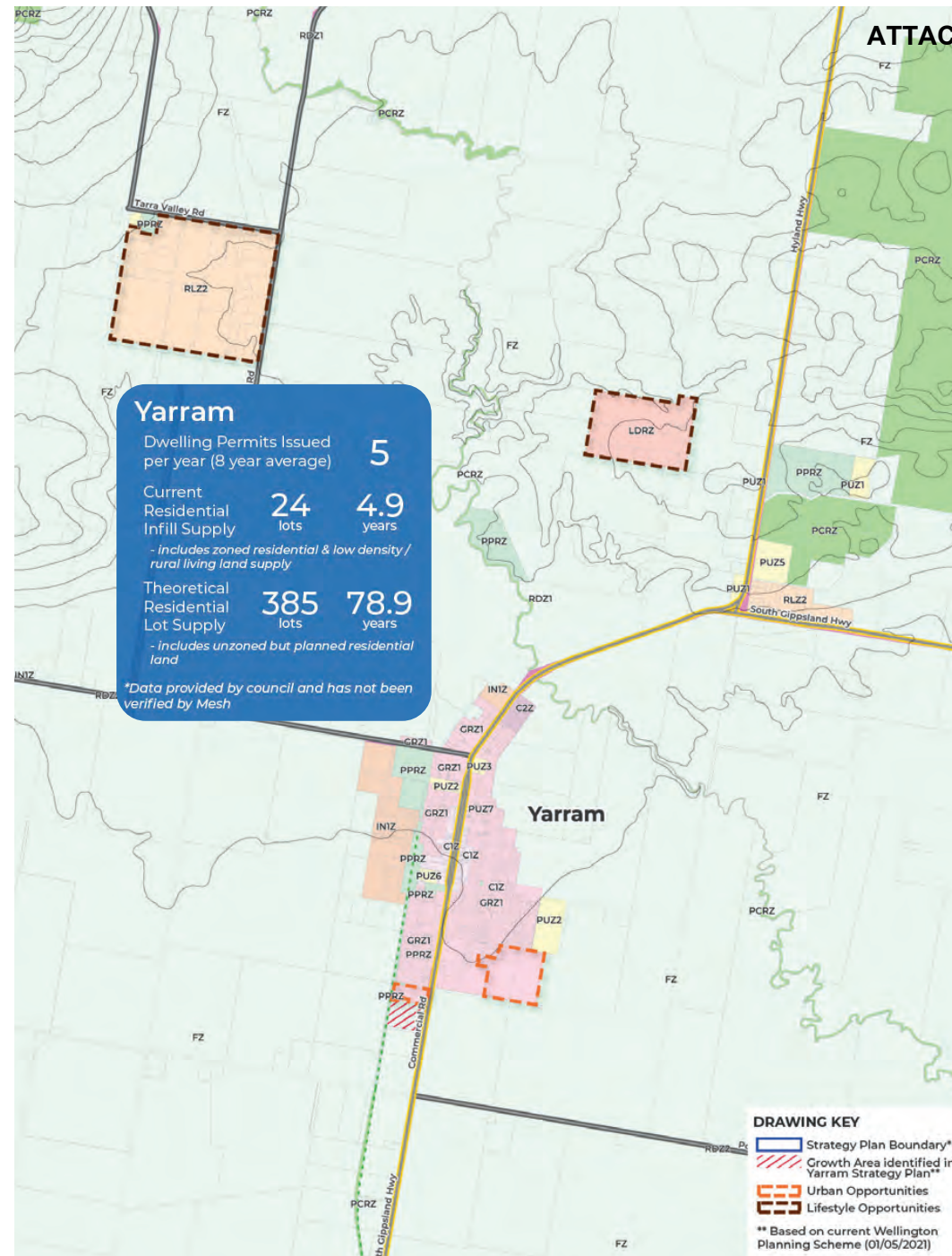


Figure 8 – Heyfield land supply

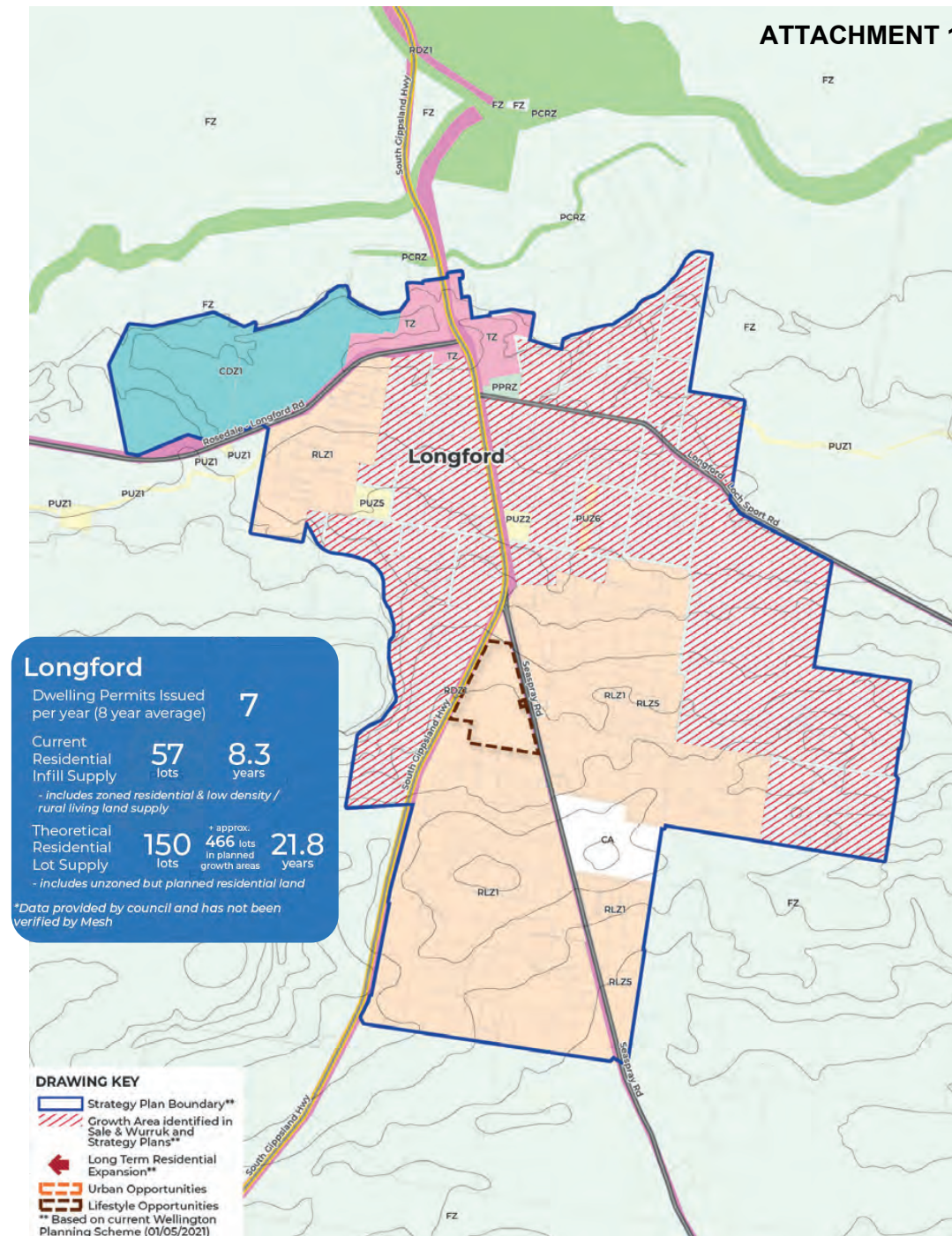
3.6 Land Supply - Yarram

Figure 9 – Yarram land supply



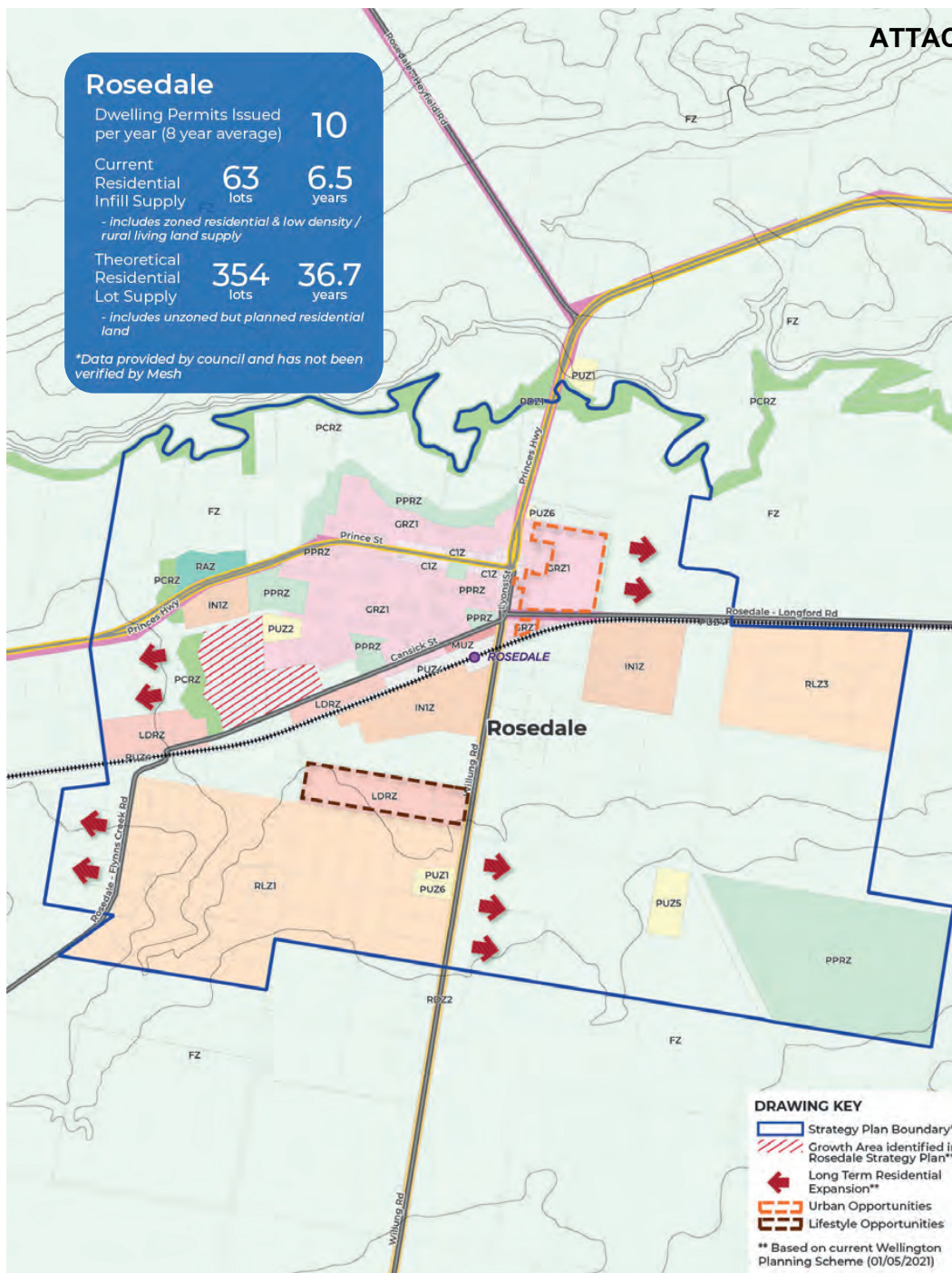
3.7 Land Supply - Longford

Figure 10 – Longford land supply



3.8 Land Supply - Rosedale

Figure 11 - Rosedale land supply



3.9 Land Supply - Key Findings

The land supply data that has been provided by Council reveals that the combined 'infill' lot supply is in the order of 39 years. Whilst 39 years lot supply might sound reasonable or even slightly excessive against the general indicator of 15 years land supply caution must be exercised when assessing whether the land supply is adequate.

Caution must be exercised to recognise that the existing infill lot supply total is comprised of an assumption that all zoned (residential and low density/rural living land) will be subdivided and brought to market. As was indicated during the workshops and as is the case in most regional and metropolitan locations, not all land is brought to market at the same time or in a precisely predictable way.

The ability to bring subdivided land to market is affected by a range of influences including (but not limited to):

- Landowner preference and motivation;
- Whether the land can be serviced;
- Whether there is a market for the land;
- Whether the subdivision is feasible; and
- The impact of fees and charges.

The reality is that when these influences are taken into account it is more likely that only approximately half of the potential infill lot supply is actually available at any one time. When the potential for increased lot demand is added to an estimate of reduced actual lot supply, the concern of the Shire about shortage of land supply is supported. This concern is magnified when each of the towns are viewed in isolation (see Figure 12). The summary of Wellington infill residential supply graph on the following page reveals that supply levels range from 1.8 years (Maffra) to 7.5 years (Longford).

Whilst the 'theoretical residential lot supply' could significantly improve the lot supply over time caution is also expressed about whether this lot supply can be realized for the reasons that are set out in the following sections of this report.

The important central finding from the analysis of infill lot supply and theoretical lot supply is that the metropolitan benchmark of 15 years land supply bears little to no relevance in regional locations such as the Wellington Shire. This is primarily due to the combined impact of all of the factors which influence whether and when lot supply is brought to market.

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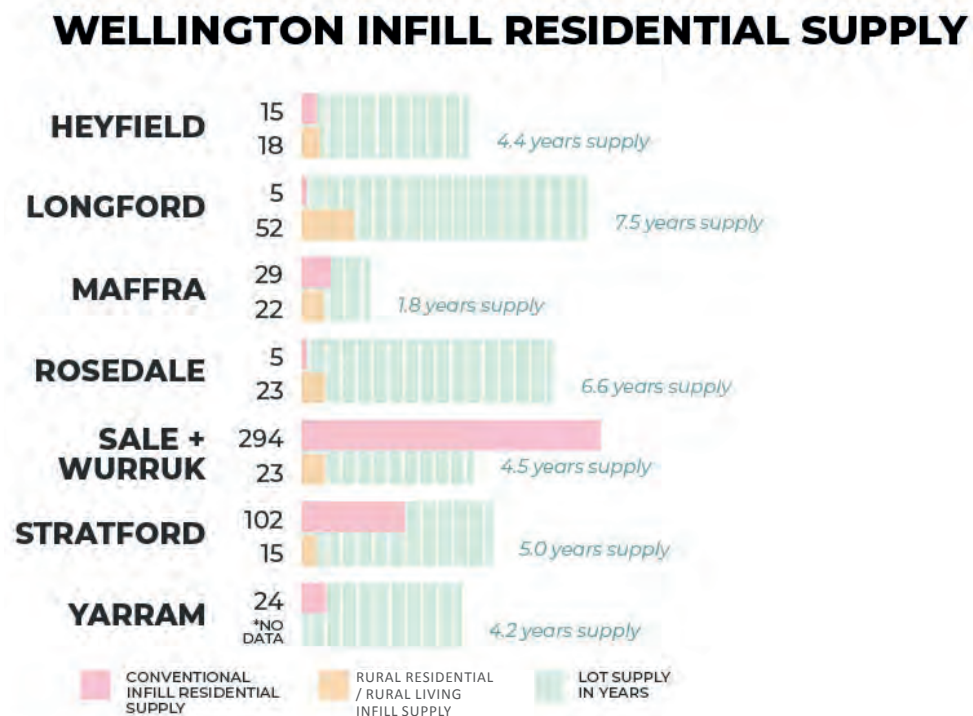
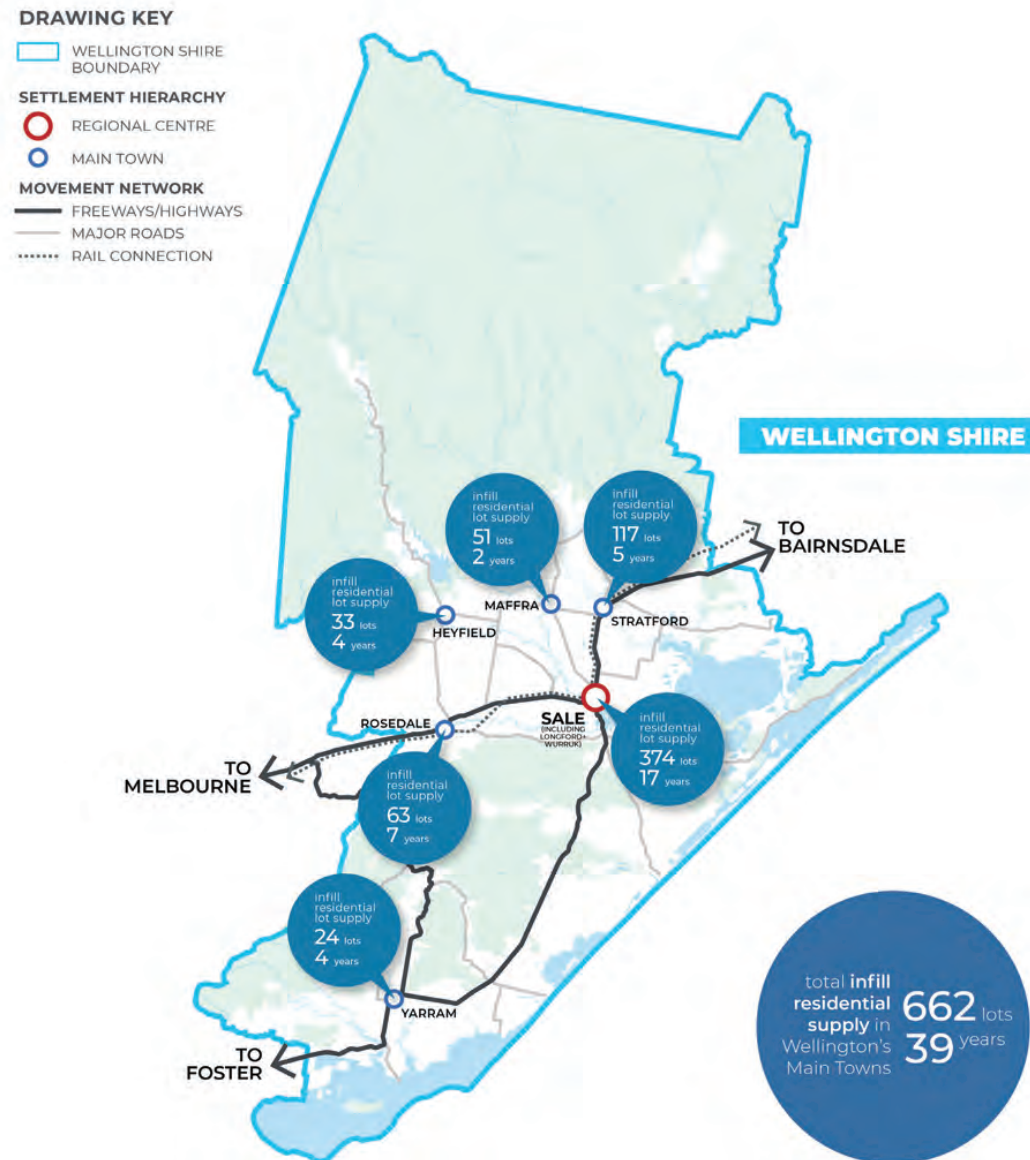


Figure 12 - Land supply key findings



4. Consultation Findings

4.1 Introduction

In order to properly inform preparation of this report, two intensive facilitated workshops were conducted.

The workshops involved a broad range of participants in the land development process within the Wellington Shire including real estate agents, developers, servicing authorities, Council officers and Shire of Wellington Councillors.

A detailed summary of the comments that were made during workshops 1 and 2 is attached (see Appendix 1).

Workshop One focused on:

- The factors that influence where people want to live in Wellington;
- What type of housing is in demand;
- Whether supply matches demand;
- What are the barriers to delivery of increased land supply;
- How do land supply issues/barriers vary across Wellington; and
- What are some of the consequences of the land supply barriers of contained land supply.

Workshop Two focused on:

- Whether Council should assist with funding of infrastructure;
- The role of servicing authorities and the State Government;
- Where should infrastructure investment occur and what criteria should be used to make investment decisions; and
- Whether there are alternative approaches to preparation of Development Contributions Plans.

4.2 Key Findings from Workshops

The key findings from the workshops are summarised in figure 13, 14 and 15 following.

The diagrams confirm five key findings:

1. That **CONSTRAINED LAND SUPPLY** is undermining the State and Local planning strategy and policy objectives in relation to growth and is also undermining the competitiveness and attractiveness of the Shire as a housing and employment destination.
2. That the factors that cause constrained land supply are complex and interrelated.
3. That the infrastructure capacity that supported previous small scale, incremental subdivision has been exhausted and that delivery of additional land supply will require adoption of broad scale integrated land use and infrastructure planning approaches.
4. Whilst broadscale planning is required, that rezoning of land and issue of approvals alone will not guarantee increased land supply.
5. That the industry requires direct financial and other support in order to overcome infrastructure capacity problems in order to deliver increased land supply.

Figure 13. Summary Municipal Implications of Constrained Land Supply

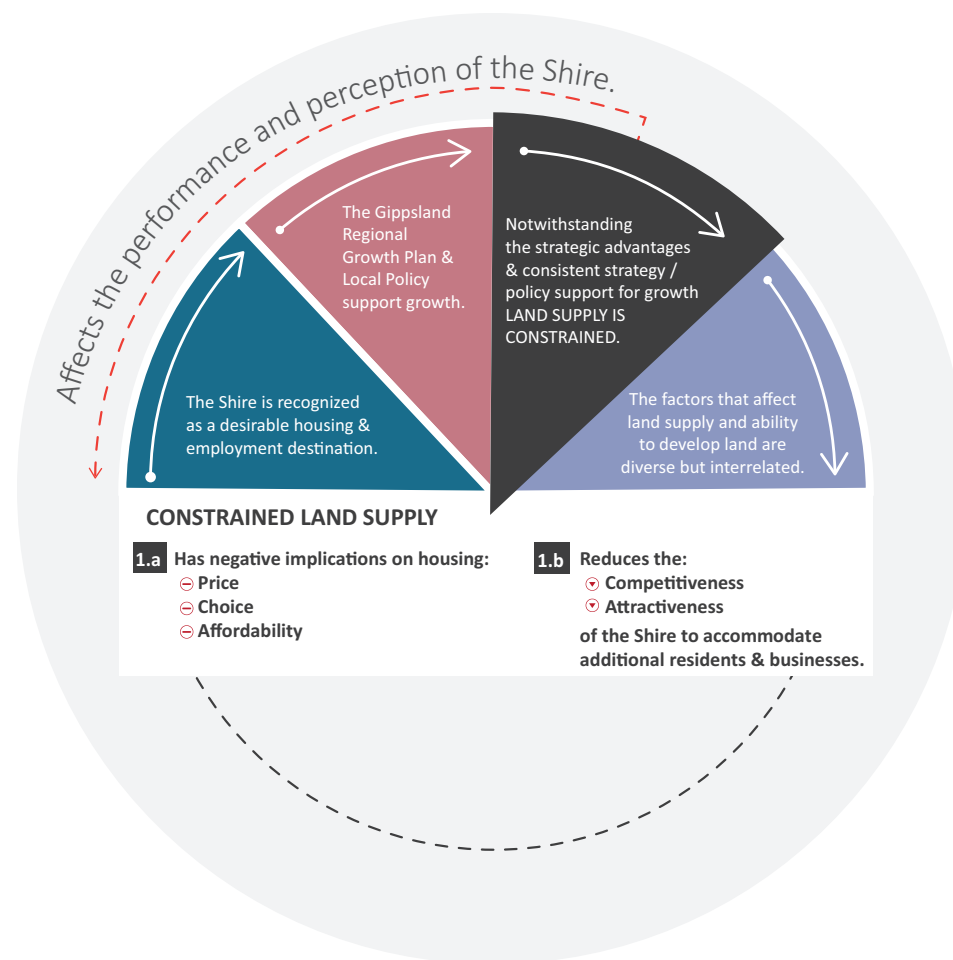


Figure 14. Land Supply Factors

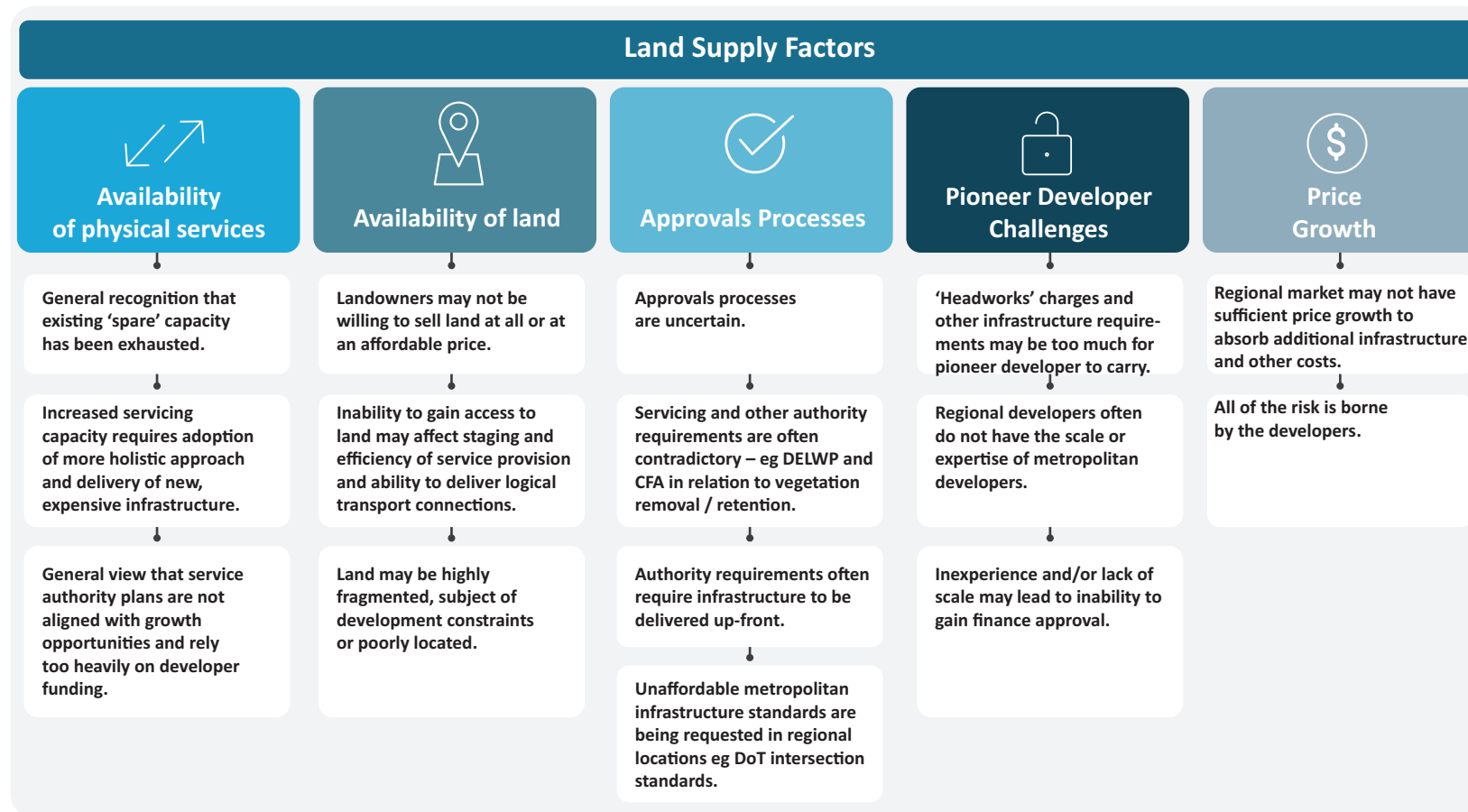
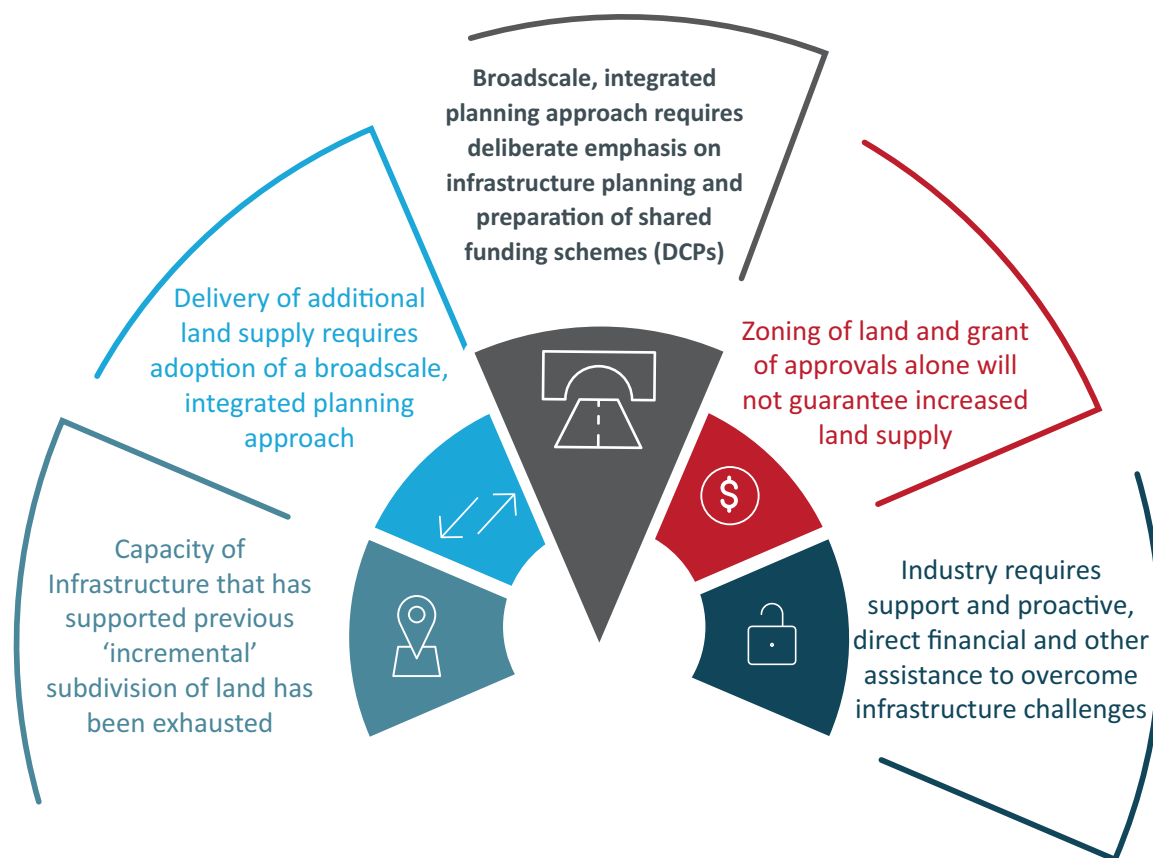


Figure 15. Land Supply and Infrastructure relationship & key implications



5. Recommendations

The key findings of the workshops served to clearly identify that delivery of increased land supply to support growth is a particularly complex challenge. Participants of the workshops recognized the infrastructure capacity limitations across the Shire and generally supported the need for Council to continue to provide leadership in preparation and implementation of growth area plans such as Precinct Structure Plans and/or Development Plans and to continue to rezone land.

There was however a consistent recognition that drainage is the key infrastructure constraint that is common to most growth areas. There was also a recognition that developers cannot undertake drainage infrastructure planning at the requisite scale and that assistance is required to overcome the ‘pioneer’ developer problems associated with getting development underway.

When asked about the means by which this could be achieved, the participants were unable to offer an alternative to preparation of development contributions plans (DCPs) as an appropriate tool that can be used to identify the necessary infrastructure and apportion its costs across the benefitting area.

Rather than suggesting alternatives to preparation of DCPs, most participants supported the need for Council to extend its role beyond the planning phase by forward funding delivery of drainage infrastructure (to the standard that is specified in the DCP) to enable development to commence. Under this type of arrangement, the Council would forward fund the infrastructure and then gather contributions from developers as development proceeds in accordance with the charges that are specified within the DCP.

The fundamental issue that is being raised however is a limitation associated with the shift toward larger scale, greenfield growth areas that require substantial new or significantly augmented infrastructure to enable development to occur and that pioneer developers do not have the scale or capacity to deliver such infrastructure to get development underway.

5.1 Recommended Approach

Adoption of a proactive approach that is comprised of a series of elements is recommended within a progressively established culture of partnership and co-operation between Council, servicing and other authorities and developers within the land development process.

Adoption of the recommended proactive approach includes the following elements:

1. *Continue to undertake broadscale growth area planning and rezoning of land in accordance with an adopted Precinct Structure Plan and/or Development Plans.*
2. *Place increased importance on servicing capacity and drainage catchments as a key input into identification of Precinct Structure Plan boundaries and preparation of land use plans in co-operation with the Catchment Management Authority.*
3. *Undertake regular municipal and growth area specific servicing forums with the key servicing authorities.*
4. *Adopt a 'case management' approach toward planning and engineering approvals for subdivision to avoid unnecessary uncertainty and costs including actively engaging with DELWP, the CFA and the Catchment Management Authority.*
5. *Offer assistance to and regularly engage with developers regarding problems associated with delivery of land supply.*
6. *Restrict DCP projects and associated costs to essential 'enabling' infrastructure to assist with project viability.*
7. *Establish a program to facilitate Council forward funding of essential public infrastructure.*
8. *Consider inclusion of the cost of finance to bring forward delivery of essential public infrastructure within current and future DCPs.*

5.2 Program to facilitate Council forward funding of essential public infrastructure

In terms of the means by which a program to facilitate Council forward funding of essential public infrastructure may be established, it is recommended that a transparent process be established to enable candidate projects to be identified and assessed and to enable resources to be properly directed in order to achieve the most benefit.

For reasons that are very similar to the Wellington Shire, the City of Greater Shepparton has established such a program in the form of a 'Procurement of Public Infrastructure Works Policy'.

The Procurement of Public Infrastructure Works policy was initially adopted in December 2019 and was developed to

*'guide the construction of public infrastructure works (such as drainage and roads) that are required under a Developer Contributions Plan (DCP) or section 173 agreement (S.173) or a planning permit condition.'*¹¹

Importantly, the policy was formulated to enable delivery of public infrastructure works that are required pursuant to an approved DCP, S173 Agreement or planning permit but are works that the developer cannot be compelled to deliver. In this context, 'public infrastructure works' are works which the Council has assumed the obligation to provide, usually infrastructure that has a broader benefit that is funded via a DCP.

According to the Greater Shepparton City Council, the policy (which was revised in July 2021 to address changes to the Local Government Act) helps to ensure:

- *A consistent, transparent and orderly methodology for officers and developers;*
- *Officers are acting in compliance with Council policy and the Local Government Act 2020; and*
- *Council is receiving good value in relation to works in kind from developers.*¹²

The revised policy effectively enables developers to deliver works in kind and to have those works in kind (for agreed projects such as DCP projects) to be funded by the Council.

According to the Council report:

'The policy provides for approvals of total net payments for Public Infrastructure Works and/or acquisition of Public Infrastructure Land with the following thresholds:

- *Director Sustainable Development, a total payment of not more than \$200,000;*
- *Chief Executive Officer a total payment of over \$200,000 and not more than \$5,000,000; and*
- *A Council resolution is required to approve a total payment of over \$5,000,000*

¹¹ Greater Shepparton City Council, Council meeting agenda 20 July 2021, pg 40 of 67

¹² Greater Shepparton City Council, Council meeting agenda 20 July 2021, pg 40 of 67

The administration of the contract for the construction of the Public Infrastructure Works and/or acquisition of Public Infrastructure Land is based on the following thresholds in the revised policy:

- *The Building, Planning and Compliance Department in consultation with Projects Department supervise the contract for the construction where the total net payment is not more than \$5,000,000; and*
- *The Project Management Office supervise the contract for the construction where the total net payment is more than \$5,000,000.’¹³*

The emphasis on ‘procurement’ of public infrastructure works in the Shepparton Policy is particularly important as the policy effectively enables developers to apply for funding to deliver public works with Council funding which is subsequently recouped via the DCP payments.

A copy of the revised Procurement of Public Infrastructure Works Policy is attached (see Attachment 2).

The revised policy provides a comprehensive explanation of purpose, objective, scope and relevant definitions and includes a detailed explanation of the thresholds described above. The policy (see Appendix 2) is also accompanied by a delegate report template and a standard Works Implementation Agreement template (S.173 Agreement).¹⁴

It is understood that Council is preparing a municipal growth strategy Growth Management and Economic Development Strategy that will provide direction in relation to preferred growth areas amongst other matters. Whilst this important strategy is being developed it is recommended that the Shire of Wellington adopt an ‘Interim Procurement of Public Infrastructure Works Policy’. The interim policy could be based on the Shepparton policy and serve as the policy basis upon which Council may seek to assist to the development process and support delivery of increased land supply by offering financial assistance. In the absence of completion of the Growth Management and Economic Development Strategy it is recommended that the interim policy be accompanied by a decision-making tool that will enable potential projects to be identified and assessed as set out following.

¹³ Greater Shepparton City Council, Council meeting agenda 20 July 2021, pg 42 of 67

¹⁴ Template prepared by Russell Kennedy Lawyers

5.3 Decision Making Tool

It is important to remember that the City of Greater Shepparton approach seeks to facilitate delivery of public infrastructure that Council has already assumed responsibility to deliver by offering developers funding to deliver the project on Council's behalf.















This is a form of works in kind agreement where the developer delivers the infrastructure to Council's expectations but is assisted in doing so by Council providing the funding 'up front' as opposed to the developer having to finance the infrastructure. According to this model, the Council then recoups the funds via the DCP payments that are received as development proceeds.

The Planning and Environment Act (1987) enables the cost of finance that may be required to fund infrastructure to be included within a DCP. It is recommended that Council consider inclusion of the cost of finance in any future DCPs where use of finance may be required rather than Council reserves.

Given the need to ensure that any funds are made available achieve the greatest benefit and to ensure that Council's risk is appropriately assessed and managed, it is recommended that Council use a decision making tree or checklist to assess potential infrastructure projects as set out on the following page.

It should also be noted that whilst the emphasis throughout this report has been on residential land supply, the recommendations and procurement policy could equally apply to employment land.

Figure 16 Infrastructure Project Assessment Checklist

 Is the infrastructure located in a designated growth area?	▶  Are there broader community benefits (outside the development catchment) which may result?
 Is the infrastructure included within an approved or draft DCP?	▶  Has the cost of the infrastructure been properly scoped / costed?
 Is the infrastructure considered to be 'essential' infrastructure?	
 Are there broader community / development benefits (outside the development catchment) which may result?	
 Does the developer have a demonstrated track record in successful delivery of infrastructure projects of the same or similar type?	▶  Will delivery of the infrastructure assist in creation of a significant lot yield (e.g. greater than 100 lots in stages)? Is the value of the infrastructure within acceptable limits?
 Has the developer submitted a project feasibility which demonstrates the viability of the project?	▶  Has evidence of this been submitted?
 Will delivery of the infrastructure enable delivery of other infrastructure (e.g related infrastructure)?	▶  Has the viability of the project been assessed and confirmed by an external consultant?
 Has the developer submitted an undertaking to pay the relevant DCP charges on a stage by stage basis?	▶  Has a draft agreement been submitted?
 Will delivery of the infrastructure meet Council's policy objectives?	

6. Appendices

Appendix 1

Workshop One

Why people want to live in Wellington



Presence of important services and facilities

Lifestyle opportunities

Affordable

Housing choices

Larger lots and sense of space/place

Presence of major employers

Desire to live closer to work

Connection to the area

What type of housing is in demand



Diversity of housing types are in demand

Housing for single person households and the ageing population

Retirement living

Lifestyle blocks at Wurruk

Rental housing

Does supply match demand



General view is that there is a mismatch

Housing supply is separated from employment

Lack of housing options is affecting choice of location

Investors are searching for low-risk options

Existing retirement living is not well located

Charges affect the ability to deliver diversity of lot sizes

Workshop One

What are the barriers to land supply?

- Lack of clarity regarding global warming implications including sea level rise
- Some planning and other controls are over restrictive and have significant financial implications – eg bushfire risk
- Lack of definitive information about potential risk – eg absence of Rosedale flood study
- Some flood affected land may be able to be used for other purposes – eg Rural Living
- CFA and DELWP controls and requirements often conflict with one another – eg retention or removal of native vegetation
- Department of Transport do not engage with developers early enough in the process – detailed requirements and costs aren't specified until the permit approval stage
- Referrals are delaying the process
- Drainage capacity in all townships
- Existing drainage systems cannot cater for growth
- Cost of infrastructure has increased in cost over time
- New infrastructure is required to service growth
- Cost of DCPs and other charges
- Towns don't have access to natural gas
- No steady/predictable increase in property prices
- Demand has increased in Drouin since impact of Covid
- Land tax costs are significant
- Gippsland Water's sequencing strategy is 30 years out of date and is based on out-of-date figures
- No real forward planning for infrastructure
- Lack of Structure Plans or other plans in place for Sale and Maffra

Workshop One

How do land supply issues / barriers vary across Wellington

The presence of the river is moving development away from the Sale CBD

RAAF base is restricting expansion of Sale

Infrastructure capacity including drainage is a constraint in all towns

Conditions of all planning permits are often too open ended

There are different expectations between Council and other authorities

Increased engagement and alignment is required between Council and all of the service authorities

Lack of drainage solution is a key issue for Rosedale

East Stratford is an example of drainage capacity/ solution attracting demand

Railway line is a key constraint to development in Sale

Maffra is difficult to service

What are some of the consequences of the land supply barriers

Decrease in desire to relocate

Increases in price of rental accommodation

Decline in housing affordability

Changes to rental laws causing decline in availability

Decline in choice of housing options

Negative impact on industry

Increased holding costs

Workshop Two

Should Council assist with funding of infrastructure

- General view that Council should assist with funding of infrastructure – adoption of funding role will aid both the process and cost of delivering infrastructure
- Council should consider acting as a ‘fund collector’ so authorities aren’t required to demand payment from the first developer
- Essential Services Commission Model recommended by some participants whereby investment in infrastructure is derived from customer payments and directed to priority locations where capacity is available
- Need to define what is considered to be priority infrastructure – drainage is a key constraint
- A proactive approach toward forward funding of key or priority infrastructure is recommended - Council could adopt proactive role via use of DCP or other means
- NSW approach viewed as positive where Councils take out loans to forward fund and then recoup the cost of infrastructure
- Land fragmentation supports the need for master plan/Development Plan or Precinct Structure Plan approach to be adopted
- Any approach that is adopted by Council needs to be fair and equitable – developers familiar with DCP approach and are generally supportive of that approach however forward funding is required
- Council has supported delivery of other types of infrastructure eg intersections but is falling short on drainage – drainage is recognized as having a broader benefit
- Developers can’t prepare drainage strategies/drainage schemes – requires leadership from Council
- Gippsland Water need to be part of the process as soon as is possible
- Sequencing plans are out of sync
- Gippsland Water are best placed to look after sewer but drainage solutions need to be provided by Council

Workshop Two

What is the role of servicing authorities and the State Government

- Central role to provide developers with crucial information to unlock land supply
- The way servicing authorities are funded is a major issue as there is no funding to support future growth
- The servicing authorities have a commercial interest in development
- There are inconsistencies in how responsive and accountable authorities are – fixed timeframes are required
- Council needs to adopt a more direct relationship with the CFA and CMA to keep them accountable
- CMA needs to be involved as early as is possible
- Perception that DoT is using developer funding to deliver infrastructure that they should be responsible for – eg North Sale roundabout
- VPA and RDV assist development by way of grants
- Need updated version of Gippsland Regional Growth Plan to ensure State Government responsibility to fund infrastructure
- DoT attempting to be more co-operative but inconsistencies in approach in regional areas
- Council could adopt more proactive approach through delivery of projects that will serve broader regional needs
- State Government can't provide certainty – developers rely on ad-hoc advice

Workshop Two

Where should infrastructure investment occur and what criteria should be used to make investment decisions

- Very difficult to obtain finance when there are unknowns and variables and high up-front costs
- Forward funding is needed in order to get development started
- Lower order growth fronts have need for infrastructure but seldom receive attention
- Gateway review process provides good advice on likelihood of success of projects
- Potential assessment criteria could include:
 - > yield;
 - > community perception;
 - > commitment to funding;
 - > developer ability to deliver outcome; and
 - > timeline.
- Outcomes can differ between developments when infrastructure is funded and delivered by Council or developers
- DCPs apportion the cost of infrastructure but they don't guarantee delivery of infrastructure unless Council delivers the infrastructure
- Council is ultimately accountable to ratepayers
- Business case approach may be required

Workshop Two

Are there alternative approaches to preparation of Development Contributions Plans

- DCP projects are not always properly costed
- DCPs are not well understood by local developers
- Special rates and special charges may be alternatives
- Voluntary agreements
- Development Plans and Structure Plans are required to provide clarity

From Shepparton Council Agenda – 20 July 2021

Appendix 2

[Draft 7 June 2021]

GREATER SHEPPARTON CITY COUNCIL

Policy Number X.X

Procurement of Public Infrastructure Works

Version 2.X

(First number changes for a major rewrite, second number changes for a minor amendment)

Adopted by Council Day Month Year

Business Unit:	
Responsible Officer:	
Approved By:	Chief Executive Officer
Next Review:	

DOCUMENT REVISIONS

Version #	Summary of Changes	Date Adopted
2.X	Revision following repeal of s.186 of the <i>Local Government Act 1989</i> and commencement of the <i>Local Government Act 2020</i>	

PURPOSE

The original version of this policy was to facilitate the procurement of *Public Infrastructure Works*¹ and the purchase or acquisition of *Public Infrastructure Works Land* by Council in conjunction with developments that are subject to planning approval under the *Planning Scheme*, in compliance with the *LG Act 2020* and to comply with the *Procurement Guidelines* where applicable.

Since the adoption of the original version of this policy the *LG Act 2020* has become operative and *LG Act 1989* has been amended, amongst other things, removing section 186.

Under the *LG Act 2020* the onus is on Councils to develop internal policies in relation to procurement matters.

This policy responds to the changes to the local government legislation.

This policy is also intended to reduce risks associated with procurement identified in the *IBAC Report*.

OBJECTIVE

To provide a consistent and orderly methodology for Council and developers for the procurement of *Public Infrastructure Works* and the purchase or acquisition of *Public Infrastructure Works Land*.

To facilitate compliance with the *LG Act 2020* with regard to expenditure on *Public Infrastructure Works* and facilitate good governance in relation to procurement.

To ensure Council receives best value in relation to *Works-in-Kind*.

SCOPE

This policy applies in circumstances where *Public Infrastructure Works* are required by Council as a result of, or in association with, a new use and/or development approved by way of a planning permit or otherwise under the *Planning Scheme*.

The policy applies to public infrastructure and any associated contributions that may arise by way of an approved development contribution plan, an approved development plan, an incorporated plan, a section 173 agreement or the like.

This policy also applies to the purchase or acquisition of *Public Infrastructure Works Land*, including where that land may be used as an offset for a *Development Contribution*.

¹ Terms in italics are defined in the "Definitions" section of this policy

This policy applies to *Subdivision Permit Works* where those works are done in conjunction with *Public Infrastructure Works* and/or in conjunction with the acquisition or purchase of *Public Infrastructure Works Land*.

In this policy approval of a total net payment for *Public Infrastructure Works* and/or *Public Infrastructure Works Land* has the following thresholds:

- Director Sustainable Development, a total payment of not more than \$200,000;
- Chief Executive Officer a total payment of over \$200,000 and not more than \$5,000,000; and
- a Council resolution is required to approve a total payment of over \$5,000,000.

Administration of the implementation of the *Public Infrastructure Works* has the following thresholds with regard to who supervises the implementation of the *Public Infrastructure Works*:

- the Building, Planning and Compliance Department in consultation with Projects Department supervise the implementation where the total cash payment associated with the *Public Infrastructure Works* was not more than \$5,000,000; and
- the Project Management Office supervise the implementation where the total cash payment associated with the *Public Infrastructure Works* was more than \$5,000,000.

This policy does not apply to infrastructure works that are *Subdivision Permit Works* alone.

Compliance with this policy is deemed to be in compliance with Council's *Procurement Guidelines*.

Where it is deemed by the Director Sustainable Development that due to the unique facts or circumstances of a particular matter the application of this policy is not practical, the *Procurement Guidelines* must apply.

DEFINITIONS

Reference term	Definition
<i>Blended Works</i>	Means civil works where <i>Subdivision Permit Works</i> and <i>Public Infrastructure Works</i> are integrated as the one project for practical reasons as determined by Council. An example of <i>Blended Works</i> is where the <i>Subdivision Permit Works</i> are the construction of a subdivisional road and the <i>Public Infrastructure Works</i> are the widening of that road as part of a development contribution plan project.
<i>Developer</i>	Means the developer of land acting in reliance on a planning permit for the use

	and/or development of land where that developer is the registered proprietor of the Subject Land or is purchasing the Subject Land under a contract of sale of land
Development Contribution	Means a development contribution payable under an approved development contribution plan under the <i>Planning Scheme</i> for which the <i>Developer</i> has a liability. It also includes contributions required by way of an approved development plan, an incorporated plan, a section 173 agreement or the like.
IBAC Report	Means the <i>Special report on corruption risks associated with procurement in local government</i> , Independent Broad-based Anti-corruption Commission, September 2019
Independent Civil Contractor	Means a civil contractor that has been engaged by Council to undertake <i>Public Infrastructure Works</i> following a tender process, but is not the <i>Developer</i> or an agent or associate of the <i>Developer</i>
LG Act 1989	Means the <i>Local Government Act 1989</i>
LG Act 2020	Means the <i>Local Government Act 2020</i>
PE Act	Means the <i>Planning and Environment Act 1987</i>
Planning Scheme	Means the Greater Shepparton Planning Scheme.
Procurement Guidelines	Means any Council policy, procedure or guideline, other than this policy, including the Council's Procurement Corporate Procedure, that relates to the procurement of services.
Public Infrastructure Works	Means public infrastructure that is required pursuant to an approved development contributions plan under the <i>Planning Scheme</i> or other public infrastructure that is required by Council, but is not infrastructure for which the <i>Developer</i> can be compelled to provide under a planning permit. <i>Public Infrastructure Works</i> is infrastructure for which Council has assumed the obligation to provide.
Public Infrastructure Works Land	Means land or a legal property right that is acquired or purchased by Council for the purpose of facilitating <i>Public Infrastructure Works</i> .
Subdivision Permit Works	Means public civil works directly relating to a subdivision and specifically required as part of the planning approval for a subdivision for

	which the <i>Developer</i> is responsible to provide.
Subject Land	The land to which the planning approval applies and which is associated with the <i>Public Infrastructure Works</i> and/or the <i>Public Infrastructure Works Land</i>
Works Implementation Agreement	Means a Works Implementation Agreement as described in Section 2 of this policy. The <i>Works Implementation Agreement</i> is separate to the detailed contract for the carrying out of specific works.
Works-in-Kind	Means <i>Public Infrastructure Works</i> required by Council carried out by a <i>Developer</i> to offset an obligation to pay a <i>Development Contribution</i> .

Note: All monetary amounts specified in this policy are inclusive of GST.

POLICY

1. Procurement

- a. Procurement that falls within this policy must be undertaken having regard to the following broad principles:
 - i value for money;
 - ii open and fair competition;
 - iii accountability;
 - iv risk management;
 - v probity and transparency; and
 - vi ethical behaviour.
- b. No single Council Officer should have end-to-end control over a particular procurement.
- c. All Council Officers involved in the procurement process must be subject to appropriate supervision in accordance with Council's organisational structure and policies.
- d. Information held by Council of commercial value to potential suppliers to Council must be managed such that no single supplier is given an advantage over another and no one Council Officer has sole knowledge and control of valuable commercial information.

- e. Comprehensive and accurate records for a particular procurement must be kept on the relevant Council file.
- f. All procurement under this policy is subject to Council's *Procurement Guidelines*, except where explicitly stated in this policy.
- g. If a potential conflict of interest becomes apparent during a procurement of *Public Infrastructure Works* or the acquisition of *Public Infrastructure Works Land* this must be reported to the relevant supervising Council Officer.
- h. It is policy that an Officer's Report for a procurement that is not yet complete be kept on the relevant Council file in relation to each procurement which, amongst other things, includes:
 - i the basic facts of the procurement;
 - ii the Council Officers who are responsible for the procurement;
 - iii the amount of the Council spend;
 - iv the process followed;
 - v confirming compliance with this policy, as relevant, throughout the procurement process;
 - vi identifying any matters for which compliance with this policy was not achieved and reasons for such non-compliance; and
 - vii any other matters relevant to compliance with this policy.
- i. A suggested template for the Officer's Report is provided as Attachment 2 to this policy.

2. Offsets

- a. *Public Infrastructure Works* that are part of *Blended Works* should be given priority for *Works-in-Kind* as an offset for a *Development Contribution* liability over *Public Infrastructure Works* that are not *Blended Works*.
- b. *Public Infrastructure Works* and the acquisition of *Public Infrastructure Works Land* may be used as an offset for a *Development Contribution* liability.
- c. Where the *Public Infrastructure Works* comprise a combination of *Blended Works* and *Public Infrastructure Works* that can be implemented as one or more separate projects, the relevant decision-making Council Officers may agree in their absolute discretion to implement the *Public Infrastructure Works* that are not part of the *Blended Works* as one or more separate projects. In

other words, Council Officers have discretion to group certain projects together and to manage the sequencing of projects to achieve the optimal overall outcome for Council and the community.

3. Procurement of *Public Infrastructure Works* and *Public Infrastructure Works Land* where the total net payment is not more than \$5,000,000

- a. Where the net payment by Council for *Public Infrastructure Works* and the acquisition of *Public Infrastructure Works Land* is not more than \$5,000,000, the procurement process should be administered by the Building and Planning Department and the Projects Department in consultation.
- b. The procurement process must be administered in a manner that reasonably optimises the value to Council and the community and ensures that the works are conducted to an acceptable and reasonable engineering standard, as may be appropriate given the facts and circumstances of each project.
- c. Council will seek to prepare a detailed design for the *Public Infrastructure Works* as early in the overall infrastructure works process as is reasonably practicable, having regard to the facts and circumstances, in consultation with the *Developer* for the purpose of scoping and costing the *Public Infrastructure Works*.
- d. More than one price is not required in relation to specific works where a service authority requires design and/or works to be carried out to its infrastructure as a result of implementing *Public Infrastructure Works*, in the circumstance where the public authority controls who may carry out design and works on its infrastructure and where there is no practical ability to get multiple quotes for that design or works.
- e. The approval of a contract for the implementation of *Public Infrastructure Works* and/or the acquisition of *Public Infrastructure Works Land* that involves a cash payment of not more than \$200,000 may be by the Director Sustainable Development, the Chief Executive Officer or by way of a resolution of the Council.
- f. The approval of a contract for the implementation of *Public Infrastructure Works* and/or the acquisition of *Public Infrastructure Works Land* that involves a cash payment of more than \$200,000 but not more than \$5,000,000 may be by the Chief Executive Officer or by way of a resolution of the Council.
- g. The supervision and management of the construction and implementation of the *Public Infrastructure Works* and/or the acquisition of *Public Infrastructure*

Works Land that involves a net payment of not more than \$5,000,000 shall be by Building and Planning Department and the Projects Department in consultation

- h. Where practicable, the timing, administration and any other requirements relating to the implementation of *Public Infrastructure Works*, purchase or acquisition of any associated *Public Infrastructure Works Land* or associated *Subdivision Permit Works* should be controlled by a *Works Implementation Agreement*.
- d. The timing of the implementation of *Subdivision Permit Works* may be after the issue of a statement of compliance if the implementation of those works is pursuant to a *Works Implementation Agreement*.

4. Procurement of *Public Infrastructure Works* where the total net payment is more than \$5,000,000

- a. In circumstances where the net payment by Council for *Public Infrastructure Works* and/or the acquisition of *Public Infrastructure Works Land* is more than \$5,000,000 (including GST), the procurement should be in accordance with the procurement process under the *Procurement Guidelines* and undertaken by Council's Project Management Office.
- b. Council will seek to prepare a detailed design for the *Public Infrastructure Works* as early as is reasonably practicable in the overall infrastructure works process, having regard to the particular facts and circumstances, in consultation with the *Developer*, for the purpose of scoping and costing the *Public Infrastructure Works*.
- c. More than one price is not required in relation to specific works where a service authority requires design and/or works to be carried out to its infrastructure as a result of implementing *Public Infrastructure Works*, in the circumstance where the public authority controls who may carry out design and works on its infrastructure and where there is no practical ability to get multiple quotes for that design or works.
- d. The approval of a contract for the implementation of public Infrastructure works that involves a cash payment of more than \$5,000,000 must be by way of a resolution of the Council.
- e. The supervision and management of the construction and implementation of the *Public Infrastructure Works* and/or the acquisition of *Public Infrastructure*

Works Land that involves a net payment of more than \$5,000,000 shall be by Council's Project Management Office

- f. Where practicable, the timing, administration and any other requirements relating to the implementation of *Public Infrastructure Works*, purchase or acquisition of *any associated Public Infrastructure Works Land or Subdivision Permit Works* should be controlled by a *Works Implementation Agreement*.
- g. The timing of the implementation of *Subdivision Permit Works* may be after the issue of a statement of compliance if the implementation of those works is pursuant to a *Works Implementation Agreement*.

5. Works Implementation Agreement

- a. A *Works Implementation Agreement* should be used, where this is considered to be practicable by Council Officers, to manage matters including:
 - i the orderly sequencing of the implementation of *Public Infrastructure Works* and *Subdivision Permit Works*;
 - ii the tender process for the provision of *Public Infrastructure Works*;
 - iii the purchase or acquisition of *Public Infrastructure Works Land*;
 - iv the agreed valuation for *Public Infrastructure Works Land*;
 - v the *Development Contribution* offsets for *Public Infrastructure Works*;
 - vi the completion of *Subdivision Permit Works* after the issue of a Statement of Compliance under the *Subdivision Act 1988*;
 - vii any necessary payments by Council in relation to *Public Infrastructure Works*; and
 - viii any other matters relating to the implementation, timing, administration, payment for, and management of, *Public Infrastructure Works*, *Subdivision Permit Works*, *Public Infrastructure Works Land* or associated matters.
- b. A sample *Works Implementation Agreement* is provided as Attachment 1 to this policy. The sample agreement is provided as a guide only as an agreement will need to be drafted to address the relevant facts and circumstances of each particular matter.

6. Compliance

- a. In any circumstance in which the relevant Council Officer responsible for the procurement of *Public Infrastructure Works* and/or the purchase or acquisition of *Public Infrastructure Works Land* is concerned regarding compliance with any legislation, this policy or another Council policy relevant to the matter, legal advice should be obtained as reasonably considered appropriate.
- b. Compliance with this policy is deemed to be compliance with the *Procurement Guidelines*.

7. Summary - Application of Policy

- a. This policy applies when *Public Infrastructure Works* or *Public Infrastructure Works Land* are required by Council.
- b. Can the cost of the *Public Infrastructure Works* and/or *Public Infrastructure Works Land* be fully or partially offset by a development contribution obligation?
 - i Yes – where it is possible a DCP liability may be offset by the cost of works as works-in-kind or by land required by Council.
 - ii No – If there is no or insufficient DCP liability Council must pay for the works or land that cannot be offset.
- c. Is a net payment required by Council to the *Developer* of more than \$5,000,000?
 - i Yes –the procurement process is undertaken by Council's Project Management Office and the contract is subject to the approval by way of a Council resolution.
 - ii No – the procurement process may be undertaken by the Building and Planning Department and Projects Department in consultation and approval of the contract is subject approval of the Director Sustainable Development (not more than \$200,000), the Chief Executive Officer (not more than \$5,000,000) or by way of a resolution of the Council.
- d. A *Works Implementation Agreement* should be used, where reasonably practicable, to manage the implementation and sequencing of the works, offsets and payments.

RELATED POLICIES AND DIRECTIVES

- Council *Procurement Guidelines*

- *Victorian Local Government Best Practice Procurement Guidelines 2013* (part 3.6.10 *Developer Contribution Plans*)
- *Special report on corruption risks associated with procurement in local government*, Independent Broad-based Anti-corruption Commission, September 2019

RELATED LEGISLATION

- *Local Government Act 2020*
- Part 3B of the *PE Act* (*Development contributions*)
- Division 2 Part 9 of the *PE Act* (Section 173 agreements)

REVIEW

Define who is to review the Policy and when this review is to occur. Generally, policies should be reviewed every four years to ensure that they remain relevant. If the Policy replaces any previously adopted Council document/s, list any documents which have been replaced.

Peter Harriott
Chief Executive Officer

Date

ATTACHMENTS

Attachment 1: Sample Template *Works Implementation Agreement*

ATTACHMENTS

Attachment 2: Sample Template for Officer's Report

Delegates Report – Procurement of Public Infrastructure Works

Application Details:

Responsible Officer:	
Planning Application Number:	
Applicant Name:	
Land/Address:	
Description of PIW	

Proposal

What is being procured?

Set out the basis facts of the procurement

Assessment

What is the amount of Council spend?

What process was followed

Confirm compliance with the Procurement of Public Infrastructure Works policy

Identify any matters for which compliance with the policy was not achieved and reasons for such non-compliance

Any other matters relevant to compliance with this policy

Conclusion

Recommendation

Responsible Officer:	_____	Team Leader	_____
Signature:	_____	Signature:	_____
Date:	_____	Date:	_____
Should this file be checked by the Manager?		Yes	<input type="checkbox"/> No <input type="checkbox"/>



[SAMPLE TEMPLATE AGREEMENT]

GREATER SHEPPARTON CITY COUNCIL

and

[OWNER – WHERE DIFFERENT TO DEVELOPER]

and

[DEVELOPER – WHERE PURCHASER]

Works Implementation Agreement

**AGREEMENT MADE PURSUANT TO
SECTION 173 OF THE PLANNING AND
ENVIRONMENT ACT 1987**

[PROPERTY ADDRESS]

Russell Kennedy Pty Ltd ACN 126 792 470 ABN 14 940 129 185
Level 12, 469 La Trobe Street, Melbourne VIC 3000 PO BOX 5146, Melbourne VIC 3001 DX 494 Melbourne
T **+61 3 9609 1555** F + 61 3 9609 1600 info@rk.com.au

Liability limited by a scheme approved under Professional Standards Legislation

rk.com.au



THIS AGREEMENT is made on

2021

PARTIES

- 1 **GREATER SHEPPARTON CITY COUNCIL**
of 90 Welsford Street, Shepparton Vic 3630
("Council")
- 2 **[OWNER – WHERE DIFFERENT TO DEVELOPER]**
ACN
of [ADDRESS]
("Owner")
- 3 **[DEVELOPER – WHERE PURCHASER]**
ACN
of [ADDRESS]
("Developer")

[Note - Where the Developer is not the Owner or purchasing the Land the Developer can be a party to the Agreement but the Owner (rather than the Developer) must be bound by the Agreement]

RECITALS

- A The Council is the responsible authority under the Act for the Scheme.
- B The Land is within the [Zone] of the Scheme and is subject to the [Overlay].
- C The Developer intends to use and develop the Land for the purpose of the Proposal.
- D The Parties agree that the Subdivision Permit Works are necessarily required as part of the planning approval of the Proposal and are to be completed at the Developer's cost.
- E The Parties further agree that the Public Infrastructure Works are necessary and appropriate as a consequence of the Proposal.
- F The Developer agrees that the Public Infrastructure Works will be completed by the Developer or another entity, in accordance with the Council Procurement Requirements, at Council's expense, less any Agreed Offset, in accordance with this Agreement.
- G The Parties agree that, amongst other things, in order for the Proposal to proceed it is necessary to make provision for the Subdivision Permit Works and the Public Infrastructure Works in accordance with this Agreement.
- H This Agreement has been entered into in order to:
 - provide for the timing and sequencing of the Subdivision Permit Works;
 - provide for the timely implementation of the Public Infrastructure Works;
 - comply with relevant Council policy;
 - make provision for payments and offsets;
 - facilitate the Proposal;
 - prohibit, restrict or regulate the use or development of the Land; and

- achieve and advance the objectives of planning in Victoria or the objectives of the Scheme in relation to the Land.

I This Agreement is made under Division 2 of Part 9 of the Act.

THE PARTIES AGREE THAT:

1 DEFINITIONS

In this Agreement:

- 1.1 **"Act"** means the *Planning and Environment Act 1987*.
- 1.2 **"Agreed Offset"** means a credit given to the Developer in relation to a DCP Contribution that is offset against the cost of Public Infrastructure Works carried out by the Developer at the request of Council, in accordance with this Agreement.
- 1.3 **"Agreement"** means this Agreement, including the recitals and any annexures to this Agreement.
- 1.4 **"Business Day"** means Monday to Friday excluding public holidays in Victoria.
- 1.5 **"Completion of Works Certificate"** means written advice from Council to the Owner that the construction of the Subdivision Permit Works and/or the Public Infrastructure Works have been completed to the satisfaction of Council, as may be applicable.
- 1.6 **"Council Procurement Requirements"** means the requirements pursuant to Council's Procurement Policy and the Procurement of Public Infrastructure Works Policy.
- 1.7 **"Defects Liability Notice"** means a written notice issued during the Defects Liability Period that identifies defects that the Council reasonably considers to be related to the construction of the Subdivision Permit Works and/or the Public Infrastructure Works as may be applicable.
- 1.8 **"Defects Liability Period"** means a period of 12 months commencing from the date of the issue of the Completion of Works Certificate.
- 1.9 **"Developer"** means the entity that proposes to use and develop the Land for the purpose of the Proposal and must be the Owner or alternatively must be the person purchasing the Land under a contract of sale of land from the Owner.
- 1.10 **"Development Contribution"** means a development contribution liability relating to the Land or Other Land for which the Developer is liable to pay to the Council.
- 1.11 **"GST Act"** means the *A New Tax System (Goods and Services Tax) Act 1999* (Cth) (as amended).
- 1.12 **"GST"** means the goods and services tax as defined in the *GST Act*.
- 1.13 **"Input Tax Credit"** in relation to a supply, means a credit under the GST Act for the GST payable by the recipient in respect of the supply.
- 1.14 **"Land"** means the land within the Scheme being the land known as [address] and being the land more particularly described as [title details].

- 1.15 **"Mortgagee"** means the person or persons registered or entitled from time to time to be registered by the Registrar of Titles as mortgagee of the Land or any part of it.
- 1.16 **"Other Land"** means land other than the Land being the land known as [address] and being the land more particularly described as [title details].
- 1.17 **"Owner"** means the registered proprietor of the Land at the date of this Agreement.
- 1.18 **"Proposal"** means the proposal to use and/or develop the Land for the purpose of [specify the proposal].
- 1.19 **"Public Infrastructure Works"** means the civil works required by Council that are not Subdivision Permit Works and which Council considers are reasonably needed as a consequence of the Proposal. The Public Infrastructure Works are specified in Schedule 1 to this Agreement.
- 1.20 **"Public Infrastructure Works Land"** means the land that is required by Council for the purpose of carrying out the Public Infrastructure Works that is described as [address and/or title details and/or description as applicable].
- 1.21 **"Scheme"** means the Greater Shepparton Planning Scheme or any other planning scheme which applies to the Land from time to time.
- 1.22 **"Subdivision Permit Works"** means the civil works that must be implemented by the Developer as part of the planning approval for the Proposal. The Subdivision Permit Works are specified in Schedule 2 to this Agreement.
- 1.23 **"Tax Invoice"** in relation to a supply, means an invoice for the supply required by the GST Act to support a claim by the recipient for an Input Tax Credit for the GST on the supply.
- 1.24 **"Tender Process"** means the process to be followed by the Developer in accordance with relevant Council procurement policy and s186 exemption approval requirements and by which the Developer must carry out the Public Infrastructure Works and select sub-contractors as required by Council.

2 COMMENCEMENT

This Agreement comes into force on the date it was made as set out above.

3 TERMINATION OF AGREEMENT

3.1 Termination

This Agreement ends when the Developer has complied with its obligations under this Agreement or earlier by mutual agreement between the Parties evidenced in writing.

3.2 Cancellation of recording of Agreement

As soon as reasonably practicable after this Agreement has ended, the Council must, at the request and at the cost of the Developer, apply to the Registrar of Titles under section 183(2) of the Act to cancel the recording of this Agreement on the Register.

4 DEVELOPER'S COVENANTS

4.1 Subdivision Permit Works

The Developer covenants and agrees that:

- 4.1.1 before [specify item, etc], the following specified matters must be completed to the satisfaction of the Council as set out below:
 - (a) [specify item of Subdivision Permit Works infrastructure and timing, sequence, etc];
 - (b) [...]
- 4.1.2 it is solely responsible for undertaking the Subdivision Permit Works at its risk and expense;
- 4.1.3 that Council must approve the construction plans and specifications for the Subdivision Permit Works prior to the commencement of the works [depending on whether Council or the Developer does the detailed design];
- 4.1.4 Council will undertake inspections as specified in the approved construction drawings and specifications;
- 4.1.5 it must not allow the Subdivision Permit Works to be carried beyond Council inspection hold points specified in the approved construction plans and specifications;
- 4.1.6 the Subdivision Permit Works must be carried out in accordance with any plans and specifications approved by Council to the satisfaction of the Council;
- 4.1.7 it must obtain the prior written approval of the Council prior to undertaking any works on Council land or other public land not shown in the approved construction drawings and specifications;
- 4.1.8 it must obtain all necessary approvals and comply with all necessary requirements of Council and other authorities in respect of the Subdivision Permit Works;
- 4.1.9 it must advise Council in writing when in its reasonable opinion the Subdivision Permit Works have been practically completed in accordance with the approved construction drawings and specifications; and
- 4.1.10 it is responsible for the cost of the design and construction of the Subdivision Permit Works.

4.2 Public Infrastructure Works

The Developer covenants and agrees that:

- 4.2.1 before [date, SOC, etc], the following specified matters must be completed to the satisfaction of the Council as set out below:
 - (a) [specify item of Public Infrastructure Works infrastructure and timing, sequence, etc];
 - (b) [...]

- 4.2.2 it is solely responsible for undertaking the Public Works at its risk and expense in accordance with the Tender Process;
- 4.2.3 that Council will provide the construction plans and specifications for the Public Infrastructure Works, if it has not already done so at the date of this Agreement [confirm if this is applicable];
- 4.2.4 any costs associated with participating in the Tender Process for the Public Infrastructure Works is at its own expense;
- 4.2.5 prior to the commencement of the Public Infrastructure Works the Council must approve the engagement of the Developer in writing for the carrying out of the Public Infrastructure Works;
- 4.2.6 Council will undertake inspections as specified in the approved construction drawings and specifications;
- 4.2.7 it must not allow the Public Infrastructure Works to be carried beyond Council inspection hold points specified in the approved construction plans and specifications;
- 4.2.8 the Public Infrastructure Works must be carried out in accordance with any plans and specifications approved by Council and the quotation approved by Council to the satisfaction of the Council;
- 4.2.9 any civil works undertaken outside the scope of the approved plans and specifications and/or outside the scope of the tendered works are not eligible for reimbursement from Council or for use as an Approved Offset;
- 4.2.10 it must obtain the prior written approval of the Council prior to undertaking any works on Council land or other public land not shown in the approved construction drawings and specifications;
- 4.2.11 it must ensure that it (including any subcontractors) maintains a minimum of \$20 million in public liability insurance in respect of the Public Infrastructure Works;
- 4.2.12 it must obtain all necessary approvals and comply with all necessary requirements of Council and other authorities in respect of the Public Infrastructure Works;
- 4.2.13 it must advise Council in writing when in its reasonable opinion the Public Infrastructure Works have been practically completed in accordance with the approved construction drawings and specifications;
- 4.2.14 Council will reimburse the Developer for the part of the agreed cost of the Public Infrastructure Works less any Agreed Offset in accordance with this Agreement;
- 4.2.15 the reimbursement of the Developer is subject to the Developer providing a Tax Invoice to the Council for the part of the cost of the Public Infrastructure Works as approved by Council under this Agreement;

- 4.2.16 if GST is payable in relation to the Public Infrastructure Works for which a payment is required under this clause, the payment must include any additional amount for GST(if applicable);
- 4.2.17 subject to compliance with this Agreement by the Developer, the payment under this clause to the Developer must be made within 28 days of a Tax Invoice being provided to the Council;
- 4.2.18 the completion of the Public Infrastructure Works in accordance with this Agreement satisfies the Development Contribution liability in accordance with this agreement;
- 4.2.19 it is responsible for the design and construction of Public Infrastructure Works and other civil works within the Land [confirm this is applicable]; and
- 4.2.20 prior to the commencement of Public Infrastructure Works within the Land or on Other Land, the design and plans for the works and construction methodology must be approved in writing by the Council.

4.3 Defects Liability Period

The Developer covenants and agrees that it must remedy a defect identified in a Defect Liability Notice within the period as set out in the Defect Liability Notice to the satisfaction of the Council.

4.4 Provision of Public Infrastructure Works Land

The Developer covenants and agrees that:

- 4.4.1 the land identified as the Public Infrastructure Works Land described as [address and title description as may be applicable] must be transferred to Council on or before [specify date or works as applicable];
- 4.4.2 the agreed value of the Public Infrastructure Works Land is [specify \$];
- 4.4.3 Council will undertake the legal processes necessary for it to become the registered of the Public Infrastructure Works Land; and
- 4.4.4 [any other matters that may be applicable].

4.5 Agreed Offset

The Developer covenants and agrees that:

- 4.5.1 as at the date of this Agreement it has a liability to pay a DCP Contribution in relation to the Land [and/or Other Land if applicable] of \$[amount];
- 4.5.2 it has a contract with Council for the provision of the Public Infrastructure Works (reference Council Purchase Order No. [reference]), where the total cost of the works is valued at \$[amount]; and

[use only one of the following clauses as applicable]

4.5.3 Council and the Developer agree that the net amount payable by Council to the Developer for the Public Infrastructure Works is \$[amount], being the total cost of the work less the DCP Contribution liability.

4.5.4 Council and the Developer agree that the net amount payable by the Developer to Council is \$[amount], being the DCP Contribution liability less total cost of the work.

4.6 Further assurance

The Developer must do all things necessary (including signing any further agreement, acknowledgment or document) to enable the Council to record this Agreement on the folio of the Register which relates to the Land.

4.7 Developer's costs

The Developer agrees to pay its costs and expenses of and incidental to the preparation, execution, recording of and compliance with this Agreement.

4.8 Mortgagee to be bound

The Developer covenants to obtain the consent of any Mortgagee to be bound by the covenants in this Agreement if the Mortgagee becomes mortgagee in possession of the Land.

4.9 Indemnity

The Owner and the Developer covenant to indemnify and keep the Council, its officers, employees, agents, workmen and contractors indemnified from and against all costs, expenses, losses or damages which they or any of them may sustain incur or suffer or be or become liable for or in respect of any suit action proceeding judgement or claim brought by any person arising from or referable to this Agreement or any non-compliance with this Agreement.

4.10 Non-compliance

If the Developer has not complied with this Agreement within 14 days after the date of service on the Developer by Council of a notice which specifies the Developer's failure to comply with any provision of this Agreement, the Developer covenants:

4.10.1 to allow Council its officers, employees, contractors or agents to enter the Land and rectify the non-compliance;

4.10.2 to pay to Council on demand, Council's reasonable costs and expenses ("**Costs**") incurred as a result of the Developer's non-compliance;

4.10.3 to pay interest at the rate of 2% above the rate prescribed under section 2 of the *Penalty Interest Rates Act 1983* on all moneys which are due and payable but remain owing under this Agreement until they are paid in full;

and the Developer agrees:

4.10.4 to accept a certificate signed by the Chief Executive Officer of the Council (or any nominee of the Chief Executive Officer) as prima facie

proof of the Costs incurred by the Council in rectifying the Developer's non-compliance with this Agreement;

4.10.5 that any payments made for the purposes of this Agreement shall be appropriated first in payment of any interest and any unpaid Costs of the Council and then applied in repayment of the principal sum; and

4.10.6 that all Costs or other monies which are due and payable under this Agreement but which remain owing shall be a charge on the Land until they are paid in full.

4.11 Council access

The Developer covenants to allow the Council and its officers, employees, contractors or agents or any of them, to enter the Land (at any reasonable time) to assess compliance with this Agreement.

4.12 Covenants run with the Land

The Owner's obligations in this Agreement are intended to take effect as covenants which shall be annexed to and run at law and in equity with the Land and every part of it, and bind the Owner and its successors, assignees and transferees, the registered proprietor or proprietors for the time being of the Land and every part of the Land.

4.13 Developer's warranty

The Developer warrants and covenants that:

4.13.1 the Developer is the registered proprietor (or is entitled to become the registered proprietor) of the Land and is also the beneficial owner of the Land;

4.13.2 there are no mortgages, liens, charges or other encumbrances or leases or any rights inherent in any person other than the Developer affecting the Land which have not been disclosed by the usual searches of the folio of the Register for the Land or notified to the Council;

4.13.3 no part of the Land is subject to any rights obtained by adverse possession or subject to any easements or rights described or referred to in section 42 of the *Transfer of Land Act 1958*; and

4.13.4 until this Agreement is recorded on the folio of the Register which relates to the Land, the Developer will not sell, transfer, dispose of, assign, mortgage or otherwise part with possession of the Land or any part of the Land without first disclosing to any intended purchaser, transferee, assignee or mortgagee the existence and nature of this Agreement.

5 COUNCIL OBLIGATIONS

5.1 Council's costs

Council agrees to pay its own costs and expenses of and incidental to the preparation, execution and recording of this Agreement.

5.2 Reimbursement of Developer

Council agrees that:

- 5.2.1 that it must provide the construction plans and specifications for the Public Infrastructure Works to the Developer as may be appropriate [confirm whether Council or developer is doing detailed design];
- 5.2.2 it must undertake inspections as specified in the approved construction drawings and specifications;
- 5.2.3 upon written notice from the Developer that in its reasonable opinion the Subdivision Permit Works and/or Public Infrastructure Works are practically completed, the Council must within 14 days either issue a Completion of Works Certificate or provide specific details in writing of any incomplete works;
- 5.2.4 subject to compliance with clause 4.2 by the Developer, where applicable, it must reimburse the Developer for the cost of the Public Infrastructure Works (excluding GST) that exceed the Development Contribution liability of the Developer in accordance with this Agreement;
- 5.2.5 payment to the Developer is subject to the Developer providing a Tax Invoice to Council for the part of the cost of the Public Infrastructure Works excluding GST as approved by Council under this clause that exceed the DCP Contribution;
- 5.2.6 if GST is payable in relation to the part of Public Infrastructure Works for which a reimbursement is required under this clause, the reimbursement payment pursuant must include any additional amount for GST for that part of the Public Infrastructure Works;
- 5.2.7 subject to compliance with this Agreement by the Developer, the reimbursement under this clause to the Developer must be made within 21 days of a Tax Invoice being provided to Council under this clause; and
- 5.2.8 compliance with this Agreement satisfies the Development Contribution obligations to the extent specified in this Agreement of the Developer under the Scheme in respect of the Land or the Other Land.

6 GENERAL

6.1 No fettering of Council's powers

This Agreement does not fetter or restrict Council's power or discretion in respect of any of the Council's decision making powers.

6.2 Governing law and jurisdiction

This Agreement is governed by and is to be construed in accordance with the laws of Victoria. Each party irrevocably and unconditionally submits to the non-exclusive jurisdiction of the courts and tribunals of Victoria and waives any right to object to proceedings being brought in those courts or tribunals.

6.3 Enforcement and severability

6.3.1 This Agreement shall operate as a contract between the parties and be enforceable as such in a Court of competent jurisdiction regardless of whether, for any reason, this Agreement were held to be unenforceable as an agreement pursuant to Division 2 of Part 9 of the Act.

6.3.2 If a Court, arbitrator, tribunal or other competent authority determines that a word, phrase, sentence, paragraph or clause of this Agreement is unenforceable, illegal or void, then it shall be severed and the other provisions of this Agreement shall remain operative.

7 GOODS AND SERVICES TAX

7.1 Definitions and expressions

Expressions used in this Agreement that are defined in the *GST Act* have the same meaning as given to them in the *GST Act*, unless expressed to the contrary.

7.2 Amounts payable do not include GST

Each amount, of whatever description, specified as payable by one party to the other party under this Agreement is expressed as a GST exclusive amount unless specified to the contrary.

7.3 Liability to pay any GST

Subject to clause 7.4, in addition to any amount payable by one party to the other party under this Agreement in respect of a taxable supply, the party liable to pay the amount ("**Recipient**") must pay to the other party ("**Supplier**") a sum equivalent to the GST payable, if any, by the Supplier in respect of the taxable supply on the date on which the Supplier makes a taxable supply to the Recipient irrespective of when the Supplier is liable to remit any GST under this Agreement in respect of a taxable supply to any governmental authority.

7.4 Tax Invoice

A party's right to payment under clause 7.3 is subject to a Tax Invoice being delivered to the Recipient.

8 NOTICES

8.1 Service of notice

A notice or other communication required or permitted, under this Agreement, to be served on a person must be in writing and may be served:

- 8.1.1 personally on the person;
- 8.1.2 by leaving it at the person's address set out in this Agreement;
- 8.1.3 by posting it by prepaid post addressed to that person at the person's current address for service;
- 8.1.4 by email to the person's current number notified to the other party; or
- 8.1.5 by facsimile to the person's current number notified to the other party.

8.2 Time of service

A notice or other communication is deemed served:

- 8.2.1 if served personally or left at the person's address, upon service;
- 8.2.2 if posted within Australia to an Australian address, five Business Days after posting;
- 8.2.3 if served by email or facsimile, subject to the next clause, at the time indicated on the transmission report produced by the sender's email service or facsimile machine indicating that the communication was sent in its entirety to the addressee's facsimile; and
- 8.2.4 if received after 5.00pm in the place of receipt or on a day which is not a Business Day, at 9.00am on the next Business Day.

9 INTERPRETATION

In this Agreement, unless the contrary intention appears:

- 9.1 the singular includes the plural and vice versa;
- 9.2 a reference to a document or instrument, including this Agreement, includes a reference to that document or instrument as novated, altered or replaced from time to time;
- 9.3 a reference to an individual or person includes a partnership, body corporate, government authority or agency and vice versa;
- 9.4 a reference to a party includes that party's executors, administrators, successors, substitutes and permitted assigns;
- 9.5 words importing one gender include other genders;
- 9.6 other grammatical forms of defined words or expressions have corresponding meanings;
- 9.7 a covenant, undertaking, representation, warranty, indemnity or agreement made or given by:
 - 9.7.1 two or more parties; or
 - 9.7.2 a party comprised of two or more persons,
 is made or given and binds those parties or persons jointly and severally;
- 9.8 a reference to a statute, code or other law includes regulations and other instruments made under it and includes consolidations, amendments, re-enactments or replacements of any of them;
- 9.9 a recital, schedule, annexure or description of the parties forms part of this Agreement;
- 9.10 if an act must be done on a specified day that is not a Business Day, the act must be done instead on the next Business Day;

- 9.11 if an act required to be done under this Agreement on a specified day is done after 5.00pm on that day in the time zone in which the act is performed, it is taken to be done on the following day;
- 9.12 a party that is a trustee is bound both personally and in its capacity as trustee;
- 9.13 a reference to an authority, institution, association or body ("**original entity**") that has ceased to exist or been reconstituted, renamed or replaced or whose powers or functions have been transferred to another entity, is a reference to the entity that most closely serves the purposes or objects of the original entity;
- 9.14 headings and the provision of a table of contents are for convenience only and do not affect the interpretation of this Agreement.

EXECUTED as an agreement under Division 2 of Part 9 of the Act.

THE COMMON SEAL of the **GREATER**)
SHEPPARTON CITY COUNCIL was affixed)
on this day of 2016)
in the presence of the Chief Executive Officer)
being a delegated officer pursuant to Local)
Law No. 2 of the Council:)

CHIEF EXECUTIVE OFFICER

EXECUTED by [**OWNER – IF DIFFERENT**])
TO THE DEVELOPER] in accordance with)
section 127(1) of the *Corporations Act 2001*)
(Cth) by being signed by authorised persons:)

Director

*Director/company secretary

*Delete whichever is inapplicable

Full Name

Full Name

Usual Address

Usual Address

EXECUTED by [DEVELOPER] in)
 accordance with section 127(1) of the)
Corporations Act 2001 (Cth) by being signed)
 by authorised persons:)

 Director

 *Director/company secretary
 *Delete whichever is inapplicable

 Full Name

 Full Name

 Usual Address

 Usual Address

SCHEDULE 1

PUBLIC INFRASTRUCTURE WORKS

SCHEDULE 2

SUBDIVISION PERMIT WORKS

WELLINGTON SHIRE

Residential Stocktake & Facilitation Strategy

14. GENERAL MANAGER BUILT AND NATURAL ENVIRONMENT

14.1. CONTRACTS AWARDED UNDER THE CHIEF EXECUTIVE OFFICER'S DELEGATION

ACTION OFFICER: MANAGER ASSETS AND PROJECTS

PURPOSE

The purpose of this report is to advise Council of the details of the contracts awarded by the Chief Executive Officer under delegation in relation to the report considered by Council on 21 December 2021.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That:

- 1. Council note that Contract 2022-064 McMillan Street Construction Special Charge Scheme – Stratford and Contract 2022-070 Abels / Boyles Road Construction Special Charge Scheme – Longford have been awarded by the Chief Executive Officer within budget, under delegation by Council;***
- 2. Council note that Contract 2022-063 Duke Street Road and Drainage Construction – Yarram was not awarded as the tenders were over budget; and***
- 3. The information contained in the confidential attachments Contract 2021-064 McMillan Street Special Charge Scheme – Stratford and Contract 2022-070 Abels / Boyles Road Construction Special Charge Scheme – Longford and designated confidential under Section 3(1) Confidential Information of the Local Government Act 2020 by the General Manager Built and Natural Environment on the 10 January 2022 because it relates to the following grounds: (g) private commercial information, being information provided by a business, commercial or financial undertaking that - if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage;***
be designated confidential information under Section 3(1) Confidential Information of the Local Government Act 2020, except that once this recommendation has been adopted the name of the successful tenderers can be made public.

BACKGROUND

On the 21 December 2021, Council considered reports to delegate authority to the Chief Executive Officer to award Contract 2022-063 Duke Street Road and Drainage Construction – Yarram, Contract 2022-064 McMillan Street Construction Special Charge Scheme – Stratford and Contract 2022-070 Abels / Boyles Road Construction Special Charge Scheme – Longford, within budget and to provide details to Council of the contracts awarded under these delegations.

Two of these contracts have now been awarded and the confidential tender evaluation report for each contract is attached, while the third contract was not awarded as the tenders exceeded the budget.

ATTACHMENTS

1. Confidential Header Contract Delegation Contract 2022 064/2022 070 [**14.1.1** - 1 page]
2. CONFIDENTIAL REDACTED - Contract 2022-064 Mc Millan Street Construction Works - Stratford Tender Evaluation Report [**14.1.2** - 5 pages]
3. CONFIDENTIAL REDACTED - Contract 2022-070 Abels and Boyles Road Construction Works - Longford Tender Evaluation Report [**14.1.3** - 5 pages]

OPTIONS

Council has the following options available:

1. Note that Contract 2022-064 McMillan Street Construction Special Charge Scheme – Stratford and Contract 2022-070 Abels / Boyles Road Construction Special Charge Scheme – Longford have been awarded by the Chief Executive Officer within budget, under delegation by Council; or
2. Seek further information.

PROPOSAL

That Council note that Contract 2022-064 McMillan Street Construction Special Charge Scheme – Stratford and Contract 2022-070 Abels / Boyles Road Construction Special Charge Scheme – Longford have been awarded by the Chief Executive Officer within budget, under delegation by Council.

CONFLICT OF INTEREST

No staff and/or contractors involved in the compilation of this report have declared a conflict of interest.

FINANCIAL IMPACT

These contracts are budgeted for in the current 2021/2022 Capital Works Program.

COMMUNICATION IMPACT

Wellington Shire Council's standard consultation practices will be implemented on these projects.

LEGISLATIVE IMPACT

Wellington Shire Council is committed to ensuring the contract tendering process complies with the Victorian *Local Government Act 2020* and the Victorian Local Government Code of Tendering.

COUNCIL POLICY IMPACT

This impact has been assessed and there is no effect to consider at this time.

COUNCIL PLAN IMPACT

The Council Plan 2021-25 Theme 4 “Services and Infrastructure” states the following strategic outcome:

Strategic Outcome 4.3: *"Well planned and sustainable towns, facilities, and infrastructure that service community need."*

This report supports the above Council Plan strategic outcome.

RESOURCES AND STAFF IMPACT

These projects will be delivered with the resources of the Assets & Projects Team.

COMMUNITY IMPACT

Both of these projects will produce a positive community impact.

ENVIRONMENTAL IMPACT

These proposed works will have minimal environmental impact, with the contractors providing Environmental Management Plans which will be strictly monitored.

ENGAGEMENT IMPACT

Wellington Shire Council's standard consultation practices will be implemented on these projects.

RISK MANAGEMENT IMPACT

It is considered that these proposed contract works will not expose Wellington Shire Council to any significant risks. All Occupational Health and Safety risks will be discussed with the contractors and allocated to the party in the best position to manage each risk



WELLINGTON

SHIRE COUNCIL

The Heart of Gippsland

ORDINARY COUNCIL MEETING 1 February 2022

On this day, 10 January 2022, in accordance with Section 66 Clause (2)(a) of the *Local Government Act 2020*; I, Chris Hastie, General Manager Built and Natural Environment declare that the information contained in the attached documents **CONTRACT NUMBER 2022-064 McMILLAN STREET CONSTRUCTION WORKS - STRATFORD** and **CONTRACT NUMBER 2022-070 ABELS AND BOYLES ROAD CONSTRUCTION WORKS - LONGFORD** is confidential because it relates to the following grounds under Section 3(1) of the *Local Government Act 2020*:

(g) private commercial information, being information provided by a business, commercial or financial undertaking that—

(ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage;

.....
CHRIS HASTIE, GENERAL MANAGER BUILT AND NATURAL ENVIRONMENT

15. GENERAL MANAGER COMMUNITY AND CULTURE

15.1. APPROVAL OF DRAFT EARLY YEARS INFRASTRUCTURE PLAN, DRAFT COMMUNITY INFRASTRUCTURE PLAN AND DRAFT SPORTING INFRASTRUCTURE PLAN

ACTION OFFICER: MANAGER COMMUNITIES, FACILITIES AND EMERGENCIES

PURPOSE

For Council to approve the attached Early Years Infrastructure Plan, Community Infrastructure Plan and Sporting Infrastructure Plan, developed under Council's Community Managed Facilities Strategy 2020-25.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That Council approve the attached Early Infrastructure Plan, Community Infrastructure Plan and Sporting Infrastructure Plan, developed under Council's Community Managed Facilities Strategy 2020-25.

BACKGROUND

As part of the Community Managed Facilities Strategy 2020–25, an action within Theme 2 'Responsible Management – Shire-wide Facility Planning' was to develop infrastructure plans for early years, sporting, and other community facilities.

Councillors have been presented the three draft plans (on 20 April 2021), proposed implementation plan (on 20 July 2021) and engagement process (on 17 August 2021).

Following the Council workshop on 17 August 2021 a four-week community exhibition was completed utilising 'Your Wellington Your Say' and included six Zoom sessions for members of the community and key stakeholders. Information about the plans and engagement were forwarded to Committees of Management and copies of the plans were made available at libraries. In the targeted stakeholder community engagement, key community services within Council buildings and all state government and private or independent early years services were specifically invited to the Zoom sessions.

The feedback provided through the "Your Wellington Your Say" website, online zoom sessions and email submissions has resulted in minor amendments to the Community Infrastructure Plan, with the Early Years and Sporting Infrastructure Plans remaining unchanged.

ATTACHMENTS

1. WSC - Sporting Infrastructure Plan - Final [15.1.1 - 94 pages]
2. Wellington CIP - Main Report - Updated Final 21 Dec 2021 [15.1.2 - 88 pages]
3. Final Wellington EYIP - Report - 21 Dec 2021 [15.1.3 - 69 pages]

OPTIONS

Council has the following options available:

1. Approve the attached Early Years Infrastructure Plan, Community Infrastructure Plan and Sporting Infrastructure Plan, developed under Council's Community Managed Facilities Strategy 2020-25; or
2. Not approve the attached Early Years Infrastructure Plan, Community Infrastructure Plan and Sporting Infrastructure Plan, developed under Council's Community Managed Facilities Strategy 2020-25 and seek further information to be presented at a future meeting.

PROPOSAL

That Council approve the attached Early Years Infrastructure Plan, Community Infrastructure Plan and Sporting Infrastructure Plan, developed under Council's Community Managed Facilities Strategy 2020-25.

CONFLICT OF INTEREST

No staff and/or contractors involved in the compilation of this report have declared a conflict of interest.

FINANCIAL IMPACT

The three Infrastructure Plans provide strategic direction for Council investment in community infrastructure for at least the next five years.

COMMUNICATION IMPACT

This impact has been assessed and there is no effect to consider at this time.

LEGISLATIVE IMPACT

This impact has been assessed and there is no effect to consider at this time.

COUNCIL POLICY IMPACT

This impact has been assessed and there is no effect to consider at this time.

COUNCIL PLAN IMPACT

The Council Plan 2021-25 Theme 3 "Liveability and Wellbeing" states the following strategic outcome:

Strategic Outcome 3.3: *"Opportunities for everyone to work, learn, create, play, and share."*

The Council Plan 2021-25 Theme 4 "Services and Infrastructure" states the following strategic outcome:

Strategic Outcome 4.3: *"Well planned and sustainable towns, facilities, and infrastructure that service community need."*

This report supports the above Council Plan strategic outcomes.

RESOURCES AND STAFF IMPACT

This impact has been assessed and there is no effect to consider at this time.

COMMUNITY IMPACT

The development of the Wellington Community Managed Facilities Strategy 2020-2025, the three infrastructure plans and relevant tools (prioritisation model and facilities hierarchy) all assist community members to understand Council priorities for support and investment in community facilities over the coming five years.

ENVIRONMENTAL IMPACT

This impact has been assessed and there is no effect to consider at this time.

ENGAGEMENT IMPACT

This impact has been assessed and there is no effect to consider at this time.

RISK MANAGEMENT IMPACT

This impact has been assessed and there is no effect to consider at this time.



About this document

Wellington Shire Council (WSC) has developed a Sporting Infrastructure Plan (SIP) to help guide the future prosperity of organised sport throughout the municipality, through the provision of better facilities, improved Committee of Management (CoM) operations and better asset utilisation.

The SIP has been developed based on a broad range of evidence, including:

- 2019 Wellington Shire Committees' Survey;
- Service level benchmarking against other Local Government Authorities (LGAs);
- Site visits;
- Desktop assessments;
- Interviews with State Sporting Organisation's; and
- Review of existing WSC strategies, policies and strategic directions.

The SIP aims to assist in identifying facility priorities and gaps, as well as proposing new operational models for the effective and sustainable delivery of sport across Wellington.

The development of the SIP has followed five stages:

STAGE 1	Project establishment, document review, participation analysis (completed)
STAGE 2	Facilities review and site assessments (completed)
STAGE 3	Operational and Facility Hierarchy Review (completed)
STAGE 4	Facility Management Plans and Site Specific Landscape Plans
STAGE 5	Sporting Infrastructure Plan (this document)

The Sporting Infrastructure Plan draws on insights developed from all four prior stages to form the final recommendations, strategic directions and actions for implementation.

This report utilises insights developed relating to participation, infrastructure provision, facility hierarchy, operating subsidy and management of facilities to provide conclusions and actions plans.

The SIP gives a framework for the improvement, upgrade, repurpose, rationalisation and management of the Shire's sporting facilities to help meet future demand and needs of the Wellington community.

Whilst the SIP provides strategic directions to 2031, it is advisable that a review is undertaken, typically every 3-4 years, along with regular monitoring and evaluation of the status of recommendations.



VERSION	DATE	DOCUMENT	REVIEWER
1.1	4/5/2020	DRAFT SIP	DELIVERED TO WSC
1.2	13/05/2020	DRAFT SIP	MB/ZS
1.3	26/06/2020	DRAFT SIP	ZS/MB/BD/SM
1.4	10/10/2020	FINAL SIP	ZS/MB/BD/LL
1.5	21/12/2021	UPDATED FINAL SIP	MB/BD/KM/CV

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EXECUTIVE SUMMARY



Strategic Framework

The development of the Sporting Infrastructure Plan (SIP) provides Wellington Shire Council (WSC) with a clear direction to improve the management, capacity, quality and functionality of its sporting facilities, whilst contributing to a healthier community through participation in sport.

The SIP aims to provide clarity regarding the supply and demand of sporting infrastructure and participation trends within the municipality to 2031. A targeted approach to facility operations has also been undertaken, with the implementation of the SIP anticipated to see enhancements in facility maintenance, asset performance and utilisation. Furthermore, the SIP provides a framework to guide investment in sporting infrastructure via an equitable approach to facility hierarchy, subsidy and volunteer support. All underpinned by strong strategic evidence.

The three key strategic priorities have been informed through findings from site inspections, desktop participation and facility analysis, industry benchmarking and consultation with Council, State Sporting Organisation's and the 2019 WSC Committees' Survey.

3 KEY STRATEGIC PRIORITIES		
STRATEGIC PRIORITY	1	UPGRADE EXISTING FACILITIES Prioritise the upgrade of existing sport and community infrastructure where Committees of Management demonstrate a strategic and proactive approach to facility planning, governance and community participation outcomes.
	2	SUPPORT FOR FACILITY MANAGERS Increase support and recognition of Committees of Management through revised facility hierarchy levels, equitable operational subsidies and improved resources to support maintenance, facility operation and risk mitigation.
	3	ACTIVATE AND BUILD FACILITY CAPACITY Invest and seek support for projects that focus on activating and building the capacity of existing facilities to service current and future demand. In areas where participation is low or has ceased, opportunities to rationalise infrastructure should be considered.

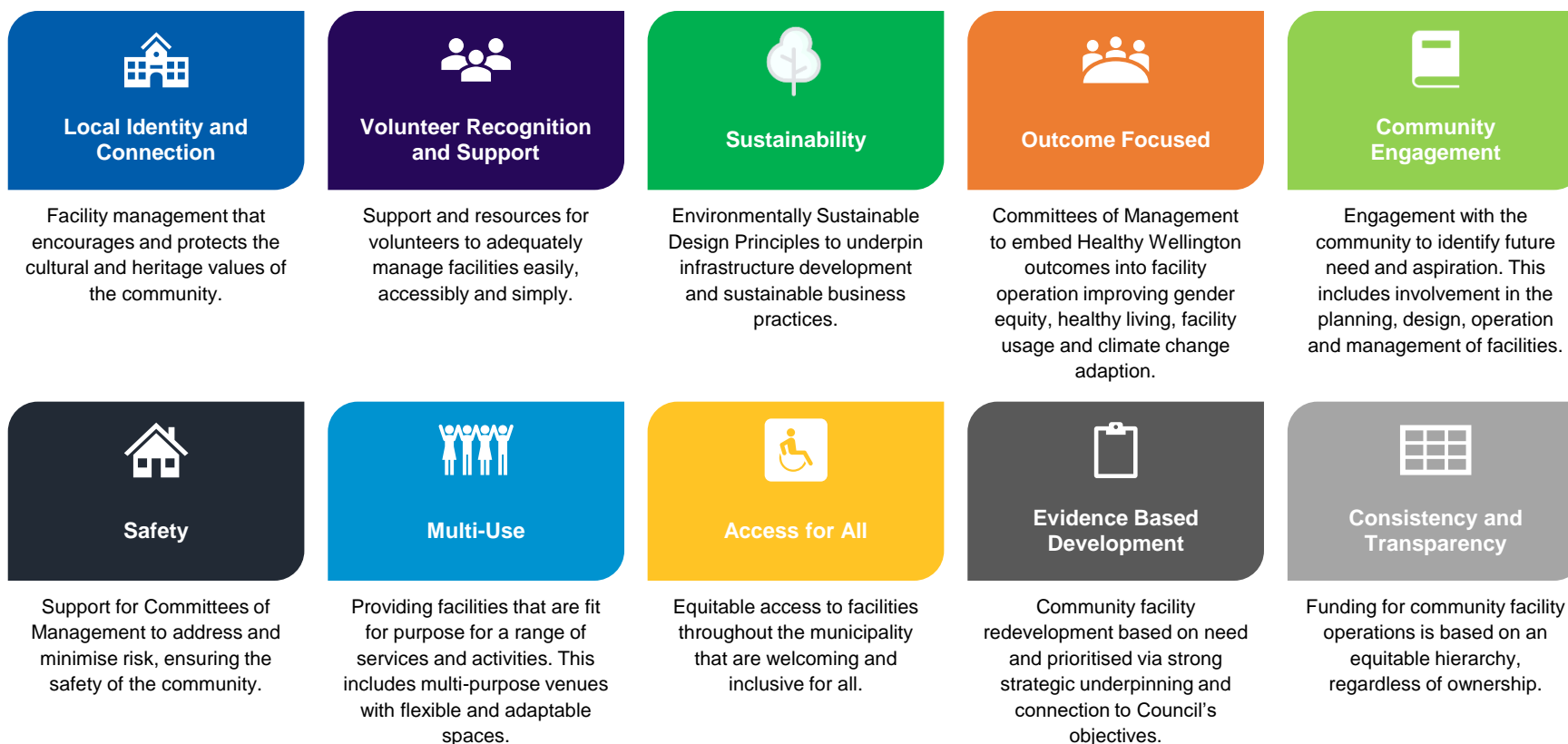
WHAT THE SIP WILL ACHIEVE?

 Greater Participation Opportunities Improving the quality and functionality of facilities and upskilling volunteers will support community program delivery and enable greater participation opportunities.	 Improved Asset Management Clearly defined committee roles and responsibilities and improved oversight and monitoring by Council will ensure better management of facilities.	 Equity The implementation of a sustainable evidence based risk and operational subsidy model for committees will ensure facilities are appropriately managed and funded.	 Greater Asset Utilisation Greater support, resourcing and engagement with committees will provide opportunities to enhance facility use, occupancy and multi-use outcomes.
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SIP Development Principles

The key principles underpinning the development of the SIP are aligned with other community infrastructure strategies currently being undertaken by Council. These include the Community Managed Facilities Strategy 2020-2025.

All future planning and decision making regarding the development of Council's sporting infrastructure, and its support for committees managing community facilities, will be guided by the following key principles.








Sporting Infrastructure







Council identified 10 key sports and their associated infrastructure to be included in the development of the SIP. The 10 sports listed below occupy 46 venues across the Shire, 5 of which are located on private or education land.

This report provides the structure to investigate the demand for sporting infrastructure for activities outside of those listed below should this be pursued in any future review of the SIP.

The supply and demand assessment undertaken as part of this project identified a high provision, and in some instances an oversupply, of sporting infrastructure in Wellington. In comparison to industry benchmarks, the Shire's sporting infrastructure exceeds the recommended provision ratios across all 10 sports. The current supply of facilities is adequate to service the projected population of Wellington to 2031, however existing facilities will need to be improved and enhanced to meet the changing needs of participants.

The 10 sports selected	
AFL	Croquet
Badminton	Netball
Baseball	Tennis
Basketball	Touch Football
Cricket	Volleyball

 26 OVALS SUITABLE FOR CRICKET AND JUNIOR FOOTBALL	 39 NETBALL COURTS	 95 TENNIS COURTS	 13 BASKETBALL COURTS*	 4 BASEBALL DIAMONDS
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 19 OVALS SUITABLE FOR FOOTBALL	 14 CRICKET PRACTICE NET FACILITIES	 4 CROQUET COURTS	 6 VOLLEYBALL COURTS*	 12 BADMINTON COURTS*	 2 TOUCH FOOTBALL FIELDS
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* Note that several indoor courts in WSC are suitable for basketball, volleyball and badminton. These multi-purpose facilities have been considered in terms of their ability to host the sport. Therefore, should a court be adequate for multiple sports, they have been counted multiple times.

Participation trends

A detailed participation analysis was conducted for the 10 sports identified as part of Stage 1 of the SIP. Key findings from this analysis shows traditional sports such as football (AFL), netball, basketball and cricket as having high participation rates.

Touch football is popular but other sports such as baseball, volleyball and croquet have relatively small participation numbers. Sport participation projections to 2031 indicate that the current provision of facilities will adequately service and in some cases exceed demand. The following summary by sport is provided in alphabetical order.



AFL participation is positively trending in Wellington which is mostly consistent with State and broader Gippsland averages. In 2019, there were a total of 2,590 AFL participants in Wellington, 12% of which were female. **Female participation in AFL has grown**, seeing a steady increase across the last three seasons. This is consistent with the boom in female football occurring across Victoria.



BASKETBALL has a healthy participation base which is likely to continue to positively trend in line with State and national averages. 3 out of 4 basketball associations in the Shire have had stable participation over the last 5 years. There were 1,457 basketball participants in Wellington in 2019. Basketball generally has a higher percentage of female participation which is important to the health and prosperity of the sport, in comparison to the national average of other sports.

improve women's and girl's participation in cricket is a high priority. There is currently renewed interest in cricket through the Yarram & District Cricket Club that will field two teams as well as an additional team to be fielded by Devon Cricket Club at Alberton West. This participation will assist in strengthening participants numbers for cricket across the Shire.



BADMINTON numbers are fluctuating, particularly within the junior age cohort. There were approximately 123 participants playing in WSC in 2019. Yarram Badminton has a healthy junior participant base whilst the Sale Maffra Badminton experienced some junior participant instability which will need to be monitored.



CRICKET participation, whilst experiencing slow growth, is displaying signs that will require further attention. This is primarily due to the low levels of female participation and the folding of 3 clubs following cessation of the Alberton Cricket Association in 2018-19. The overall female participant base is approximately 2% of the total participation in Wellington (23 females out of 1,144 players). The junior boys age group is well represented, with 40.3% of total participation. Initiatives to



BASEBALL in Wellington has a small playing membership with only 29 participants. As the only baseball club within the municipality, immediate support is required to ensure the sport's future viability.



TRAFFIC LIGHT RATINGS

Participation issue present, identifies immediate problem



Some stagnant participation, with minimal amounts of growth



Healthy participation, consistent growth, good future projections

Participation trends



There were approximately 47 CROQUET participants in 2018-19 with an average age of 50+. The sport is generally popular with an older demographic, and given the largely aging Wellington population, should ideally see higher participation numbers. Greater age diversity in croquet participation would enhance the sports future viability.



NETBALL, whilst having a large participant base of 1,755 in 2018, experienced some fluctuation in numbers over recent seasons. Most local clubs as well as the netball association experienced a participation decline in season 2018. The sharpest decrease in club based netball was -15 players. The Sale Netball Association lost 40 players and the Yarram Twilight & Mixed Netball Association lost all 44 players and did not register any participants in 2018. There is however a healthy percentage of junior participation. The retention and attraction of junior players must remain a focus.



Competition TENNIS in Wellington should be closely monitored. In comparison to the high provision of tennis facilities across the Shire, tennis participation is not overly strong. Based on participation information provided in the 2019 WSC Committees Survey, there were 620 tennis participants. The regional tennis facility in Sale offers a high level of provision and opportunities to host competitions and carnivals. The upgrade of this facility provides an opportunity to boost participation in the sport



TOUCH FOOTBALL has a healthy participation rate despite it being considered a minority sport in Victoria. The Sale Touch Association is the primary provider of the sport in Wellington and has approximately 150 participants. Facility investment at Stephenson Park will assist in supporting its future growth.















VOLLEYBALL has a stable participant base of 60 players but is a small sport in comparison to others. The introduction of a social volleyball competition at GRSC and the relocation of Maffra Volleyball Association to Cameron Sporting Complex will likely increase participation by providing more flexible opportunities to participate.

Summary of Key Issues

The key issues identified through the development of the SIP have been established through a review of facilities and participation, Council's objectives, strategic aspiration and consultation.

The issues specifically relate to the provision, quality, management and activation of sporting infrastructure in Wellington for the 10 sports identified.

	There is no unmet demand for the development of additional sporting infrastructure for the 10 sports identified in Wellington. The focus will be on improving and upgrading existing facilities and ensuring these meet the future needs of sporting and community participants.		There is a need for Council to strengthen its support of Committees to create better outcomes for communities . Volunteer committees are integral to the successful delivery and activation of facilities and require ongoing support and resourcing.
	The new Risk and Maintenance Subsidy model for community run facilities provides greater consistency, equity and clarity. Adequate subsidy levels and clear roles and responsibilities for facility management will reduce the operational risk for volunteers and enable Committees to deliver positive outcomes for local communities.		A number of sporting facilities in the Shire are underutilised, lack vision and add little value to the local sporting experience. Working with committees to activate and build the capacity of these facilities is needed, or where appropriate, rationalisation should be considered.
	The impact of COVID-19 on local sporting competitions, participation and the capacity of volunteers to manage facilities will be significant. Council's support and funding of local sport will be critical to ensuring clubs and competitions survive and local communities stay connected through sport and community activities.		The new facility hierarchy model for community facilities recently adopted by Council aims to provide a greater understanding of the role and purpose of facilities and create opportunities to attract external funding.
	Whilst some sports demonstrate stability in participation rates and forecasts in WSC, the popularity of some organised sports is showing signs of decline. Council facilities and infrastructure needs to respond to the demand for less formal and more social recreation and lifestyle activities		There is a general lack of data, evidence and strategic support for the prioritisation of sports infrastructure projects. This is driving the need for the Community Facilities Prioritisation Model which should be supported by formalised Facility Management Plans and a Project Development Framework. A collaborative relationship and approach to facility investment should be taken through all levels of Government.
	There is a high provision, and at times an overprovision, of sporting infrastructure in Wellington. The current supply of facilities is adequate to service the projected population of Wellington to 2031, however existing facilities will need to be improved and enhanced to meet the changing needs of participants.		Council's strategic planning for individual facilities is outdated and not reflective of the current and future needs of stakeholders. Updating and replacing old strategic documents with clear strategies for the future management, improvement and delivery of facilities and activities will improve collaboration between committees and Council.
	Any infrastructure recommendations post 2031 must be met with a review of the Sporting Infrastructure Plan and a detailed feasibility study. This includes infrastructure requirements in targeted population growth 'hot spots' identified within the North Sale Development Plan and Sale, Wurruk and Longford Structure Plan.		Some gaps in facilities are evident in those which had recent facility audits undertaken. Where facilities are not meeting prescribed peak sporting body facility guidelines presents barriers to increase participation and capacity of the venue.

Recommendations

The following recommendations have been established for the Sporting Infrastructure Plan 2020-2031. The implementation of these recommendations will address the identified issues through improved collaboration, communication and investment into facilities where demand necessitates and broad multi-use and community benefits can be demonstrated.

STRATEGIC PRIORITY 1: UPGRADE EXISTING FACILITIES

Prioritise facility upgrades of existing infrastructure where Committees of Management are strategically focused, pro-active, well governed and where broad participation outcomes can be demonstrated.



Utilise the Facility Management Plan (FMP) to deliver better facility and community outcomes



Measure the ongoing performance of the FMP to assist Council in identifying operational need



Implement the requirement for CoMs to utilise the new Project Development Framework outlined in the SIP



Prioritise facility investment in conjunction with new SIP frameworks and models to ensure consistency and transparency



Collaborate with stakeholders in facility development planning



Maintain a strong relationship with State and Federal funding providers to identify future investment opportunities



Advocate to DEWLP on issues relating to the management and renewal of facilities on Crown land

Recommendations

STRATEGIC PRIORITY 2: SUPPORT FOR FACILITY MANAGERS

Increase support and recognition of Committees of Management through new facility hierarchy levels, improved subsidies and resources to support maintenance, facility operation and risk mitigation.



Implement the new facility hierarchy model to all sporting facilities on Council and Crown Land



Transition CoMs to the new Risk and Maintenance Subsidy Model



Council to undertake engagement, monitoring and assessment of the impacts of COVID-19 on local participation



Develop new CoM user agreements to provide efficiencies in administration and clarity on roles and responsibilities



Provide new reporting templates to assist CoMs in ensuring their compliance with Council regulations and guidelines



Provide updated information regarding maintenance and inspection regimes for high risk activities



In partnership with stakeholders, host CoM information forums to build volunteer capacity



Where applicable, transition Section 86 (s86) Committees to incorporated Committees of Management

Recommendations

STRATEGIC PRIORITY 3: ACTIVATE AND BUILD FACILITY CAPACITY

Invest and seek support for projects that focus on activating and building the capacity of existing facilities to service current and future demand. In areas where participation is low or has ceased, opportunities to rationalise infrastructure should be considered.



WSC to work with CoMs to implement and monitor Facility Management Plans



Increase demand for sporting infrastructure between now and 2031 to be catered for within existing facilities.



Should existing facilities not be able to cater for increased demand, new infrastructure development may be considered for the 10 sports identified.



There is to be no net gain of sporting infrastructure in Wellington to 2031



In consultation with stakeholders, identify individual sporting infrastructure components which are either underutilised or no longer fit for purpose



Work with stakeholders and the community to activate, renew, repurpose or rationalise underutilised sporting infrastructure



Should rationalisation of underutilised venues or infrastructure components be pursued, Council should utilise the Facility Rationalisation Decision Making Framework within the SIP



Any expansion to facilities for sports outside of the 10 identified within this Plan, or for any facility post 2031, should be supported by detailed feasibility assessments



SECTION 1: INTRODUCTION

1.1 Background

Wellington Shire Council is situated in a unique part of South Eastern Victoria and is the State's third largest municipality. The Wellington area covers 10,900 square kilometres, extending from the High Country through to the Gippsland Lakes and Ninety Mile Beach. Wellington Shire has excellent medical facilities as well as great sporting, educational and recreational opportunities.

Wellington Shire has seven districts and a total population of 43,530. Its communities include Sale and surrounds, Yarram, Rosedale, Stratford, Maffra, Heyfield and Dargo along with several smaller communities along the coast.

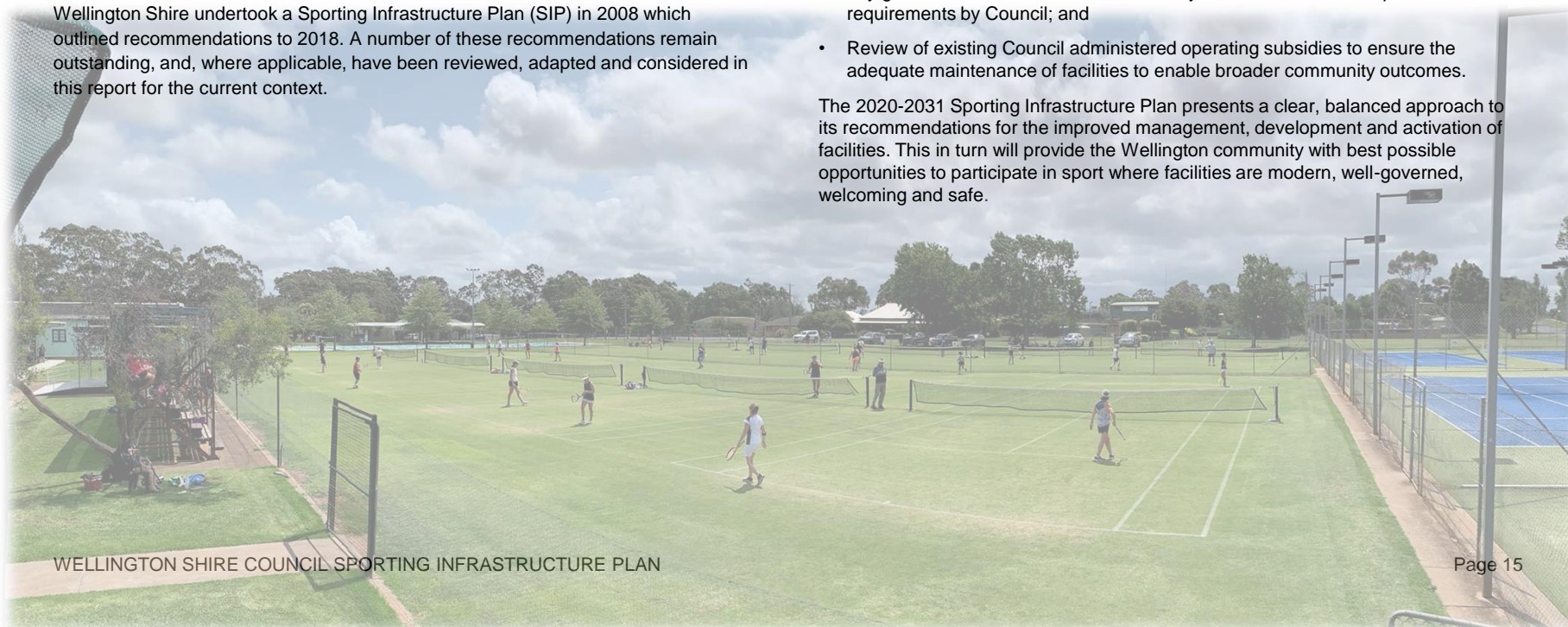
Council is responsible for a wide range of infrastructure including 3,300 kms of sealed and unsealed roads, 180 kms of footpaths, two aerodromes, six libraries (plus a mobile library service), six swimming pools, performing arts centre, art gallery, 120 social facilities, 312 hectares of sporting facilities and 30 recreation reserves.

Wellington Shire undertook a Sporting Infrastructure Plan (SIP) in 2008 which outlined recommendations to 2018. A number of these recommendations remain outstanding, and, where applicable, have been reviewed, adapted and considered in this report for the current context.

The scope identified to guide the development of the 2020 SIP includes:

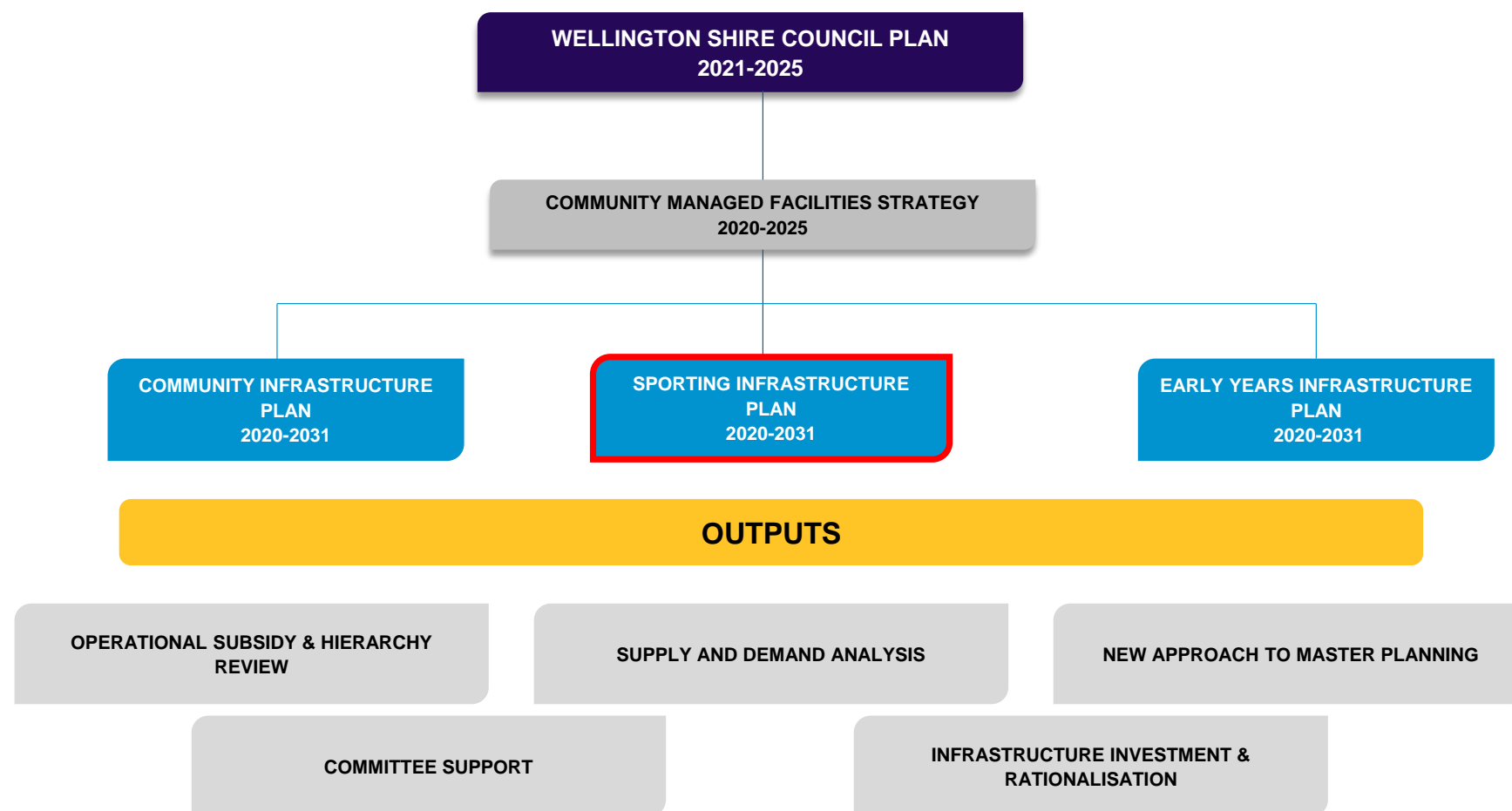
- Consider and analyse the current and future participation trends at a Shire wide level;
- Improve Council's understanding of whether existing sporting facilities meet the needs of the community, and the barriers which prevent them from delivering activities in line with governing body guidelines;
- Undertake benchmarking to provide recommendations for increased Council investment in community infrastructure through updated user fees, operational costs and contributions towards capital works;
- Development of templates for site specific Facility Management Plans;
- Review of the existing facility hierarchy model to encourage multiple activities at any given location, and so that the subsidy reflects the level of expectation and requirements by Council; and
- Review of existing Council administered operating subsidies to ensure the adequate maintenance of facilities to enable broader community outcomes.

The 2020-2031 Sporting Infrastructure Plan presents a clear, balanced approach to its recommendations for the improved management, development and activation of facilities. This in turn will provide the Wellington community with best possible opportunities to participate in sport where facilities are modern, well-governed, welcoming and safe.



1.2 Strategic Context

The diagram below outlines relevant Council strategies and plans that have supported and underpinned the development of the SIP.



1.3 Demographic Overview



43,530

Wellington Shire
population in 2016



47,690*

Wellington Shire
population in 2031



10%

Population increase
in Sale township
by 2031



11%

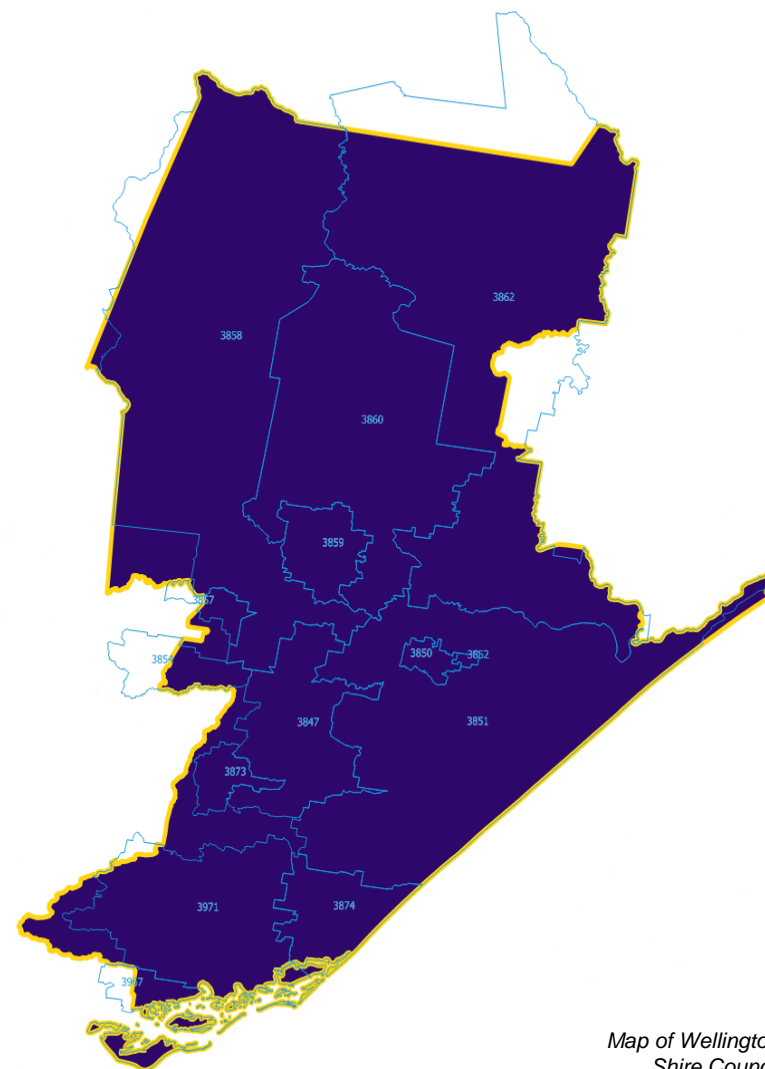
Population increase
in Heyfield-Maffra
District by 2031



The greatest female
population growth
from 2016-2031 will
be in the 35-45 and
65-84 age groups



The greatest male
population growth
from 2016-2031
will be in the 35-
49 and 70-85 age
groups



Map of Wellington
Shire Council

*Data source: Victoria in Future

Local Demographic Influences on Sport

WSC demographics by local area between 2016-2031 have been analysed using the Victoria in Future dataset, with some key implications for sports participation identified. These include:

- 9.6% overall population growth from 2016 to 2031 in Wellington.
- An estimated 4,160 new residents are projected in the municipality to 2031 to create a total population of 47,690.
- The Victoria in Future data separates population into four key townships/districts including Sale, Heyfield-Maffra, Rosedale and Yarram.
- The majority of growth is projected in the Sale and Maffra Districts which will see an additional 1,514 and 1,546 people respectively.
- There will be a population decline of -9.4% for males and -6.0% for females in the 5-9 year old age bracket across the municipality. This age cohort is considered a key introductory market for sporting programs.
- There will however be an increase of 5.8% male and 9.2% female in the 15-19 year old age group. This age bracket is one where the retention of players is important, given there is generally a decline or drop off in organised participation between these ages.
- The greatest amount of population growth will be in the 70+ age cohort, which will impact active sports but in targeted activities that usually attract an older demographic such as lawn bowls, croquet, cycling etc.
- Aging is inevitable, and with high growth in an older population demographic, the market for active sports such as AFL, basketball, netball and so forth is unlikely to adapt to a point where it can continue to offer products and programs that appeal or are suitable for the aging cohort.
- Facilities for more active sports should therefore be targeted to meet the needs of the younger demographic but flexible enough to cater for the diversity of demographic profile. This approach should be taken to both Council's sport and community facilities.
- Attraction of any additional participants of any age to any activity will be driven from engagement and activation first, rather than a facility led response.



1.4 Participation Projections

The below table is an anticipated forecast for participation based on population projections. The table also models the effects on participation should there be fluctuations in 2031 population estimates.

Sport	WSC current participation	Current WSC population	Current penetration rate	Estimated WSC population in 2031	Estimated participation in WSC in 2031*	Total estimated participation in WSC if +/- 5% 2031 population estimate		Total estimated participation in WSC if +/- 10% 2031 population estimate		Participation data source
						+ 5%	-5%	+10%	-10%	
AFL	2,590	43,530	6%	47,690	2,861	3,004	2,718	3,148	2,575	AFL VIC
Badminton	123	43,530	0.3%	47,690	143	150	136	157	129	BADMINTON VIC & WSC
Basketball	1,457	43,530	3.3%	47,690	1,574	1,652	1,495	1,731	1,416	BASKETBALL VIC, WSC & AUSPLAY
Baseball	29	43,530	0.06%	47,690	29	30	27	32	26	BASEBALL VIC
Cricket	1,144	43,530	2.6%	47,690	1,240	1,302	1,178	1,364	1,116	CRICKET VIC
Croquet	47	43,530	0.1%	47,690	48	50	45	53	43	WSC
Netball	1,755	43,530	4%	47,690	1,908	2,003	1,812	2,098	1,717	NETBALL VIC
Tennis	620	43,530	1.4%	47,690	668	701	634	734	601	WSC & AUSPLAY
Touch Football	150	43,530	0.34%	47,690	162	170	154	178	146	WSC
Volleyball	60	43,350	0.14%	47,690	67	70	63	73	60	VOLLEYBALL VIC
TOTALS	7,707				8,451	8,532	7,718	8,939	7,314	

*assuming penetration rate remains the same from 2019 to 2031

1.5 COVID-19 Impacts on Sport

The impact of COVID-19 on local sporting competitions, participation and the capacity of volunteers to manage facilities will be significant. Council's support and funding of local sport will be critical to ensuring clubs and competitions survive and local communities stay connected through sport and community activities.

The COVID-19 pandemic has significantly disrupted sport in 2020 including the suspension of winter competition throughout Australia. The impact of the pandemic on local sporting clubs, volunteers and facilities will require close monitoring by Council, its stakeholders and the community both now and throughout subsequent seasons.

Whilst Council are devising strategies for the reopening of facilities to allow training and potential junior competition (subject to government restrictions), the future sustainability of some CoMs and their tenanted clubs as a result of the disruption may not immediately be evident. At present, peak sporting body resources are reduced, and there will be a greater reliance on local government to proactively work with stakeholders to initiate measures to assist sport in financially repairing post COVID-19.

Other potential financial impacts on CoMs and tenanted sporting clubs include the likelihood of limited sponsorship and other forms of financial support in future seasons, with stable sources of income and/or revenue streams possibly becoming more difficult to secure.

In terms of participation, with many sports not resuming in 2020, strategies to engage and attract people back to sport in 2021 should be considered. There is a potential risk that participants spending months disengaged with community sport may be less inclined to return when competition resumes.

To monitor the viability and progress of CoMs and clubs, greater attention and assistance will be required now and following COVID-19, including a targeted approach to support and the allocation of resources to assist. Identifying the health of Committees and sporting clubs, participation and facility usage trends should also be monitored through the Facility Management Plan.



SECTION 2: SPORTING FACILITIES IN WELLINGTON

2.1 Supply and Demand Analysis

The following Supply and Demand Analysis provides a summary of sporting infrastructure across Wellington.

The Analysis has been undertaken in the following stages:

- Mapping of sporting venues utilised by the 10 sports identified and their individual infrastructure components;
- Measuring current facility provision against industry standards and benchmarks and interviews with peak sporting bodies;
- Identification of underutilised infrastructure following the assessment of provision, participation analysis, consultation and usage.



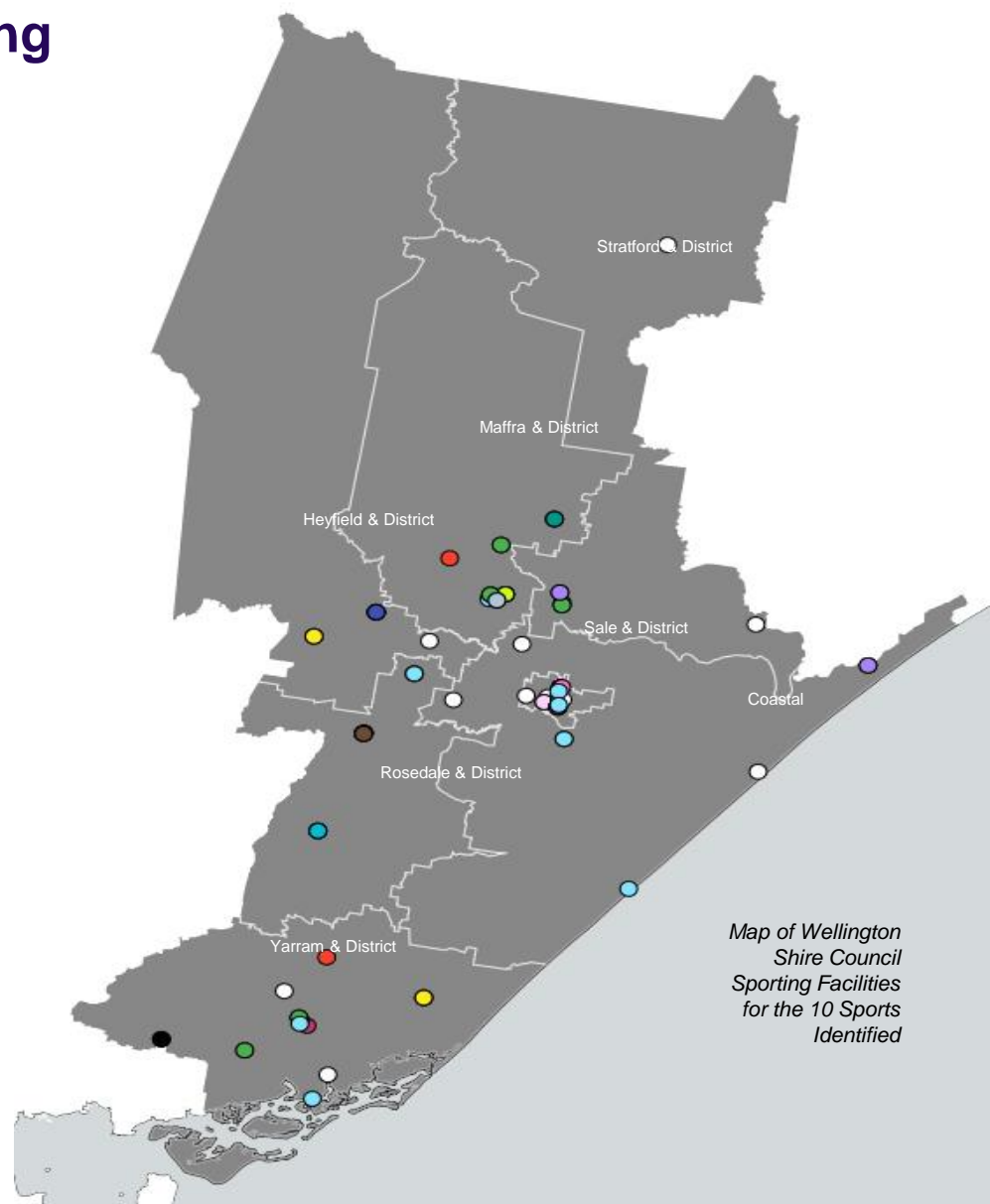
Rosedale Recreation Reserve

2.1.1 Existing Facilities Mapping

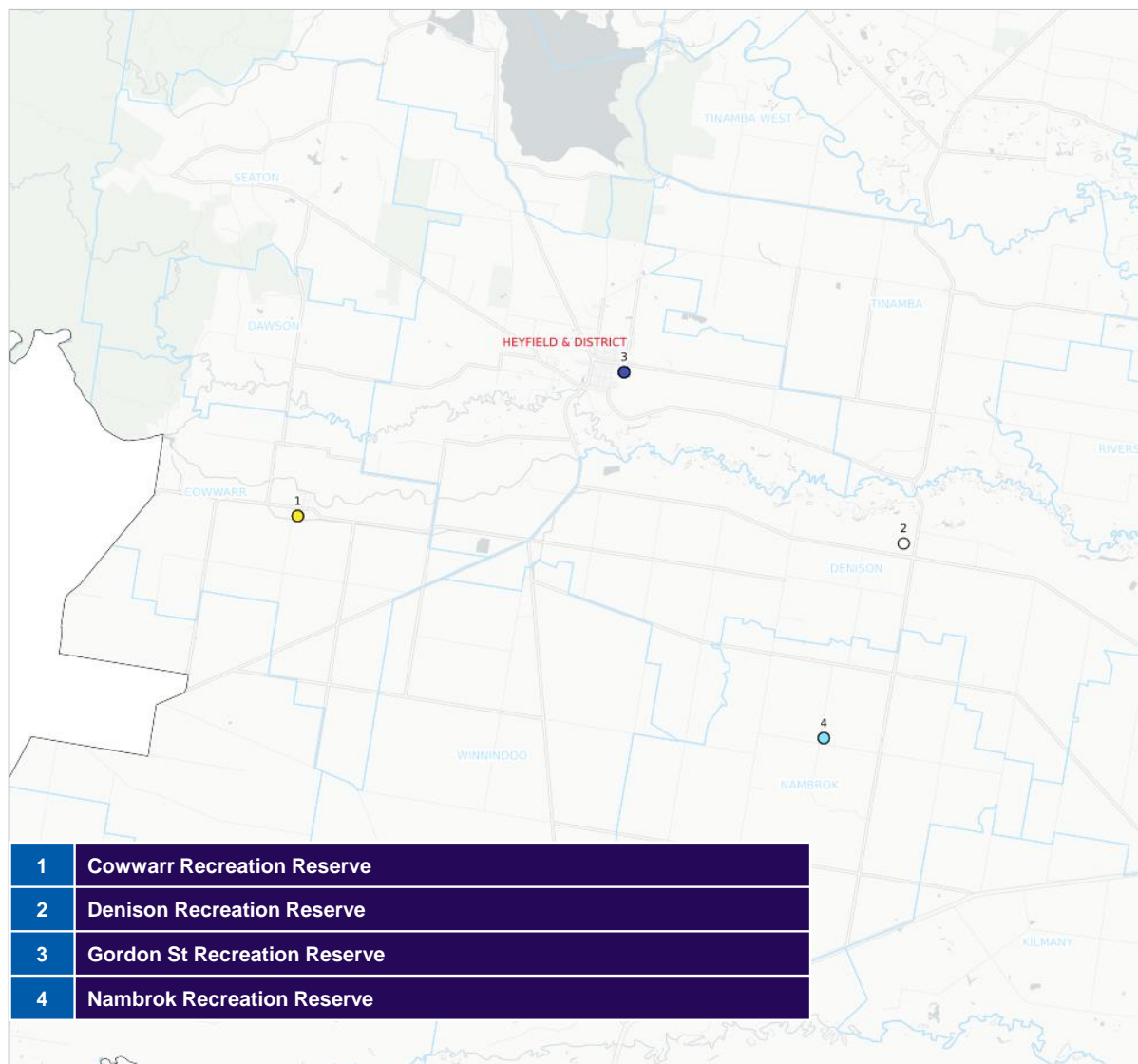
The following district maps of Wellington Shire indicate the spread of facilities for the ten sports identified. This provides a detailed overview and understanding of the quantity and geographical location of assets.

The seven identified districts are:

- Heyfield & District (4 facilities)
- Maffra & District (9 facilities)
- Rosedale & District (4 facilities)
- Sale & District (12 facilities)
- Stratford & District (5 facilities)
- Yarram & District (11 facilities)
- Coastal (3 facilities)



Heyfield & District



1. Cowwarr Recreation Reserve

- 1 AFL Oval
- 1 Netball Court
- 4 Tennis Courts

2. Denison Recreation Reserve

- 1 Cricket/Junior Ovals

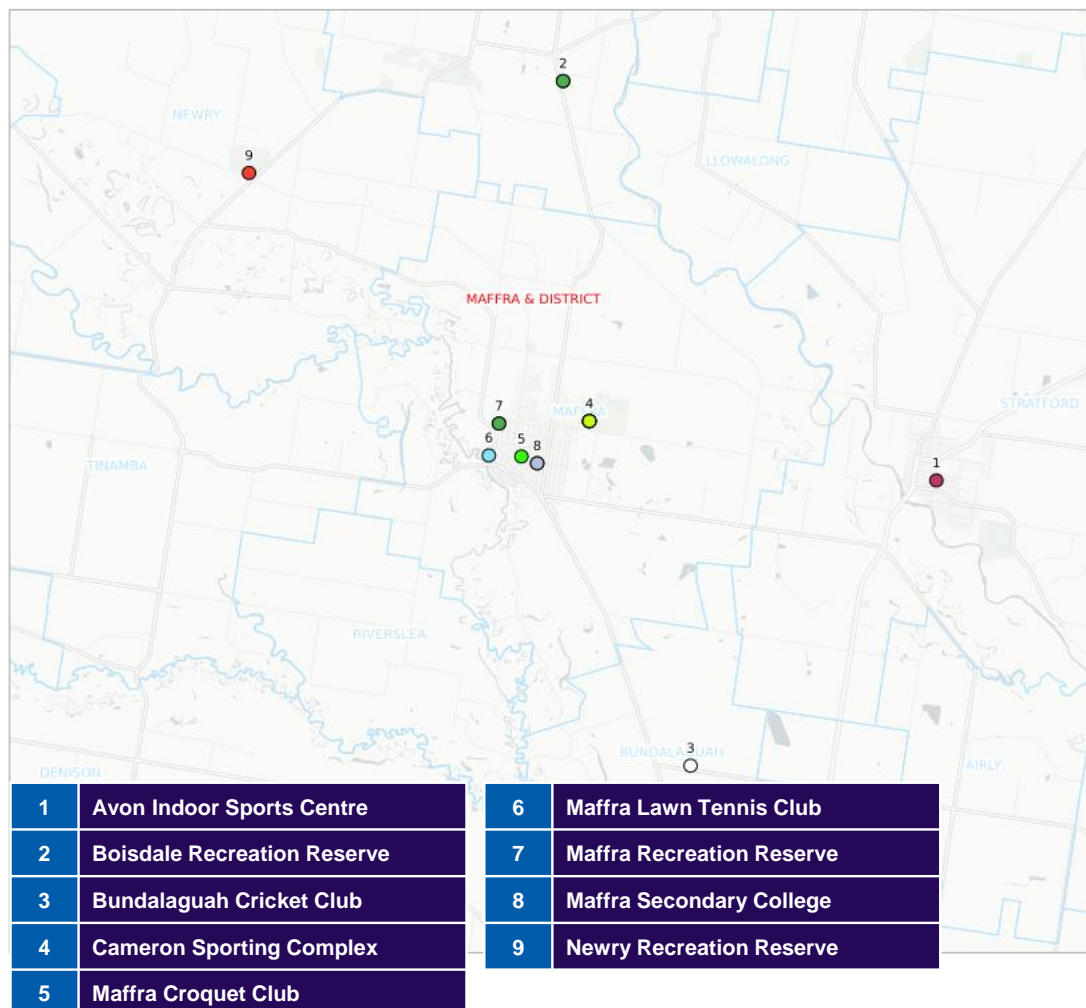
3. Gordon St Recreation Reserve

- 1 AFL/Cricket Oval
- 2 Cricket/Junior AFL Ovals
- 12 Tennis Courts
- 2 Netball Courts
- 1 Basketball Court (indoor)
- 1 Cricket Practice Net Facility

4. Nambrok Recreation Reserve

- 1 AFL Oval
- 1 Netball Court
- 4 Tennis Courts
- 1 Cricket Practice Net Facility

Maffra & District



1. Avon Indoor Sports Centre

- 1 Basketball Court

2. Boisdale Recreation Reserve

- 1 AFL Oval
- 1 Netball Court

3. Bundalaguah Cricket Club

- 2 Cricket/Junior AFL Ovals
- 1 Cricket Practice Facility (indoor)

4. Cameron Sporting Complex

- 1 AFL/Cricket Oval
- 2 Cricket/Junior AFL Ovals
- 1 Cricket Practice Net Facility
- 3 Multi-purpose indoor courts (two courts currently under construction – on completion, all 3 courts will be basketball/volleyball compliant, 2 of 3 courts will be netball compliant)
- Gymnasium

5. Maffra Croquet Club

- 1 Croquet Court

6. Maffra Lawn Tennis Club

- 16 Tennis Courts

7. Maffra Recreation Reserve

- 1 AFL Oval
- 2 Netball Courts

8. Maffra Secondary College

- 1 Badminton/Volleyball court (indoor)

9. Newry Recreation Reserve

- 1 AFL Oval

Rosedale & District



1	Gormandale Recreation Reserve
2	Rosedale Primary School (Rosedale Indoor Stadium)
3	Rosedale Recreation Reserve

1. Gormandale Recreation Reserve

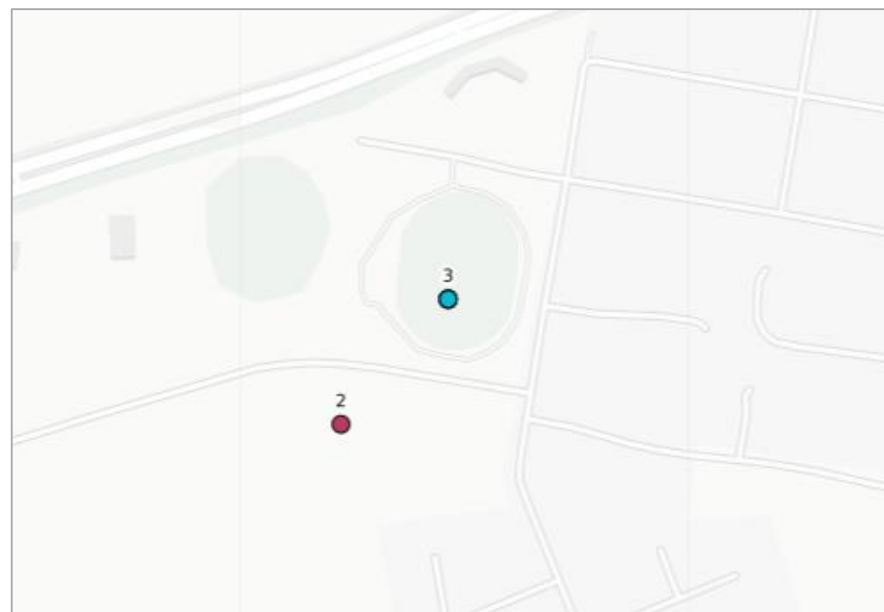
- 1 AFL Oval
- 1 Cricket/Junior AFL Oval
- 1 Netball Court
- 2 Tennis Courts

2. Rosedale Indoor Stadium

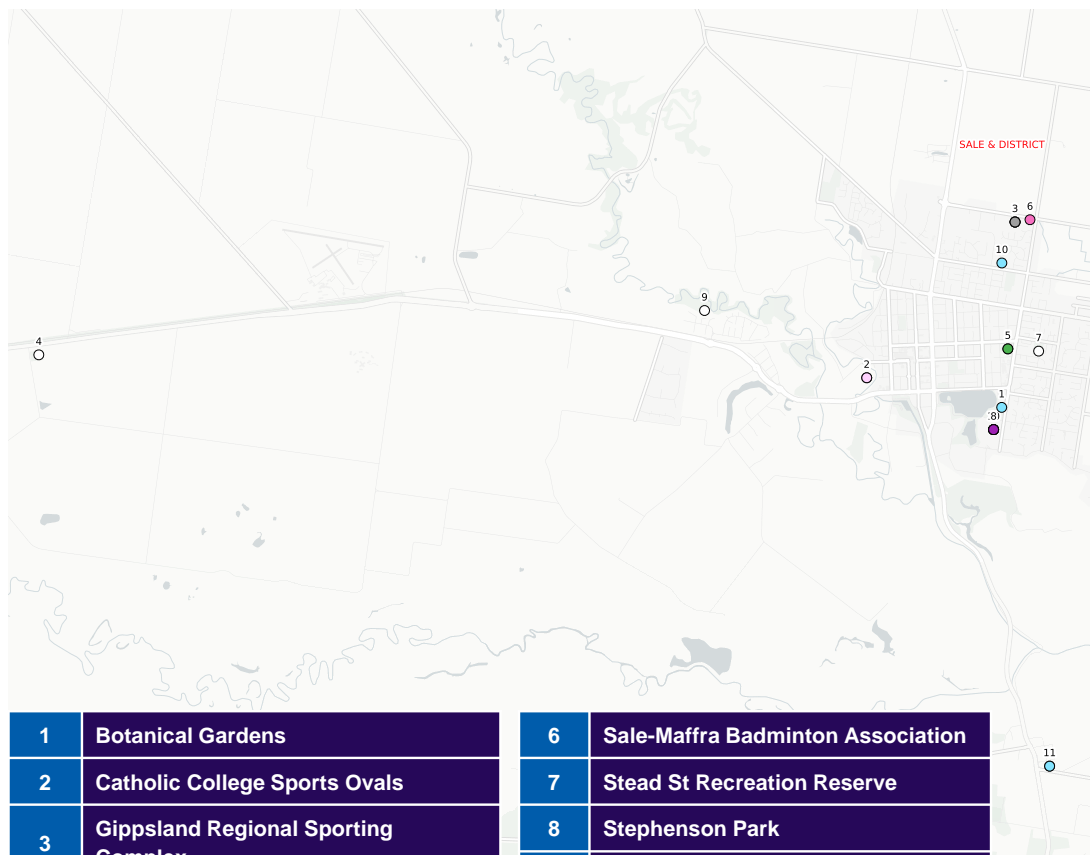
- 1 Basketball Court (indoor)

3. Rosedale Recreation Reserve

- 1 AFL Oval
- 1 Cricket/Junior AFL Oval
- 1 Cricket Practice Net Facility
- 2 Netball/Tennis Courts



Sale & District



1	Botanical Gardens	6	Sale-Maffra Badminton Association
2	Catholic College Sports Ovals	7	Stead St Recreation Reserve
3	Gippsland Regional Sporting Complex	8	Stephenson Park
4	Kilmany Recreation Reserve	9	Wurruk Recreation Reserve
5	Sale Oval	10	Lions Park
		11	Longford Recreation Reserve

1. Botanical Gardens

- 2 Tennis Courts

2. Catholic College Sports Ovals

- 1 AFL Oval
- 3 Cricket/Junior AFL Ovals
- 1 Cricket Practice Net Facility

3. Gippsland Regional Sporting Complex

- 4 Multi purpose indoor courts (all courts compliant for basketball/netball, 3 courts compliant for badminton, 2 courts for volleyball).
- 12 Netball Courts (outdoor)

4. Kilmany Recreation Reserve

- 1 Cricket/Junior AFL Ovals

5. Sale Oval

- 1 AFL Oval
- 1 Cricket Practice Net Facility
- 1 Netball Court, 1 Practice Court

6. Sale-Maffra Badminton Association

- 4 Badminton Courts

7. Stead St Recreation Reserve

- 1 Cricket/Junior AFL Oval

8. Stephenson Park

- 1 AFL Oval
- 1 Cricket/Junior AFL Oval
- 4 Baseball Diamonds
- 18 Tennis Courts
- 2 Touch Football Fields
- 3 Croquet Courts
- 1 Cricket Practice Net Facility
- 2 Netball Courts

9. Wurruk Recreation Reserve

- 1 Cricket/Junior AFL Oval
- 1 Cricket Practice Net Facility

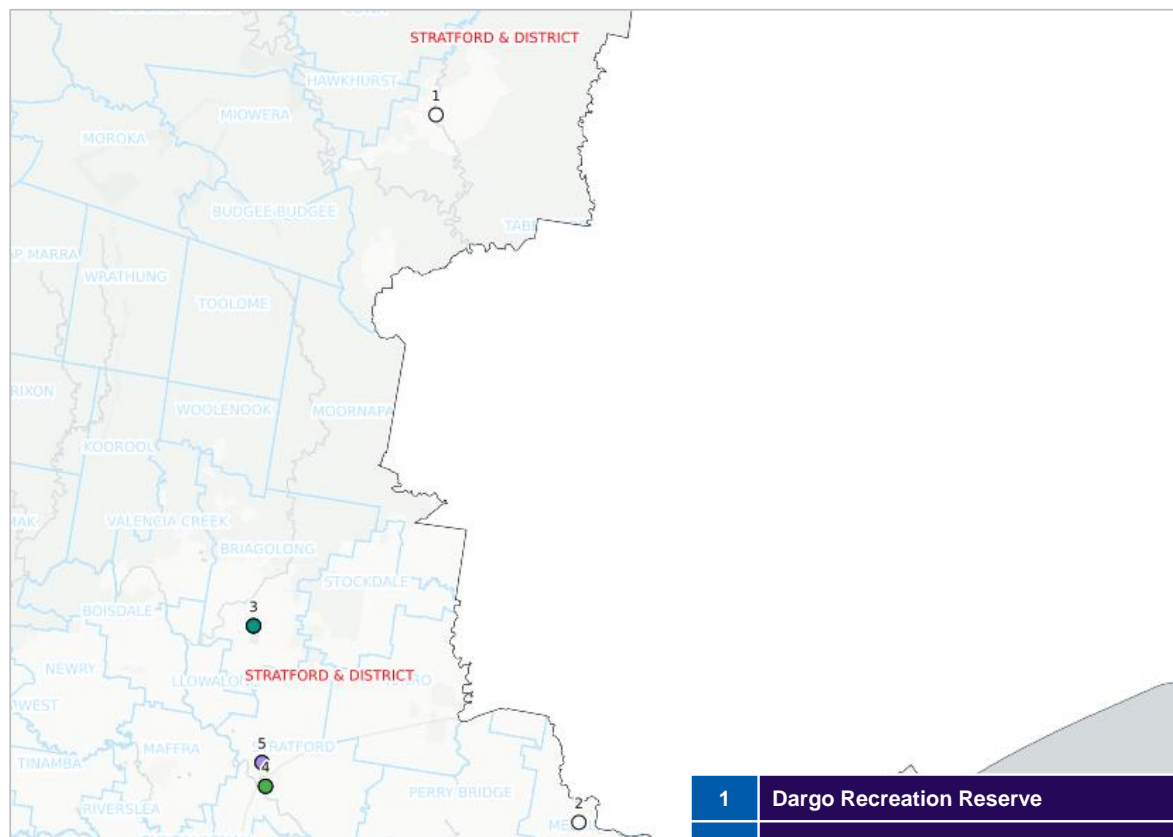
10. Lions Park

- 1 Tennis Court

11. Longford Recreation Reserve

- 1 Cricket/Junior AFL Oval
- 1 Cricket Practice Net Facility
- 2 Tennis Courts

Stratford & District



1. Dargo Recreation Reserve

- 1 Cricket/Junior AFL Oval

2. Meerlieu Recreation Reserve

- 2 Cricket/Junior AFL Ovals
- 1 Cricket Practice Nets

3. Briagolong Recreation Reserve

- 1 AFL Oval
- 1 Cricket/Junior AFL Oval
- 1 Cricket Practice Net Facility
- 4 Tennis Courts

4. Stratford Recreation Reserve

- 1 AFL Oval
- 1 Cricket Practice Net Facility
- 2 Netball Courts

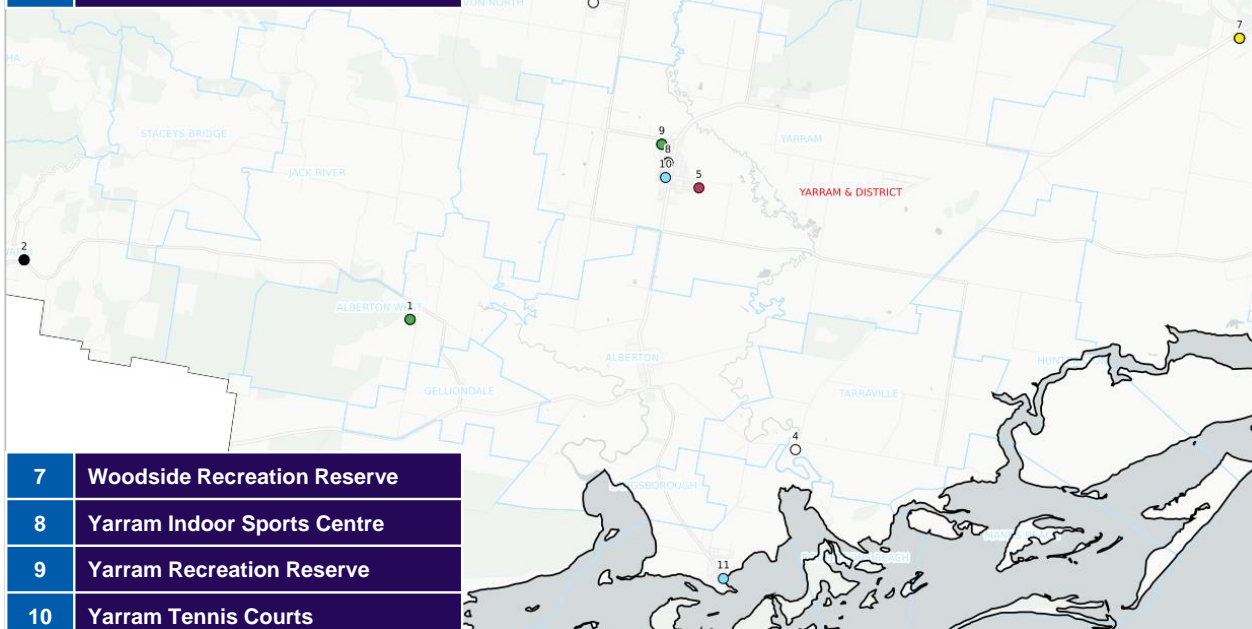
5. Pinelodge Reserve

- 1 Cricket/Junior AFL Oval
- 8 Tennis Courts

1	Dargo Recreation Reserve
2	Meerlieu Recreation Reserve
3	Briagolong Recreation Reserve
4	Stratford Recreation Reserve
5	Pinelodge Reserve

Yarram & District

1	Alberton West Recreation Reserve
2	Binginwarri Recreation Reserve
3	Devon North Recreation Reserve
4	Tarraville Recreation Reserve
5	Walpole Stadium Yarram
6	Won Wron Recreation Reserve



7	Woodside Recreation Reserve
8	Yarram Indoor Sports Centre
9	Yarram Recreation Reserve
10	Yarram Tennis Courts
11	Port Albert Tennis Courts

1. Alberton West Recreation Reserve

- 1 AFL Oval
- 2 Netball Courts

2. Binginwarri Recreation Reserve

- 1 AFL Oval
- 2 Tennis Courts

3. Devon North Recreation Reserve

- 1 Cricket/Junior AFL Oval

4. Tarraville Recreation Reserve

- 1 Cricket/Junior AFL Oval

5. Walpole Stadium Yarram

- 2 Basketball Courts (indoor)

6. Won Wron Recreation Reserve

- 1 AFL Oval

7. Woodside Recreation Reserve

- 1 AFL Oval
- 2 Tennis/Netball Courts
- 1 Cricket Practice Nets

8. Yarram Indoor Sports Centre

- 1 Basketball / 4 Badminton Courts (indoor)

9. Yarram Recreation Reserve

- 1 AFL Oval
- 2 Netball Courts
- 1 Cricket Practice Nets

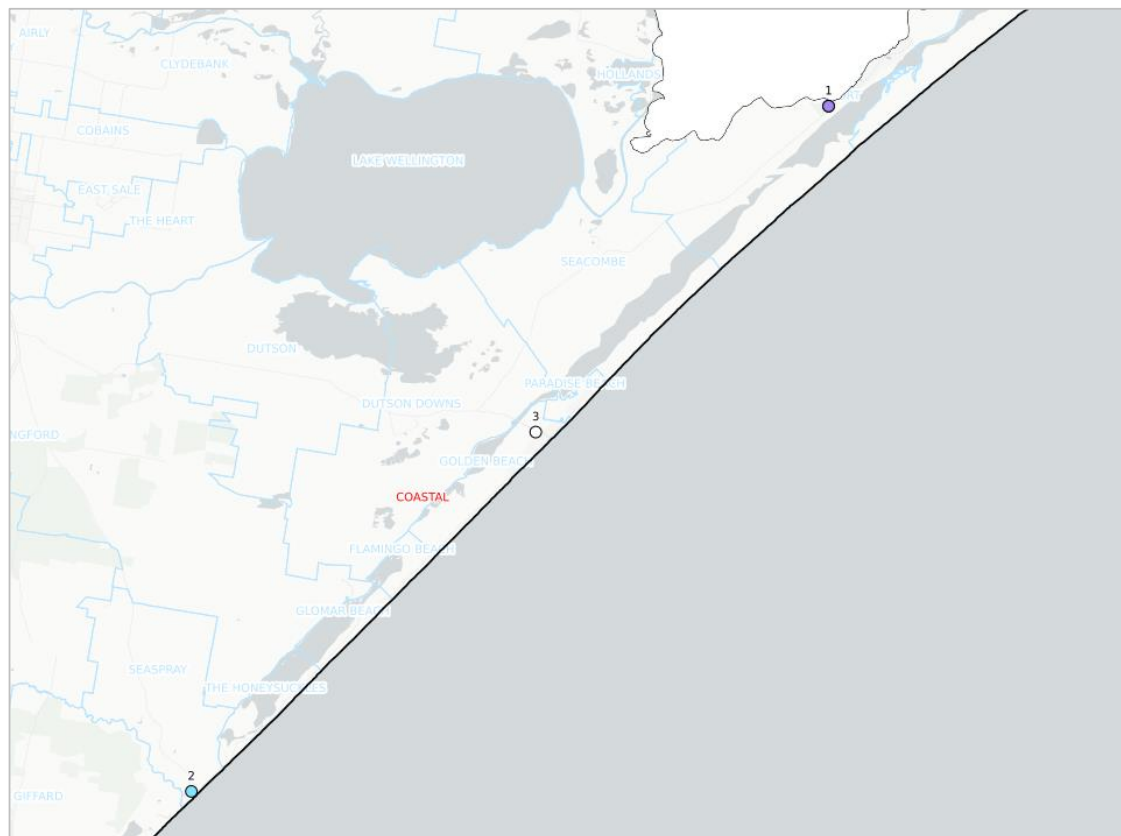
10. Yarram Tennis Courts

- 8 Tennis Courts

11. Port Albert Tennis Courts

- 2 Tennis Courts

Coastal



1. Charles St Reserve

- 1 Cricket/Junior AFL Oval
- 2 Tennis Courts

2. Seaspray Recreation Reserve

- 4 Tennis Courts

3. Veronica Maybury Recreation Reserve

- 1 Cricket/Junior AFL Oval (not competition compliant)

1	Charles St Reserve
2	Seaspray Recreation Reserve
3	Veronica Maybury Recreation Reserve

2.1.2 Facility Condition Ratings (AFL)

The AFL currently undertakes audits of all facilities utilised for football at the end of each season using the Sports Facility Auditor program. Auditing conducted by the AFL compares facilities based on their adherence to the AFL Preferred Facility Guidelines (2019).

Of the 10 sports identified, only AFL has current facility audit data available. Cricket Australia undertook a national facility audit in 2016-17 however this has not yet been revisited. The 2019 AFL Preferred Facility Guidelines recommend a higher specification for its change rooms and amenities due to greater player, participant and spectator numbers. Therefore, should a facility be compliant for AFL, it will generally also be compliant for cricket and other smaller team sports.

Facility Name	Primary Club	No. of player change rooms	Are home change rooms female friendly	Home change room rating	Are away change rooms female friendly	Away change rooms rating	Are umpire facilities female friendly	Umpire facility rating	Main pavilion rating	Sports lighting information
Alberton West Recreation Reserve	DWWWW Football Club (in recess)	2	No	Poor	No	Moderate	No	Moderate	Moderate	Less than 50 lux
Boisdale Recreation Reserve	Boisdale-Briagolong Football Netball Club	2	Yes	Excellent	Yes	Excellent	Yes	Excellent	Good	100-149 lux
Briagolong Recreation Reserve	Boisdale-Briagolong Junior Football Netball Club	2	Yes	Excellent	Yes	Excellent	Yes	Good	Excellent	Lighting provided but unable to provide accurate assessment.
College Ovals	College Junior Football Club	2	No	Moderate	No	Moderate	No	Moderate	Poor	Lighting not provided and not required (e.g. Auskick / school or junior ground).
Cowwarr Recreational Reserve	Cowwarr Football Netball Club	2	Yes	Excellent	Yes	Excellent	Yes	Excellent	Poor	Lighting provided but unable to provide accurate assessment
Cameron Sporting Complex	Maffra Junior Football Club	2	No	Very Poor	No	Moderate	No	Poor	Good	50-99 lux
Gordon Street Reserve	Heyfield Football Netball Club	2	Yes	Excellent	Yes	Excellent	Yes	Excellent	Excellent	100-149 lux

Facility Name	Primary Club	No. of player change rooms	Are home change rooms female friendly	Home change room rating	Are away change rooms female friendly	Away change rooms rating	Are umpire facilities female friendly	Umpire facility rating	Main pavilion rating	Sports lighting information
Gormandale Recreation Reserve	Gormandale Football Netball Club	2	No	Poor	No	Poor	No	Poor	Moderate	100-149 lux
Maffra Recreation Reserve	Maffra Football Netball Club	2	No	Moderate	No	Moderate	No	Moderate	Good	Lighting provided but unable to provide accurate assessment
Nambrok Recreation Reserve	Nambrok-Newry Junior Football Club	2	No	Very Poor	No	Very Poor	No	Very poor	Poor	Lighting provided but unable to provide accurate assessment
Rosedale Recreational Reserve	Rosedale Football Netball Club	2	No	Excellent	No	Excellent	Yes	Excellent	Excellent	Lighting provided but unable to provide accurate assessment.
Sale Oval*	Sale Football Club	2	No	Moderate	No	Moderate	No	Moderate	Moderate	100-149 lux
Stephenson Park*	Sale City Football Netball Club	2	No	Poor	No	Poor	No	Poor	Excellent	100-149 lux
Stratford Recreation Reserve*	Stratford Football Netball Club	2	No	Poor	No	Poor	Yes	Moderate	Excellent	Lighting provided but unable to provide accurate assessment.
Woodside* Recreation Reserve	Woodside & District Football & Netball Club	2	No	Poor	No	Poor	No	Poor	Moderate	Lighting provided but unable to provide accurate assessment
Yarram Recreation Reserve	Yarram Football Club	2	Yes	Excellent	Yes	Excellent	Yes	Excellent	Excellent	Lighting provided but unable to provide accurate assessment

*changeroom projects currently in design and will be completed by 2022

2.1.3 Sporting Facility Provision

An analysis of the provision of sporting infrastructure in Wellington in comparison to recommended industry benchmarks has been undertaken.

Provision ratios are to be used as a guide and must be considered in conjunction with other influences such as participation, facility condition and community access.

As a guide, they do however reflect potential trends in demand and highlight any deficiency or surplus.

Supporting considerations when assessing provision ratios should include:

- Any localised strategic planning that identifies gaps in facility provision based on need. In Wellington, this may infrequently occur in individual cases;
- The proximity of like venues within the municipality and the geographical spread of infrastructure;
- Access and ownership limitations of existing facilities; and
- Condition of existing assets and their level of capacity to host sport.



Newry Recreation Reserve

The below table indicates the current infrastructure provision against population ratios between 2016 and 2031 at a municipal level. As demonstrated below, all sports exceed recommended infrastructure requirements. Please note that provision ratios are to be used as a guide only and should always be considered with supporting considerations such as those listed on page 33.

Sport	Total No. of playing areas in WSC	2016 Wellington Shire population	Recommended Industry Benchmark	2016 playing area to population ratio	Does supply meet, exceed or is less than benchmark ?	2031 Wellington Shire population	Recommended Industry Benchmark	2031 playing area to population ratio (based on provision levels remaining the same)	Does supply meet, exceed or is less than benchmark in 2031?	Based on recommended basic provision ratios, how much does supply exceed by in 2031?
AFL	19	43,530	1:5,000	1:2,291	EXCEEDS	47,690	1:5,000	1:2,510	EXCEEDS	10 Ovals
Netball	39	43,530	1:3,500	1:1,116	EXCEEDS	47,690	1:3,500	1:1,222	EXCEEDS	25 Courts
Cricket	26	43,530	1:3,000	1:1,674	EXCEEDS	47,690	1:3,000	1:1,834	EXCEEDS	10 Ovals
Baseball	4	43,530	1:40,000	1:10,883	EXCEEDS	47,690	1:40,000	1:11,923	EXCEEDS	3 Fields
Basketball	13	43,530	1:6,250	1:3,348	EXCEEDS	47,690	1:6,250	1:3,974	EXCEEDS	5 Courts
Volleyball	6	43,530	1:20,000	1:7,255	EXCEEDS	47,690	1:20,000	1:7,948	EXCEEDS	4 Courts
Badminton	12	43,530	1:10,000	1:3,628	EXCEEDS	47,690	1:10,000	1:3,974	EXCEEDS	4 Courts
Tennis	95	43,530	1:2,000	1:458	EXCEEDS	47,690	1:2,000	1:502	EXCEEDS	71 Courts
Touch Football	2	43,530	1:62,500	1:21,765	EXCEEDS	47,690	1:62,500	1:23,845	EXCEEDS	1 Court
Croquet	4	43,530	1:50,000	1:10,883	EXCEEDS	47,690	1:50,000	1:11,923	EXCEEDS	3 Courts

The next two tables further analyse provision by considering ratios based on township/district. As a rural LGA, understanding ratios in this format provides a more detailed overview of the supply of facilities per population centre. This analysis indicates that both overprovision and small amounts of need are evident to 2031.

Important note: the Victoria in Future population projections have been utilised throughout this report and for the below provision analysis. This data set identifies demographic data within four townships, as opposed to the seven districts identified by Council in the mapping on pages 23-30. It is therefore that the below table indicates facility provision which may differ to the mapping analysis by district in some instances. Overall however, the total facility provision in the below table and within the maps is the same.

				No. of playing surfaces - fields, courts, ovals					No. of playing surfaces including fields, courts, ovals					Change / Need				
				Current (2020)					2031 population					Red text = need Black text = overprovision				
Demand Inputs				AFL	Cricket /Junior AFL **	Netball ****	Basketball ***	Volleyball ***	AFL	Cricket /Junior AFL	Netball	Basketball	Volleyball	AFL	Cricket /Junior AFL	Netball	Basketball	Volleyball
Township	Current pop	2031 pop	Change	No. of ovals	No. of ovals	No. of courts	No. of courts	No. of courts	1:5000	1:3000	1:3500	1:6250	1:20000	1:5000	1:3000	1:3500	1:6250	1:20000
Sale	14888	16402	1514	3	14	19*	4	2	3.3	5.5	4.7	2.6	0.8	0.3	-8.5	-14.3	-1.4	-1.2
Heyfield – Maffra*	14113	15659	1546	9	8	11	5	4	3.1	5.2	4.5	2.5	0.8	-5.9	-2.8	-6.5	-2.5	-3.2
Rosedale	9158	10026	868	2	2	3	1	0	2.0	3.3	2.9	1.6	0.5	0.0	-1.3	-0.3	0.6	0.5
Yarram	5372	5602	230	5	2	6	3	0	1.1	1.9	1.6	0.9	0.3	-3.9	-0.1	-4.4	-2.1	0.3
TOTALS				19	26	39	13	6										

*The provision of netball courts for the Sale township includes those at the Gippsland Regional Sporting Complex which has a higher standard of infrastructure, multiple courts and can cater for higher level events and spectators.

The municipality has been segmented into districts as per the Victoria in Future population data. This is consistent with the population forecasting within this report.

** Note that most cricket ovals are adequate for junior football and offer some multi-use opportunities

*** Note that several indoor courts in WSC are suitable for basketball, volleyball and badminton. These multi-purpose facilities have been considered in terms of their ability to host the sport. Therefore, should a court be adequate for multiple sports, it has been counted multiple times

**** A small number of courts are multi-purpose for both tennis and netball. These multi-purpose facilities have been considered in terms of their ability to host the sport. Therefore, should a court be adequate for multiple sports, it has been counted multiple times. Netball Victoria notes different provision ratios for outdoor lit courts and outdoor unlit courts. For the purposes of this report, the average of the two ratios has been used.

				No. of playing surfaces including fields, courts, ovals					No. of playing surfaces including fields, courts, ovals					Change / Need				
				Current					2031 population					Red text = need Black text = overprovision				
	Demand Inputs			Badminton ***	Tennis ****	Croquet	Touch Football	Baseball	Badminton	Tennis	Croquet	Touch Football	Baseball	Badminton	Tennis	Croquet	Touch Football	Baseball
Township	Current pop	2031 pop	Change	No. of courts	No. of courts	No. of courts	No. of fields	No. of diamonds	1:10000	1:2000	1:5000	1:62500	1:40000	1:10000	1:2000	1:5000	1:62500	1:40000
Sale	14888	16402	1514	7	29*	3	2	4	1.6	8.2	0.3	0.3	0.4	-5.4	-20.8	-2.7	-1.7	-3.6
Heyfield – Maffra*	14113	15659	1546	1	48*	1	0	0	1.6	7.8	0.3	0.3	0.4	0.6	-40.2	-0.7	0.3	0.4
Rosedale	9158	10026	868	0	4	0	0	0	1.0	5.0	0.2	0.2	0.3	1.0	1.0	0.2	0.2	0.3
Yarram	5372	5602	230	4	14	0	0	0	0.6	2.8	0.1	0.1	0.1	-3.4	-11.2	0.1	0.1	0.1
TOTALS				12	95	4	2	4										

*The provision of tennis courts for the Sale and Heyfield-Maffra townships includes those at the Sale and Maffra Tennis Clubs which consist of multiple courts and a higher standard of infrastructure capable of hosting regional level events and spectators.

2.1.4 Consultation with Peak Sporting Bodies

Each State Sporting Organisation for the ten sports identified was contacted to provide input and comment into the development of the SIP. Questions were posed regarding participation trends, infrastructure priorities, multi-use opportunities, funding availability and the consolidation of underutilised facilities (where applicable). The following table summarises the key points from these discussions.

State Sporting Organisation	Summary of Response
Tennis Victoria	<ul style="list-style-type: none"> - Tennis Victoria (TV) indicated that there are positive participation trends in tennis in WSC, particularly over the last three years. - TV are currently finalising a new strategic plan 'Vision 2025 – A Framework for Victorian Tennis Facilities' which will assist in identifying infrastructure priorities both locally and regionally. - Tennis courts are commonly shared with netball on acrylic surfaces or with hockey on sand filled artificial grass courts. TV acknowledges the multi-use opportunities that multi-lined surfaces offer. - TV offers a facility funding program via the National Court Rebate scheme for both planning and development projects. Support for infrastructure projects will be dependant on the alignment to TV's four key objectives being participation, need, outcomes and accessibility. Other criteria includes the completion of club health checks, current venue infrastructure audits and consultation with TV throughout the planning stages of the project. - Based on the identified over-provision of tennis infrastructure in Wellington, TV responded that a strategic approach to possible consolidation of venues will be addressed within their new strategy. Any move to consolidate venues must be agreed upon by all stakeholders.
Volleyball Victoria	<ul style="list-style-type: none"> - Volleyball Victoria (VV) noted that the playing membership in Wellington is mainly driven through the Maffra Volleyball Association which has a steady base of approximately 50 participants over the last 3 years. - VV's highest infrastructure priority for WSC is to move from existing facility at Maffra Secondary College and access newer, safer courts, including at peak times, at Cameron Sporting Complex (once completed). - VV has a strategic plan with high level principles for growth and development however this does not specifically mention any other recommendations for Wellington. - Volleyball is a sport that can share facilities with netball, basketball and badminton where appropriate to facilitate multi-use outcomes. - VV sees opportunity to cater for any increase in demand in WSC through existing facilities that offer compliance for volleyball and other sports. - VV does not currently provide capital investment into infrastructure projects.
Croquet Victoria	<ul style="list-style-type: none"> - Croquet Victoria (CV) indicated that there is a steady participant base in WSC with new members typically replacing the natural attrition of existing players leaving the sport. - CV understands that Maffra Croquet Club has aspirations to increase to a two-court facility, resulting in greater programming and utilisation opportunities. - CV notes that possible shared usage could occur with grass-court tennis facilities should this be suitable. - CV's current strategic planning document 'Growing Croquet Facilities Infrastructure 2020-2030' outlines that opportunities for consolidation of facilities if participation cannot be increased at smaller venues should be explored. - CV does not currently provide capital investment into infrastructure projects.
Basketball Victoria	<ul style="list-style-type: none"> - Basketball Victoria (BV) sees a healthy number of participants in WSC which has remained fairly stable over the past 4-5 years. The largest participant base is within the Sale and Maffra Associations. There are two Association in recess, Stratford and Rosedale, which BV have attempted to re-start without success. - BV notes the current infrastructure at GRSC and Gordon Street Reserve will assist in servicing participation. GRSC is a regionally significant venue for basketball, offering good development pathways for participation. The Heyfield Association has aspirations to expand to include an additional court at the venue. - BV's strategic planning document '2017-2020 Basketball Victoria Strategic Plan' does not have any specific WSC recommendations. - Multi-use of facilities with sports such as netball, volleyball, gymnastics occurs regularly and is OK as long as court dimensions, ceiling height, fit out etc. meet basketball compliance requirements. - When providing in-principle support for infrastructure projects, BV considered the following criteria: facility utilisation, condition of existing facilities, gaps in provision, risk and associated business case(s). BV does not currently provide capital investment into infrastructure projects.

State Sporting Organisation	Summary of Response
Baseball Victoria	<ul style="list-style-type: none"> - Baseball Victoria (BV) describes participation in WSC as increasing following some years of decline. - BV sees the biggest infrastructure gap in WSC is the lack of suitable field playing lighting. Given the sport is played predominately in winter, BV encourages the provision of floodlighting at the Sale venue to facilitate participation. In addition, the provision of female change facilities will also assist in building capacity. - BV is currently developing an updated strategic plan to help guide their future infrastructure priorities. At present, BV do not have any further specific recommendations for WSC. - When asked to provide in-principle support for infrastructure developments, BV consider the existing infrastructure provision and work with the relevant LGA to progress discussions. Project proposals must meet BV's facility guidelines. - BV does not currently provide capital investment for infrastructure projects.
Cricket Victoria	<ul style="list-style-type: none"> - Cricket Victoria's (CV) current participation data indicates positive participation trends in Wellington cricket, however only a small amount of female players are represented. - When prioritising infrastructure developments, CV refers to its 'Victorian Cricket Infrastructure Strategy 2018-2028' which includes region summaries across the State. The Gippsland summary indicates that there is a high provision of grounds in comparison to other country regions, with an average ground to player ratio of 1:30. The key infrastructure items within the strategy include the provision of unisex change rooms, supporting amenities and more inclusive spaces. The Strategy notes that any infrastructure development is to be supported by participation and utilisation data to assist in the prioritisation of upgrades. - In terms of multi-use, cricket often share with AFL and less often with soccer. As noted within this report, the AFL Preferred Facility Guidelines supersede the requirements for cricket in terms of change rooms and amenities. Therefore, a facility that is compliant with AFL guidelines, is generally also compliant for cricket. Cricket practice facilities and other cricket specific infrastructure developments should refer to the Community Cricket Facility Guidelines. - There are currently two funding programs for cricket infrastructure including the Australian Cricket Infrastructure Fund as well as the Community Cricket Program in partnership with Sport & Recreation Victoria.
AFL Victoria	<ul style="list-style-type: none"> - A response from AFL Victoria had not yet been received at the time of writing this report, however the project team understands that COVID-19 has caused significant disruption. - AFL has many tools in place however to assist in the identification of infrastructure priorities along with detailed participation data. - Participation in AFL is trending positively with increasing participation, particularly in the junior female age groups, which is extremely encouraging and important to the sport's future viability and sustainability. - 'AFL Victoria's Growing the Heartland Strategy 2017-2022' guides its investment and infrastructure priorities through five strategic pillars being participation programs, community football, talent, facilities and people. - The 'facilities' pillar aims to provide a planned approach to the provision of infrastructure - a key outcome of which is the national AFL facility audits. Conducted annually, this information, as included within this report, highlights gaps in facility provision against the AFL's Preferred Facility Guidelines. - The AFL's current funding program for regional/rural AFL facility development is the Country Football Netball Funding Program in partnership with Sport & Recreation Victoria. Infrastructure projects that align with the sport's strategic directions and encourage female participation and increased programmability and carrying capacity are highly regarded.
Netball Victoria	<ul style="list-style-type: none"> - Netball Victoria (NV) indicated that there was a steady participation trend in Wellington from 2016 to 2019. - NV noted that the current infrastructure requirements for the sport include addressing the deterioration of the netball court playing surface at Maffra Recreation Reserve and flooding concerns on courts at Gormandale Recreation Reserve. - NV notes its highest priority across all venues is to ensure facilities meet compliance, are safe and have the appropriate supporting infrastructure in accordance with NV's Facilities Manual. Infrastructure developments should also align with the priorities listed in the NV Statewide Facilities Strategy. - NV uses a specific ratio of 1 floodlit court per 60 players for rural and regional areas. Consequently, there may be a small deficiency of approximately 2 floodlit courts in Wellington. - NV support multi-use facilities, particularly with tennis and basketball, however there are some crucial considerations in the development of these to address player safety which need to be considered. Refer to NV and Tennis Victoria's Netball -Tennis Facility Fact Sheet where required. - Netball in country areas is traditionally a home and away competition. NV is not supportive of consolidation of venues in regional and rural areas. - Currently Netball Victoria, in partnership with the AFL and Sport & Recreation Victoria provide the Country Football Netball Funding Program for infrastructure development.
Touch Football Victoria	<ul style="list-style-type: none"> - No response was received from Touch Football Victoria at the time of writing this report.
Badminton Victoria	<ul style="list-style-type: none"> - No response was received from Badminton Victoria at the time of writing this report.

2.1.5 Identification of Underutilised Sporting Infrastructure

Based on the insights developed within the SIP, including infrastructure mapping, facility hierarchy recommendations, consultation with WSC Officers, participation analysis and the 2019 WSC Committees' Survey, the following table identifies potentially underutilised venues and asset components.

Facility	District	Asset type 1: AFL Oval	Asset type 2: Cricket/Junior AFL Oval	Asset type 3: Netball Courts	Asset type 4: Tennis Courts	Asset type 5: Basketball	Comment
Seaspray Recreation Reserve	Sale				4 Tennis Courts		No active participation following the tennis club going into recess.
Kilmany Recreation Reserve	Sale		1 Oval				No active participation in a number of years.
Dargo Recreation Reserve	Heyfield- Maffra		1 Oval				No active participation.
Alberton West Recreation Reserve	Yarram			2 Netball Courts			No active participation.
Avon Indoor Sports Centre	Heyfield-Maffra					1 Court	No community participation outside of school usage. Court non compliant.
Rosedale Indoor Stadium	Rosedale					1 Court	No active participation.
Beginwarri Recreation Reserve	Yarram	1 Oval			2 Tennis Courts		No active participation.
Devon North Recreation Reserve	Yarram		1 Oval				No active participation.
Tarraville Recreation Reserve	Yarram		1 Oval				No active participation.
TOTALS		1 Oval	4 Ovals	2 Netball Courts	6 Tennis Courts	2 Courts	

2.1.6 Long Term Infrastructure Needs

Whilst the identified actions, recommendations and priorities within the SIP are considered appropriate to 2031, it will be imperative that the Plan is monitored ongoing. A comprehensive review of the SIP in 2025 will assist in determining any emerging trends or changes in participation, population and infrastructure need.

Planned residential developments and population growth in Wellington beyond 2031 will require the Shire to expand its sport, recreation and open space provision. Continuing to upgrade and enhance existing infrastructure, and securing appropriate land in developing areas, will help to meet the future needs of the community.

The North Sale Development Plan and the Sale, Wurruk and Longford Precinct Plan both identify the importance of the Gippsland Regional Sporting Complex (GRSC) to facilitate future active space provision and sporting participation opportunities. The North Sale Development Plan notes the significant expansion of the GRSC to service population projections and infrastructure development requirements, which are likely to be required post 2031. Council owns land to the north of the GRSC and over time, identifies that it will play an important role in becoming a larger sporting complex to service future growth.

The significance of regional sporting facilities with modern amenities, a range of sporting infrastructure components and comprehensive management models, cannot be underestimated. The ability of regional venues to host both local and more elite competition as well as sporting events, positions them as an important part of any sporting infrastructure network now and into the future. A review of the SIP in 2025, accompanied by detailed feasibility work, particularly regarding the future expansion and infrastructure provision requirements for the GRSC, should be undertaken to determine requirements for 2031 and beyond including the potential to co-share with other community and education facilities.

Any development of new infrastructure within the identified structure plans should still consider the no net gain of infrastructure principle outlined in this report.



Following the analysis of sporting infrastructure provision in Wellington, the ensuing summary is provided. As highlighted on page 33, any future infrastructure considerations should use ratios as a guide, in conjunction with a clear understanding of the proximity, capacity and access to existing and alternate facilities.

- The current provision of facilities is well within recommended industry benchmarking standards and will mostly remain so within each District by 2031.
- The previous tables on pages 34-36 indicate that based on provision ratios alone, should WSC maintain the current provision of sporting facilities, this will mostly be adequate for the population in 2031. In some instances, there will still be an oversupply.
- The Sale district has two facilities, GRSC and the Sale Tennis Club, which are to be classified as Premier and Regional venues, respectively. Both facilities have a higher standard of infrastructure provision, adding to the overall provision for this district.
- The Rosedale district indicates a small need for an additional indoor court that could service badminton/basketball/volleyball by 2031. Importantly however, there is currently no active participation in these sports within the district at present. The provision of an additional indoor court may be better accommodated at existing facilities, for example, those at Traralgon and Maffra, which are already underway, as well as GRSC, which has the means to operate indoor facilities efficiently.
- The Rosedale district indicates a small need for an additional tennis court by 2031. Increasing the capacity of existing facilities such as ensuring courts comply to guidelines and floodlighting to accommodate future need would be recommended to service future demand. Noting that there is presently no active competition within the district at present.
- The Yarram district identifies a small need for volleyball by 2031. Any need in this sport can be accommodated for within existing indoor court facilities.
- Other districts indicating a small possible need for facilities to 2031, including Heyfield-Maffra, should again be closely monitored. Any future need should ideally be serviced through existing facilities.
- Based on benchmarking, there is an oversupply of tennis courts across WSC. A strategic approach to the future development and infrastructure needs for the sport should be considered in conjunction with appropriate asset management principles, better programming/scheduling of existing facilities and considering capacity and access to existing venues.
- The Heyfield-Maffra District indicates the largest oversupply of tennis courts, however this provision includes two venues with 12 and 16 courts respectively; the Gordon St Recreation Reserve Tennis Courts and the Maffra Lawn Tennis Club. As District facilities, both venues are required to have additional provision than would a local venue. Any identification of underutilised courts within this district should be considered against utilisation, condition, access and proximity of other venues. Gordon St Recreation Reserve has four tennis courts deemed to be in poor to very poor condition. Council should consider the number of courts that should continue to be maintained at the Reserve, particularly where areas of underutilisation are present.
- The Sale district indicates a very small need for an AFL oval by 2031 however this should be closely monitored. Should this need increase, cricket ovals in Sale can assist in meeting AFL need, particularly to service junior participation. If need and demand continue to necessitate in Sale, any provision of additional senior AFL sized ovals should be considered in reference to the Sale, Longford & Wurruk Structure Plan, which includes recommendations for new infrastructure provision at the GRSC post 2031..
- Netball Victoria utilises a specific ratio for rural and regional areas which is 1 netball court per 60 players (i.e. 1:60). There are approximately 39 outdoor netball courts in Wellington, with a participant base of approximately 1,755 players in 2018. Therefore as a whole, this provision exceeds requirements. However, should participation in individual townships increase, this ratio can be utilised to assist in addressing additional need. Increase the capacity of existing courts should be favoured over the development of new. Floodlighting, where required, should be retrospectively fitted to existing netball courts in Wellington, and only in locations where clear demand is demonstrated.
- Requests for new sporting infrastructure should only be considered by WSC if the community can demonstrate healthy, stable participation. These requests should also be considered amongst broader asset management principles and in context of the overall supply of facilities across the municipality. No net gain of sporting infrastructure in Wellington to 2031 is recommended.

- **Improving existing infrastructure such as player change rooms, playing surfaces and floodlighting will assist in enhancing the capacity of reserves to increase participation opportunities,** improve accessibility and capacity and drive multi-use outcomes.
- **Current capital works underway, notably at the Cameron Sporting Complex, will see the completion of an additional competition compliant indoor courts suitable for basketball, volleyball and netball. These works will increase the venue's capacity** and ability to host additional, regional based tournaments and events **and create a broader catchment for participation.** Participation outcomes as a direct result of the capital investment and upgrade should be monitored by Council.
- **A coordinated approach to infrastructure development or redevelopment should be taken to ensure consistency and equity.** The same approach should be taken in identifying the rationalisation of facilities that have limited active participation and community benefit.
- **Consideration should be given to the future of underutilised sporting infrastructure that has limited community benefit and value.**
- It is recommended that **any resolution by Council to rationalise facilities should be supported by broad community consultation and robust principles.** Rationalisation of facilities should also be considered within the context of supporting WSC Policy and Plans including community access to public open space and alternate community facilities. In addition, consideration should be given as to how facilities within proximity can cater for a broader catchment should rationalisation occur.
- **Condition audits of existing facilities should be undertaken on a regular basis** to assist WSC in understanding how its facilities compare to relevant sport facility guidelines. These guidelines aim to provide best practice recommendations for spatial requirements, functionality and carrying capacity to service the designated sporting code.



Yarram Recreation Reserve



2.2 Hierarchy

A reimagined facility hierarchy for sporting facilities within Wellington will consider each facility's attributes, its function within the network and its capacity to host events and to increase participation.

The proposed hierarchy aims to define classifications based on the type and level of activity conducted at the facility, delivering an equitable approach to facility level and subsidisation.

In addition, greater support for CoMs will assist operations and better equip volunteers to deliver risk maintenance and management tasks. This will also provide greater opportunities for Committees to focus on other less tangible, but equally as important, aspects such as increasing social connection, participation, accessibility and programming within their respective facilities.

2.2.1 Existing Facilities Hierarchy

The current WSC facilities hierarchy for sporting reserves presents an argument for change to improve clarity, consistency, equity and expectation for both Council and its users.

What is it

Currently, facilities are classified by considering components such as capacity and quality of infrastructure, surrounding residential population and level of use. A nominal operating subsidy is then provided to assist CoMs with items such as maintenance, waste management and insurance. The current facility hierarchy is as follows:

Level 1 – Regional Facilities

Level 2 – District Facilities

Level 3 – Significant Local Facilities

Level 4 – Local Facilities

How it works

The current WSC operating model lists these levels of hierarchy in the aim to categorise facilities into either regional, district, significant local or local levels. The current facility hierarchy classification criteria are broad. Whilst there is some reference to infrastructure and usage, there is no specific parameters around this.

Current limitations

The existing hierarchy model does not take into consideration critical drivers such as facility catchment (outside of immediate residential population), proximity to like services, facility capacity and detailed infrastructure provision. It also does not consider the associated scalable expectations of Committees of Management as a result of the classification, including levels of service, reporting, activation of the facility and infrastructure inspection regimes.

Current strengths

The current hierarchy model is mostly consistent (in terms of its four facility levels) with the other LGAs benchmarked as part of this report. The main strength of the current facility hierarchy model is that a subsidy, albeit only a nominal amount, is provided to CoMs to assist with facility management. A number of LGAs benchmarked provide only a very small amount, or none at all, to their s86 Committees. Council's commitment to providing an operating subsidy should be recognised and encouraged, as this is not the position of all LGAs, particularly when comparing to those within a rural setting.

2.2.2 Benchmarking Facility Hierarchy Models

In order to determine the most suitable classification level for facilities, benchmarking of other LGAs was undertaken. The following tables are a summary of each LGA and a general comment/observation from the project team in relation to its operation.



LGA EXAMPLE 1 POPULATION 233,426 NO. OF FACILITIES*: 122 CLASSIFICATION: REGIONAL LGA		
Council maintains facilities with a % of maintenance costs charged to user groups		
Hierarchy Levels	Equivalent to	Comment
State	State	Council maintains all facilities and charges a percentage of maintenance costs to user groups. The six hierarchy levels within this model were the highest amongst the nine LGAs benchmarked. Turf wicket maintenance is managed through a Council disbursement to the local cricket association outside of the fees and charges structure.
Regional	Regional	
Community 1	Sub-Regional	
Community 2	District	
Community 3	Local	
Reserve	Passive Reserve	

LGA EXAMPLE 2 POPULATION 20,972 NO. OF FACILITIES*: 11 CLASSIFICATION: RURAL LGA		
Incorporated Committees of Management operate and maintain facilities		
Hierarchy Levels	Equivalent to	Comment
AFL Venues	No direct equivalent - subsidy and level based off type of use	Very informal hierarchy which offers a nominal subsidy based on sport type. Council recently transitioned all s86 Committees to incorporated Committees of Management following an independent risk review.
Cricket Venues		
Tennis Venues		
Equestrian Venues		
Event (once off)		
Passive open space		

*Number of facilities within each LGA benchmarked includes both indoor and outdoor recreation reserves and stadiums. This number is counted based on facilities as a whole and not the individual sporting assets or components within each reserve. Does not include passive recreation reserves.

LGA EXAMPLE 3 POPULATION 122,902 NO. OF FACILITIES*: 29 CLASSIFICATION: METRO LGA		
Council maintains facilities with a % of maintenance costs charged to user groups		
Hierarchy Levels	Equivalent to	Comment
Grade 1	Regional	Council maintains all facilities and charges a percentage of the maintenance costs to user groups. Additional costs are charged for grounds that require Council to undertake turf wicket maintenance.
Grade 2	Sub-Regional	
Grade 3	District	
Grade 4	Local	

LGA EXAMPLE 4 POPULATION 117,382 NO. OF FACILITIES*: 53 CLASSIFICATION: METRO LGA		
Council maintains facilities with a % of maintenance costs charged to user groups		
Hierarchy Levels	Equivalent to	Comment
AFL 1, 2, 3	See comments	Council provides ground maintenance based on the agreed level of classification. Should tenancing sporting clubs require additional maintenance services, full cost recovery applies. Subsidy is calculated based on m2 of ground size multiplied by a dollar amount.
Soccer 1 & 2		
Cricket 1 & 2		
Baseball 1 & 2		
Croquet 1 & 2		
Hockey		

LGA EXAMPLE 5 POPULATION 7,301 NO. OF FACILITIES*: 3 CLASSIFICATION: RURAL LGA		
S86 and incorporated Committees of Management operate and maintain facilities		
Hierarchy Levels	Equivalent to	Comment
Municipal	Regional	Basic hierarchy which services the small number of recreation reserves within the Shire. Council does not provide any subsidy or assistance for the maintenance of reserves other than the premier recreation facility. Council insurers identified the need to transition s86 committees to incorporated CoMs to decrease risk profile.
Local	Local	
Neighbourhood	Passive Reserve	

LGA EXAMPLE 6 POPULATION 18,102 NO. OF FACILITIES*: 20 CLASSIFICATION: RURAL LGA		
S86 and incorporated Committees of Management operate and maintain facilities		
Hierarchy Levels	Equivalent to	Comment
LEVEL A	Regional	S86 and incorporated CoM manage facilities on Council's behalf. A nominal subsidy is provided to contribute towards the maintenance and upkeep of the reserve. Creation of a new facility hierarchy has been identified to provide an equitable and uniform approach to facility classification
LEVEL B	Sub-Regional	
LEVEL C	District	
LEVEL D	Local	
LEVEL E	Passive Reserve	

LGA EXAMPLE 7 POPULATION 32,311 NO. OF FACILITIES*: 24 CLASSIFICATION: REGIONAL LGA		
Council maintains facilities with a % of maintenance costs passed onto user groups		
Hierarchy Levels	Equivalent to	Comment
LEVEL A	Sub-Regional	Council works with each user group to determine an agreed level of service for each recreation reserve. Charges are based on per asset cost.
LEVEL B	District	
LEVEL C	Local	
Cricket Nets	Price per asset	
Courts	Price per asset	

LGA EXAMPLE 9 POPULATION 21,688 NO. OF FACILITIES*: 23		
Incorporated Committees of Management operate and maintain facilities		
Hierarchy Levels	Equivalent to	Comment
No hierarchy levels	N/A	Council does not provide any subsidy or assistance in the maintenance of these reserve other than a small contribution to utilities

LGA EXAMPLE 8 POPULATION 37,000 NO. OF FACILITIES*: 28 CLASSIFICATION: RURAL LGA		
Incorporated Committees of Management operate and maintain facilities		
Hierarchy Levels	Equivalent to	Comment
Regional	Regional	Council bases hierarchy classification as either: <ul style="list-style-type: none"> Regional - services a collection of communities with 3 or more sporting clubs. Local - services the immediate community for local competition. Multi-use playing surfaces with two or more sporting clubs. Sport Specific – due to the nature of the sport in operation, cannot be easily adapted for multi-use, services single sport.
Local	Local	
Sport specific	Sport specific	

2.2.3 Classification Considerations

The following summary of recommendations for the proposed new WSC facility hierarchy is as follows.

- The facility hierarchy will not extend to more than six levels to meet standard practice by other LGAs. This will also ensure the classification process is as simple as possible and easily interpreted from both an administration and customer perspective.
- The majority of LGAs benchmarked rank their respective facilities in a way that considers their function within the broader network. For example, most LGAs take into consideration the level of infrastructure that constitutes each classification along with the site's ability to attract people from varying distances both in and out of the municipality.
- Evident within the benchmarking undertaken is that LGAs with a population in excess of 100,000 undertake maintenance activities with a fee then charged to reserve occupants. For LGAs with smaller populations, including WSC, there is a hybrid of approaches to facility operation and Council support.
- A clear method of classifying facilities based on the above is to categorise them as either premier, regional, district, local or passive level reserves.
- A passive reserve is considered one with the most basic infrastructure provision and is generally used for sports that don't require a dedicated playing surface. Alternatively, this classification could also be given to a sporting facility with limited active participation which therefore requires a lower level of service.
- The proposed facility hierarchy does not significantly differ from the current WSC model, however it aims to provide more clarification in classifying facilities against a more robust and researched set of criteria.
- Within any facility hierarchy, not every reserve will fit the description exactly due to slight variances in infrastructure. In this case, a facility that meets most of the prescribed key attributes should be classified within that level.
- Once an overall facility level is assigned, WSC will then classify all infrastructure components within the reserve individually. Where required, engagement with committees and user groups should be undertaken to ensure that classification is communicated and agreed.
- Providing greater Council support for CoMs will be crucial to the implementation of a revised facility hierarchy and subsequent operating subsidy.
- Each level of facility in the proposed hierarchy will be expected to have active participation e.g. registered playing participants in sport. Those that do not will be classified as passive recreation reserves.
- Facility condition and age can be considered when classifying facilities, however unless significant decreases in population and/or active participation are experienced, any capital investment should contribute to maintaining the classification level.
- Where facilities have limited active participation, they will be automatically assigned a low facility hierarchy level given there is reduced community health benefits and levels of service. Should the CoM be able to demonstrate clear increases in active participation which result in increased levels of service and therefore increased subsidy, the facility classification may be reviewed.
- Any increases to facility hierarchy level and subsequent subsidy should occur incrementally.

The following page recommends the most appropriate facility hierarchy including qualifying criteria for each level.

2.2.4 New WSC Facilities Hierarchy Model

Level 1A: Premier	Level 1B: Regional	Level 2: District	Level 3: Significant Local	Level 4: Local	Level 5: Passive Reserve
					
Infrastructure <ul style="list-style-type: none"> Multiple playing surfaces fit for the highest level of community participation Floodlighting to competition standard High spectator amenity including undercover viewing Multiple sporting pavilions Activities <ul style="list-style-type: none"> WSC managed facility Hosts regional scale sporting events Hosts multiple user groups and is not home to any one single club Multi-user, multi-use facility 	Infrastructure <ul style="list-style-type: none"> Multiple playing surfaces of high quality including irrigated turf and/or synthetic fields Actively attracts regional events Large community club rooms* Spectator amenity Activities <ul style="list-style-type: none"> Hybrid Committee of Management/WSC or Committee of Management Whole of Wellington population catchment Multi-user, multi-use facility 	Infrastructure <ul style="list-style-type: none"> One irrigated playing surface, multiple courts, one turf wicket Floodlighting to training standard on at least one playing surface Medium to large club rooms* Activities <ul style="list-style-type: none"> Committee of Management Multiple club competition facility Servicing two or more large townships Hosts municipal events Multi-user, multi-use facility Finals venue Spectator amenity 	Infrastructure <ul style="list-style-type: none"> One irrigated playing surface Floodlighting to training standard on main playing surface Medium sized club rooms* Supporting infrastructure such as tennis/netball courts or cricket nets Turf or synthetic wicket on main playing field Some spectator amenity Activities <ul style="list-style-type: none"> Committee of Management Training and competition venue for two clubs Multi-use, multi-user facility 	Infrastructure <ul style="list-style-type: none"> Basic sporting facilities One playing surface/oval May have limited supporting infrastructure such as netball courts, tennis courts and cricket nets No irrigated surface No floodlighting Small sized club rooms with change facilities Synthetic wicket Limited spectator amenity Activities <ul style="list-style-type: none"> Committee of Management Single local club competition and/or training venue 	Infrastructure <ul style="list-style-type: none"> Basic sporting facilities No irrigated surfaces May have basic club facilities/amenities No spectator amenity Activities <ul style="list-style-type: none"> Committee of Management Low or no levels of organised active participation

**In accordance with relevant sporting code facility guidelines*

Following the detailed categorisation of facilities, the following table presents the same information in a simpler matrix.

Hierarchy Level	Management Model	Facility classification	Facility description	Qualifying criteria			
				Population catchment	Active participation at reserve e.g. sport and recreation	Hosts municipal, regional or local sporting events	Actively seeks and facilitates multi-use of venue
Level 1A	Council managed	Premier	Premier venue Wide population catchment Major event site	Cross-municipal population catchment	✓	✓	✓
Level 1B	Either hybrid Council/CoM or CoM only	Regional	Regional venue Service Wellington Higher provision of infrastructure Regional event site	Services Wellington population	✓	✓	✓
Level 2	Committee of Management	District	District venue Services multiple townships Local event site Multi-use facility Municipal event site	Services multiple townships	✓	✓	✓
Level 3	Committee of Management	Significant Local	Services whole township Multi user, multi-use facility Active participation Local event venue	Services one or two townships	✓	✓	✓
Level 4	Committee of Management	Local	Local venue Services single township Club competition and/or training venue May have more than one active sport Active participation	Services single township	✓	✓	✓
Level 5	Committee of Management	Passive reserve	Local venue Services immediate residential catchment No active participation Does not host events No multi-use	Services immediate community	✗	✗	✗

Based on the proposed facility hierarchy model, sporting facilities in WSC have been given the following overarching facility hierarchy rating. Please note that some site components within each facility attract a sub-classification.

Please see page 92 of the Appendices section of this Report for a more detailed breakdown of facility component classification.

Gippsland Regional Sports Complex	1A
Cameron Sporting Complex (indoor facilities)	1B
Baldwin Recreation Reserve	2
Briagolong Recreation Reserve	2
Cameron Sporting Complex (outdoor facilities)	2
Gordon St Recreation Reserve	2
Maffra Lawn Tennis	2
Maffra Recreation Reserve	2
Rosedale Recreation Reserve	2
Sale Oval	2
Stephenson Park	2
Stratford Recreation Reserve	2
Yarram Recreation Reserve	2
Boisdale Recreation Reserve	3
Cowwarr Recreation Reserve	3
Gormandale Recreation Reserve	3
Longford Recreation Reserve	3
Lions Park	3
Meerlieu Recreation Reserve	3
Nambrok Recreation Reserve	3
Pinelodge	3
Woodside Recreation Reserve	3
Wurruk Recreation Reserve	3

Alberton West Recreation Reserve	4
Avon Indoor Sports Centre	4
Charles Street Reserve	4
Denison Recreation Reserve	4
Maffra Croquet Club	4
Rosedale Racecourse Reserve	4
Rosedale Stadium	4
Stead Street Recreation Reserve	4
Veronica Maybury Recreation Reserve	4
Walpole Stadium – Yarram	4
Won Wron Recreation Reserve	4
Yarram Indoor Sports Centre	4
Beginwarri Recreation Reserve	5
Dargo Recreation Reserve	5
Devon North Recreation Reserve	5
Kilmany Recreation Reserve	5
Newry Recreation Reserve	5
Port Albert Tennis Courts	5
Seaspray Recreation Reserve (Tennis Courts)	5
Tarraville Recreation Reserve	5

2.3 Rationalising Sporting Infrastructure

As Wellington strives to achieve greater efficiencies in the management of their sporting venues, consideration may be given to rationalising underutilised infrastructure.

In Wellington, there are a number of underutilised facilities which is, in some instances, coupled with an oversupply of infrastructure. It is acknowledged that due to forecasted demographic changes, Wellington Shire, over the course of the next 10 years, will continue to see venues which no longer sufficiently respond to change, or meet the need and preferences of the community.

The Australian Governments 'An Assessment of Australia's Future Infrastructure Needs 2019' indicates that an ongoing challenge for recreation infrastructure outside of fast-growing cities is pockets of lower demand, which result in underused assets and create issues around maintenance, operations and delivery.

The ongoing task for many rural and regional LGAs is how to make decisions on whether to retain, repurpose or rationalise facilities where usage has significantly declined. This section of the SIP provides an overview of the principles and potential framework that can guide decision making for this process.

2.3.1 Facility Rationalisation Principles

The Victorian Government's 30 Year Infrastructure Strategy (2016), includes a strategic priority to 'enable better use along with the rationalisation of ageing, underutilised assets in low growth areas'. To achieve this, the Strategy recommends that better support for sharing facilities should be prioritised, and improvements to planning in low growth areas must respond to changes in demand, services and infrastructure.

When considering the rationalisation of sporting infrastructure, Council can be guided by the following principles. These principles can be utilised in conjunction with the subsequent Facility Rationalisation Decision Making Framework on page 54 and 55.

Demand

Consider current and previous use and demand for the facility along with projected demographic change and community profile to ascertain forecasted future use of venue. Consider whether any other like facilities within proximity could facilitate projected use. Compare current and future use of facility against other like venues with a similar hierarchy classification.

Safety

Consider if the facility has existing safety concerns which require immediate attention and investment. Will addressing any evident risks and hazards improve usage opportunities or will forecasted usage remain unchanged.

Community Value

What connection or value does the community hold for the facility. This may include from a historical, environmental or participation perspective. What social impacts may occur as a result of rationalisation. Extensive community engagement should be undertaken throughout any identified rationalisation process.

Sustainability

How does the facility align to principles regarding sustainability, including:

Economic Sustainability – consider whether rationalisation results in more effective use of resources in a way that contributes to economic growth with no ongoing negative impact.

Financial Sustainability – consider if rationalisation results in the demonstration of better financial responsibility to the community and rate payer.

Environmental Sustainability – does the reduction of identified assets, result in contributing to more environmentally sustainable practices and/or outcomes.

Social Sustainability – how can the rationalisation demonstrate Council's commitment to providing opportunities for enhanced social cohesion and capacity.

Strategic Alignment

What alignment does the rationalisation of the facility have to local, state and federal policies and strategies. An evidence-based approach must underpin the decision-making process with clear direction and support from a range of stakeholders.

2.3.2 Facility Rationalisation Decision Making Framework

The Facility Rationalisation Decision Making Framework provides Council with a resource to compare underutilised venues against a weighted assessment score. The Framework will assist Council in making informed and strategic decisions on the future of facilities that are not adding value to the infrastructure network, along with the potential impacts on the community and user groups.

Utilising the Framework on page 55, each question is scored from 1-5 and then given a weighting, equaling a total possible score of 500. The higher the total score, the more consideration should be given to rationalisation. A higher score will indicate that the facility is not being used to capacity, that accessible alternate facilities are available and that a decision for rationalisation aligns with Council's strategic priorities and demonstrates financial accountability.



WHAT TYPE OF AMENITY DOES THIS ASSESSMENT RELATE TO: <input type="checkbox"/> Sporting Facility <input type="checkbox"/> Open Space <input type="checkbox"/> Recreational Asset <input type="checkbox"/> Community Asset			
COMPONENT / CAPABILITY	SCORE (1-5)	WEIGHTING	TOTAL SCORE
1. To what extent is the facility being used to during peak times? <small>1 = To capacity 2 = Above 50% 3 = Above 30% 4 = Limited use 5 = Cessation of formal activities</small>		10	
2. To what extent is the facility being used during weekdays 8.00am to 4.00pm? <small>1 = To capacity 2 = Above 50% 3 = Above 30% 4 = Limited use 5 = Cessation of formal activities</small>		10	
3. If the facility is question did not exist, what is the impact on the community? E.g. social, financial, economic, environmental <small>1 = Very high impact 2 = High impact 3 = Some impact 4 = Low impact 5 = No impact</small>		20	
4. Is the facility in question currently being used for its intended purpose? <small>1 = Frequency used for intended purpose 2 = Mostly used for intended purpose 3 = At times used for intended purpose 4 = Rarely used for intended purpose 5 = Not being used for intended purpose</small>		10	
5. If not, what is it used for and could it be repurposed to better accommodated that use (not scored)? Yes / No			
6. Is there a suitable alternate facility that current users (if applicable) can access that will facilitate their activities? <small>1 = No alternate facility 2 = Limited access to alternate facility 3 = Venue available however not presently suitable for activities 4 = Alternate facility available that is mostly suitable for activities 5 = Suitable alternate facility available</small>		10	
6. If an alternate facility is identified, what distance is it from the facility in question? <small>1 = >25km 2 = 20-25km 3 = 10-20km 4 = 5-10km 5 = 0-5km</small>		10	
8. Can the venue be used in its current state or does it require safety or emergency repairs? At what cost is making it usable and functional again? <small>1 = No investment required 2 = Investment required but not immediate 3 = Low immediate investment required 4 = Moderate immediate investment required 5 = High immediate investment required</small>		10	
9. Does the rationalisation align with WSC's strategic priorities including its responsibility to ratepayers? <small>1 = Rationalisation does not align with WSC priorities 2 = Rationalisation demonstrates some alignment with WSC priorities 3 = Rationalisation mostly aligns with WSC priorities 4 = Rationalisation mostly aligns with WSC priorities and demonstrates clear financial accountability 5 = Rationalisation strongly aligns with WSC strategic priorities and demonstrates clear financial accountability</small>		10	
10. If recreation assets and/or green spaces are identified for possible rationalisation, is alternate access to public open space available? (Access to quality open space over quality is preferred in most instances). <small>1 = No alternate open space available 2 = Poor quality open space not in close proximity 3 = Poor quality open space in close proximity 4 = High quality open space not in close proximity 5 = High quality open space available in close proximity</small>		10	
TOTAL SCORE		/45	/500
IF INVESTMENT IS REQUIRED, PLEASE NOTE THE SCORE RECEIVED THROUGH THE COMMUNITY FACILITIES PROJECT PRIORITISATION MODEL:			

2.4 Sporting Code Facility Planning and Development Guidelines

Where available, each sporting code's preferred facility guidelines have been reviewed. This information is provided to guide WSC in future planning and development of facilities to ensure strategic alignment with peak sporting bodies.

Of the 10 sports identified for consideration within the development of the WSC Sporting Infrastructure Plan, seven of those have facility guidelines. A summary of these is provided below.

AUSTRALIAN RULES FOOTBALL – AFL PREFERRED FACILITY GUIDELINES (2019)	BASEBALL VICTORIA – REGULATIONS FOR NEW BASEBALL FIELDS (2014)
<ul style="list-style-type: none"> Designed for State, Regional and Local facilities, the guidelines provide direction for the development of new facilities and the refurbishment of existing facilities. The guidelines take on a unisex approach to change facilities to better accommodate wide ranging user groups, promote a female inclusive environment and multipurpose facility approach. Spatial requirements and preferred facility layouts should be used to inform any future Council planning and development within the region. It is envisaged that any future upgrades or new development facility planning of AFL football venues within the municipality, will utilise the recommendations outlined in these guidelines, and will be developed at a local level and be shared with other sports. The AFL classifies its community facilities under a three tier hierarchy system. State League, Regional and Local. The AFL Preferred Facility Guidelines can be found here 	<ul style="list-style-type: none"> This document provides baseball clubs, associations and leagues, government and field constructors with minimum standards to ensure that new and redeveloped baseball facilities are meeting minimum requirements for the sport. Minimum standards for facilities and amenities were developed in conjunction with International Baseball Federation requirements and state that the following amenities should be available: <ul style="list-style-type: none"> Scorers facilities. Changeroom facilities with seating, showers, toilets and washbasins for both the home and away team and umpires Storage equipment rooms for team equipment and field equipment. Disability access including parking spaces and toilet facilities. Off street parking for 20 vehicles. A scoreboard, viable from any position on and off the field. Baseball does not offer a facility hierarchy system.

COMMUNITY CRICKET FACILITY GUIDELINES (2015)

- The Cricket Australia Community Cricket Facility Guidelines provide community cricket facility planning, development, management and maintenance information for use by community, government and national cricket industry partners and stakeholders.
- Key facility and pitch recommendations are identified as:
 - Synthetic pitch measurements 2.4m to 2.8m wide x 25m to 28m long.
 - Turf pitch measurements 3.05m wide x 20.12m long.
 - Practice nets provided.
 - Main pavilion should promote multi and shared use.
 - Changerooms should utilise unisex design approaches.
 - Both internal and external equipment storage spaces should be provided.
 - Floodlighting for amateur club competition and match practice is 100 lux.
- There is no fixed dimension for the oval size and the diameter can vary.
- The cricket facility hierarchy classifies facilities as International, Domestic / First Class, Premier / Regional, Club (Home) and Club (Satellite).
- Minimum requirements for a home club level facility should include:
 - Kitchen and kiosk.
 - Social, community or multi-purpose room.
 - Internal building storage.
 - Cleaners storeroom.
 - External storage.
 - Utilities / plant room.
 - Curators store shed.
- A club satellite facility is outlined as a secondary or overflow ground and does not always offer supporting infrastructure such as change room.
- The Community Cricket Facility Guidelines can be found [here](#)

BASKETBALL VICTORIA – FACILITIES MASTER PLAN (2017)

- The plan aims to identify priority locations for basketball facility development and provide assistance to organisations to develop business cases and to build and operate basketball facilities.
- Includes an assessment matrix for the consideration of development of new facilities.
- Includes overarching information about the economic benefits of basketball on the community.
- Does not include any specific recommendations as to the m2 of supporting amenities required, rather is a higher level strategic document identifying future development opportunities and no. of courts required for municipalities across Victoria.
- The report notes that in 2015, 3.6% of the Gippsland region's population were registered members of BV, which at the time was the highest participation rate for BV membership across Victoria.
- For Wellington, the document notes that "the current court to population provision is high compared to the rest of Victoria, which will service most of the growth in demand in the short to medium term."
- The Basketball Victoria Facilities Master Plan can be found [here](#)

CROQUET VICTORIA – FACILITY GUIDE 2019

- The document aims to provide information about croquet for planning authorities who are considering the inclusion of croquet facilities in the development of comprehensive community sporting facilities.
- Croquet court sizes are approximately 25m x 32m plus 4m buffer zone per court.
- More recently established croquet clubs share pavilion facilities with other sport or community facilities.
- The sport is not currently played on synthetic surfaces.
- There are four facility hierarchy levels including:
 - Local – for local level competition and social participation within an individual municipality.
 - District – for local level club use and competition, services a larger geographic area and/or bigger clubs.
 - Regional – capacity to host large events and competitions and service geographic areas that may cross municipal boundaries.
 - State – currently one facility in Victoria and is purpose built with 12 full sized croquet courts and well developed supporting amenities.
 - Both the Maffra and Sale Croquet Clubs are identified as local level facilities within the document.
- The recommended components of local level facilities should include:
 - 2-3 grass courts.
 - Spectator seating.
 - 150 lux floodlighting of 1-2 courts.
 - 15m2 change rooms x 2.
 - 15m2 amenities x 2.
 - Storage.
- The Croquet Victoria Facility Guide can be found [here](#)

NETBALL VICTORIA – FACILITIES MANUAL (2017)

- Netball Victoria's Facilities Manual contains technical information on netball courts and associated infrastructure. It is Netball Victoria's expectation that all new and redeveloped facilities are constructed to meet the standards outlined within this document.
 - Netball Victoria's facility hierarchy is considered as follows:
 - Local facility 1-3 courts.
 - Sub Regional facility 4-7 courts.
 - Regional facility 8+ courts.
 - Court specifications included are:
 - 30.5m playing area.
 - 3.05m obstacle free run off zones.
 - Spectator area.
 - Facilities that are considered essential to support netball at the local level include:
 - Compliant courts.
 - 2 netball courts for football/netball league competition*.
 - Compliant goals posts.
 - Team benches.
 - Officials benches.
 - Player change rooms and amenities.
 - Umpire change room and amenities.
 - First aid room.
 - Public toilet.
 - Administration office.
 - Storage.
- *Netball Victoria take into consideration a number of other factors when determining their support for second netball courts at local facilities. This includes condition of existing facility and available land for expansion, usage and participation and club governance.
- The Netball Victoria Facilities Manual can be found [here](#)

TENNIS AUSTRALIA – TENNIS INFRASTRUCTURE PLANNING (2018)

- The resource is designed to educate, inform and guide tennis facility planning and development for existing facilities and new builds.
- Courts should be in a north-south orientation.
- Acrylic court surfaces have an estimated life span of 7-10 years.
- Natural clay (including en-tout-cas) surfaces have an life span of 25+ years.
- Synthetic surfaces have an estimated life span of 8-12 years.
- Natural grass courts have an estimated life span of 30+ years.
- The document includes maintenance regimes of these identified and recommended court surface types.
- The document includes guidelines for the development of multi-use courts with compatible sports including basketball, netball and hockey.
- The standard provision of facilities guide is recommended based on the number of courts at a tennis facility. These are designated as follows:
 - Venue 1 (2 to 4 court facility) – suits many smaller community club level venues mostly managed by volunteer committees.
 - Venue 2 (4 to 8 court facility) – combines smaller community clubs with a facility that can host a broader range of activities and events. May have professional venue management.
 - Venue 3 (8 to 12+ court facility) – facilities at this level should provide a vast range of tennis and non-tennis activities and have professional operations in place. These venues are frequently used for events and may require diversity in their amenity and club room offering.
- The Tennis Infrastructure Planning Guide can be found [here](#)



SECTION 3: FACILITY MANAGEMENT

3.1 Introduction

One of the key challenges facing WSC, along with other LGAs across Victoria, is the increasing costs associated with providing, maintaining and managing recreation reserves.

Aging infrastructure presents an ongoing concern and in the case of many rural LGAs, is coupled with relatively low population growth and forecasts.

In many instances LGAs, including WSC, rely on CoMs to undertake most facility management duties on publicly owned land. The level of in-kind labour donated by volunteer committees is significant, therefore enabling WSC to reduce the direct costs associated with facility upkeep that would otherwise be incurred.

To ensure CoMs are adequately supported to undertake their prescribed activities, WSC must continue to play an active role in maintaining a level of responsibility and oversight into their operations. Most specifically, this includes:

- Better support and clarity for CoMs to undertake legislated facility inspection requirements such as Essential Safety Measures;
- Standardised roles and responsibilities, relative to facility hierarchy, relating to the day-to-day operations of facilities;
- Standardised requirements and responsibilities for the inspections and maintenance of high-risk infrastructure including sports lighting, trees and playgrounds;
- Training and support in best-practice playing surface maintenance regimes to provide safe and fit-for-purpose facilities.



3.2 Current Operating Model

The prosperity and sustainable management of facilities in WSC will depend upon the implementation of a flexible and equitable hierarchy and operating subsidy as well as increased assistance from Council to ensure that volunteers are well trained, supported and roles and responsibilities are clearly defined.

The current operating subsidy provided to CoMs varies, and based on the benchmarking undertaken within this report, fluctuates from an amount that is seen as being somewhat adequate through to Committees being substantially underfunded. The current operation of CoMs across Wellington has been reviewed as part of the SIP. The issues and opportunities presented below have been formed following a thorough review of the existing facility hierarchy, operating subsidy and management of sporting facilities. In addition, LGA benchmarking and best practice, the 2019 WSC Committees Survey and other Council strategic documents have been utilised.

RISKS	CHALLENGES	OPPORTUNITIES
<ul style="list-style-type: none"> High level of responsibility currently being expected of CoMs. In some instances, volunteers are experienced and run professional operations. In other circumstances, volunteers lack experience, without adequate training and expertise to undertake activities. Inadequate inspection regimes of recreation reserves and associated facilities. Some CoM confusion regarding the responsibility and tasks associated with the legislated requirements for Essential Safety Measures. Inadequate subsidy for a high percentage of CoMs potentially leading to activities not being undertaken or being inadequately completed. Aging asset infrastructure, with some facilities not meeting the preferred guidelines of the relevant sport to effectively deliver its programs and to increase participation opportunities. Section 86 Committees of Management raise a potential risk to Council should they not be meeting their compliance obligations. In addition, the s86 model constrains the operations of a Committee, particularly when wanting to apply for external funding. 	<ul style="list-style-type: none"> WSC has a relatively small population growth forecast with a higher number of aging adults in the 70+ age bracket by 2031. The ongoing reliance on an operational model that is mostly dependent on volunteers in an era of decreasing volunteerism, and in an aging demographic, presents a challenge. Rising maintenance costs, compliance requirements and growing expectations of sports presents a challenge to Council to provide an equitable operating subsidy within budget constraints. Some facilities are currently underutilised with limited active participation. A coordinated approach to assisting committees in re-activating, re-purposing or rationalising facilities should be considered. Where rationalisation has been identified, the decision making surrounding this should also consider other supporting factors such as proximity to other venues. 	<ul style="list-style-type: none"> Opportunity to provide further support for the dedicated volunteer network that manage most community sporting facilities. Opportunity to align the operating subsidy with actual infrastructure provision, mitigating specific items of risk and providing a more precise facility hierarchy classification. Opportunity to align the new SIP to assist in the prioritisation of capital works programs. This includes external and internal funding as well as a mechanism to advocate for the continuation of cyclical reserve upgrade programs which WSC currently provides. Opportunity to consolidate the work completed to date within the Community Managed Facilities Strategy 2020-25, SIP and associated infrastructure plans to implement and drive change in a comprehensive, meaningful and concise way. A new model can empower volunteers, provide adequate support and deliver better holistic infrastructure outcomes. Continuation of transitioning Section 86 Committees to incorporated Committees of Management to reduce high governance and administration burden on volunteers. This will also better protect individual members of Committees and allow groups to apply directly for initiatives such as external grant funding.

3.2.1 Volunteering

The operation of community managed sporting facilities in WSC is heavily reliant on the dedication of volunteers. Their importance to the successful operation of infrastructure and contribution to improving community outcomes is unparalleled.

According to Volunteering Victoria, the 2016 Census indicated that 19.2% of Victorians participated in some form of formal volunteering. On average, 20.8% of females volunteered and 17.6% of males in Victoria volunteered. The highest number of volunteers were aged 45-49 years with 29% identifying their employment status as 'unemployed, looking for part-time work'.

In Latrobe/Gippsland specifically, the Census rate for formal volunteering was 23.4%, slightly higher than State averages.

Volunteering in sport and recreation attracted the highest number of volunteers (32% of all volunteers). It is also noted that people who volunteered for sport and physical recreation organisations had higher rates of participation in physical activity compared to others.

These same volunteers reported the following:

- 96% of volunteers said volunteering makes them happier
- 95% of volunteers said that volunteering is related to feelings of wellbeing

Not only is volunteering a key component to the successful operation of most recreational facilities in WSC, it also offers improved community outcomes such as social connection, a sense of place and community identity. To ensure that volunteers are well equipped, trained and motivated to undertake their chosen duties, adequate support is vital.

With Gippsland volunteering rates slightly higher than the Victorian average, WSC must ensure that they are providing support so that volunteers continue to stay engaged. In addition, greater strategic planning and forward thinking in areas such as succession planning, retention and recruitment strategies is key.

In 2016, Volunteering Australia's 'State of Volunteering' report indicated the following barriers preventing people from volunteering (top five answers listed below):

Work commitments – 35.8%
Family commitments - 34.3%
No barrier – 23.8%
Income – 18.4%
Health issues – 16.5%

When barriers to performing duties is considered too great of a burden and a disruption to every day life, volunteers will be less inclined to participate.

With WSC's operating model highly reliant on the dedication of volunteers, this poses both opportunity and risk.

The 2019 Wellington Shire Committee's Survey indicated that some respondents felt that not enough support was received from Council, both financially and operationally. This, in turn, increases Council's risk profile and inhibits the sustainable management and operations of its facilities. There is now opportunity for WSC to fully commit to providing greater support to its volunteer committees through one-on-one support, seminars and information sessions to ensure that volunteers are skilled, motivated and best placed to undertake their prescribed duties. Greater operating subsidy in partnership with increased volunteer support, will help to build capacity and capability in facility operations. Together, this undertaking will help to future-proof the recreation reserve management model and create a stronger, cohesive volunteer driven community.



3.2.2 Risk Management Considerations

The development of the SIP has highlighted deficiencies in the resourcing and expectation of CoMs to undertake certain activities that, if insufficiently completed, could increase Council's exposure to risk as well as to the community and its user groups. In addition, reduced asset life, functionality and condition would be a likely consequence should the inspection, maintenance and reporting of certain facility attributes be incomplete.

The Appendices of this report provides information regarding best practices for the management of higher risk activities. These include, but are not limited to:

- Essential Safety Measures;
- Building maintenance activities;
- Playing surface maintenance activities; and
- Other higher risk activities such as tree, playground and floodlight inspections.

This information has been provided as a guide for WSC to refer to when considering the appropriate roles and responsibilities of Council and CoMs. It should be noted that this information is derived from the LGA benchmarking undertaken, best practice maintenance activities and legislated requirements. It is recommended that further advice is sought by WSC before considering any new maintenance regime or inspection schedule.

The responsibility of high risk maintenance activities currently sitting with CoMs should be reviewed concurrently with the facility hierarchy and operating subsidy. Requesting volunteers to undertake high risk activities on public land poses not only a risk to Council but a risk to the volunteers and to the broader community.

Council should be considering the implementation of routine maintenance checks on facilities to not only confirm that volunteer tasks are being completed adequately, but to ensure there is a consistent approach to inspections of items that may pose additional risk.

Further expert opinion, risk and legal advice should be obtained by WSC when developing the responsibility matrix of all tasks including playing surface, facility maintenance and higher risk activities on public land.



3.3 Best Practice Operating Subsidies

To achieve best practice facility management outcomes, an adequate subsidy must be provided. This section of the report proposes a new operating model that is representative of the recommendations within the SIP; including facility hierarchy, facility manager support and activation of infrastructure.

WSC has recognised that there is some inequity in the current approach to subsidisation, and that a more transparent, consistent model will better support CoMs and the prosperity of community venue such as sporting reserves.

In the sporting context, benchmarking of current maintenance costs incurred to LGAs as a result of the direct management of facilities has been undertaken. This exercise has highlighted the substantial costs savings experienced in Wellington through those facilities managed by CoMs.



Rosedale Recreation Reserve

3.3.1 Benchmarking Maintenance Costs to LGAs

The development of the preferred operating subsidy has included benchmarking of Local Government Authorities to understand current maintenance costs incurred.

Important note: the below benchmarked costs are a guide to those incurred when all maintenance responsibility of sporting infrastructure is undertaken by Council. These costs include staffing and employment expenses and other relevant fees and charges. It must be noted and appreciated that significant cost savings are borne through the direct community management of facilities, such as those in WSC, and therefore the costs incurred are much lower than those outlined below.

AVERAGE COSTS TO MAINTAIN SPORTING INFRASTRUCTURE* - COSTS TO COUNCIL PER ANNUM, PER INFRASTRUCTURE ITEM								
Hierarchy Levels	WSC Equivalent	Oval	Netball Court	Tennis Court	Turf Wicket	Oval Irrigation	Club rooms or pavilion**	Reserve surrounds
Regional	Level 1A	Case by case and dependent on event schedule.	\$1,000	\$1,000	Case by case	Varies. Not included in overall maintenance costs identified in this table.	Case by case	Varies dependent on infrastructure and maintenance requirements. Playground maintenance attracts additional cost of service.
Regional	Level 1B	\$40,000 - \$56,000	\$500	\$500	\$10,500		\$34,000	
District	Level 2	\$21,000 - \$38,500	\$500	\$500	\$8,150		\$20,500	
Neighbourhood	Level 3	\$11,000 - \$18,500	\$500	\$500	\$7,300		\$20,500	
Local	Level 4	\$8,500 - \$12,000	\$500	\$500	\$7,300		\$20,500	
Reserve	Level 5	\$4,500 - \$7,900	\$500	\$500	N/A		\$5,000-\$11,500 (dependent on provision of change rooms)	

* Maintenance costs only. Minor refurbishment, redevelopment or capital works is not included

** Club rooms/pavilion maintenance costs have been derived from the benchmarking undertaken. These costs are based on the sizes listed below. These sizes are consistent with the hierarchy levels of essential facility provision requirements as per the AFL Preferred Facility Guidelines (2019). There are several non-essential additional infrastructure items that can be considered additional to any facility development. The below m2 identified should be used as a guide for benchmarking purposes. Calculation to ascertain approximate maintenance cost has been calculated as follows: Pavilion size (as below) X \$2,500 per m2 X Asset replacement value of 2%. The cost of \$2,500 per m2 development rate is an average cost only and reflective of the current market but is subject to escalation.

- Regional assumes pavilion greater than 400m2 plus 2 sets of change facilities (approximately 278m2)
- District assumes pavilion 250m2 plus 1 set of change facilities (approximately 160m2)
- Local assumes pavilion 250m2 plus 1 set of change facilities (approximately 160m2)
- Reserve assumes pavilion under 100m2 with or without 1 set of change facilities (approximately 130m2)

3.3.2 Operating Subsidy Considerations

A new facility operating subsidy should consider the following:

- Each major infrastructure item within the recreation reserve should receive an associated subsidy based on facility hierarchy to ensure equity and adequacy;
- Indoor court facilities should attract a subsidy that is relative to the size of the venue and number of courts;
- Along with a detailed inspection and maintenance program, higher risk infrastructure as previously noted within this report will require an additional subsidised amount;
- A nominal amount of subsidy will be provided for the general upkeep of the reserve surrounds including activities such as mowing, maintenance of park furniture etc;
- The subsidy should aim to be a percentage of costs otherwise incurred by Council if directly managed;
- The subsidy must be sufficient for volunteers to undertake the prescribed maintenance and risk management activities;
- The subsidy to be categorised under five (5) headings that are considered most relevant to facility operation, these include:
 - Building Safety
 - Structural Maintenance
 - Utility Servicing
 - Surround Maintenance and Waste Management
 - Playing Surfaces
- The subsidy model should highlight the substantial cost savings achieved through volunteer and in-kind labour of CoM managed facilities;
- The subsidy should result in increase proactive maintenance and operational considerations that results in reduced risk; and
- The subsidised amount is equal and fair to all CoMs within their hierarchy classification.



3.3.3 New Risk and Maintenance Subsidy Model

The need to implement a new way of subsidising the ongoing operation of community managed facilities in Wellington is a critical priority of the SIP. As a result, and concurrently with the SIP's development, a new Risk and Maintenance Subsidy Model has been recommended and adopted by Council.

The new Model has been rigorously tested and utilises real world costs to produce a clear and straightforward approach to ensuring community facilities are maintained commensurate with their facility hierarchy classification. Each facility/CoM will now receive an amount under the new Model to undertake operational tasks including building safety, maintenance, utility servicing and waste management. In addition, sporting venues will receive a subsidy for building and playing surface maintenance, which will be itemised based on infrastructure provision.

Except for level 1A facilities, which are managed directly by Council, all facility levels will receive a base level of funding in line with their respective classification. This approach now sees all venues provided with a transparent, equitable and realistic amount of subsidy, that is comparable across the network.

The new Risk and Maintenance Subsidy Model will address the challenges and issues identified with the previous approach, providing greater equity to ensure fundamental maintenance requirements can be undertaken adequately through appropriate funding.

The new Model continues to recognise the significant cost savings realised through volunteer and in-kind labour, which dramatically reduces the cost of facility upkeep when compared to direct Council management. Wellington Shire wishes to acknowledge the integral support CoMs and their volunteer base provide to the operation of community venues.

The types of components that will now be subsidised across all community facilities in Wellington under the new Risk and Maintenance Subsidy Model include:



Building Safety

- Fire protection equipment
- Essential Safety Measures
- Testing and Tagging
- Security



Building Maintenance

- Painting
- Gutter cleaning
- Light replacement
- Floor coverings



Building Surrounds

- Open Space areas
- Tree maintenance
- Car parks
- Playgrounds



Playing Surfaces (where applicable)

- Mowing
- Weed control
- Sports lighting globe replacement
- Court maintenance

3.4 Facility Management Plans

In conjunction with the development of the SIP is the delivery of the Facility Management Plan (FMP) that can be used as a collaborative document to guide the direction and performance of community facilities.

The Facility Management Plan aims to be the single strategic document guiding the development of each individual venue, intending to streamline and consolidate all information pertaining to risk management, strategic planning, operational subsidy, participation, reporting, activation and multi-use.



3.4.1 Purpose and Overview

The FMP process aims to assist in the holistic, strategic planning of facilities and to provide support for CoMs by gaining a greater understanding of;

- How well the CoM is performing against other like facilities;
- Outlining CoM and facility expectations according to relevant hierarchy;
- Assist CoMs in striving to achieve more inclusive practices and initiatives, and identify any support required;
- Provide a single document centric to facility operations, management and strategic facility aspirations.

The Facility Management Plan is provided as an appendix to the SIP, and consists of the following outputs;

- **Facility Management Guidelines** - a guide and resource of best practice information for CoMs regarding the operation of community facilities. The Guidelines provide an A-Z resource of information to assist in the completion of the subsequent Facility Management Tool and Plan.
- **Facility Management Assessment Tool** – the Assessment Tool outlines the expected requirements of each facility dependent on their hierarchy level and undertakes a health check to understand current performance. The Tool is designed to be a live document in which Council and CoMs can work together in ensuring elements such as administration, governance, marketing, finance, risk management, participation, inclusion and facility infrastructure aspirations can be monitored and reported on effectively.
- **Facility Management Plan** – the Facility Management Plan takes the outcomes, aspirations and performance measures from the Assessment Tool and creates a comprehensive, high-level document for presentation to stakeholders.

The roll out of Facility Management Plan process will follow the endorsement of the SIP by Council. It is envisioned that facilities identified as requiring the most support will undertake this process first. A scoring matrix will be developed by Council Officers to identify the order of the roll out.

It is acknowledged and recommended that it is not the purpose of the FMP to become a burden for CoM volunteers but is seen as a resource and tool to pursue aspirations and to ensure obligations are being met. The FMP will not only help CoMs meet compliance requirements, but also contribute to the prosperity, vibrancy and viability of facilities over the life of the SIP.

The FMP will supersede any other current strategic documentation for the site including previous WSC Master Plans.

The performance of the FMP will be regularly monitored and utilised by Council when informing opportunities for investment.

The implementation of the FMP will encourage CoMs to work towards mutually agreeable, achievable and measurable goals which ultimately improve asset management and utilisation along with community health outcomes and Council's strategic priorities.





SECTION 4: PRIORITISING PROJECTS

4.1 Prioritisation Framework

Wellington Shire Council, like many other LGAs, has many competing priorities for investment. The development of the SIP aims to assist in creating a clear approach and guide to facility investment, and prioritise those which align closely to its strategic pillars.

Future investment in sporting infrastructure and community facilities will be underpinned by a range of new and existing tools, including:

- Facility Management Plan
- CoM Project Development Framework
- Community Facilities Project Prioritisation Model

Facility Management Plan:

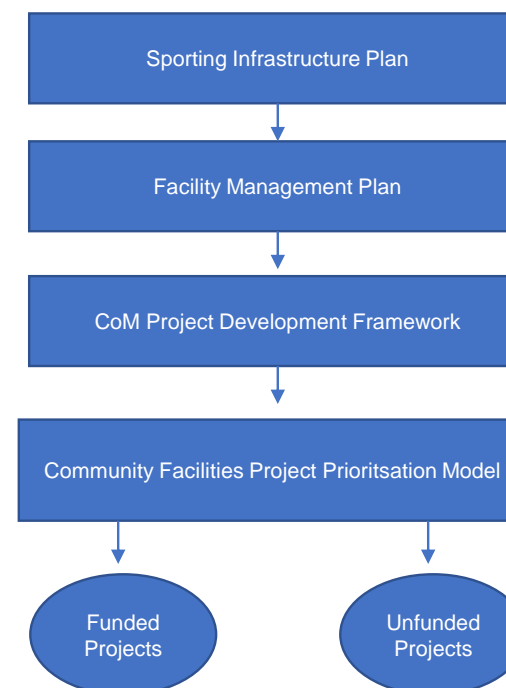
As previously outlined in Section 3.4, the Facility Management Plan (FMP) aims to create a holistic planning document for every community facility, which will be rolled out based on the areas of highest need. In terms of infrastructure investment, the FMP will outline the aspirations of the CoM and facility, however will be done collaboratively with Council Officers, and in a way that reflects its current levels of infrastructure provision and facility performance.

CoM Project Development Framework:

Following the identification of infrastructure requirements in the FMP, the CoM will be required to undertake further planning to gain a robust understanding of project scope and costs. The following CoM Project Development Framework on page 73 outlines the suggested tasks to be undertaken to progress identified infrastructure aspirations. This will ensure project readiness and best chances of investment via Council as well as through external opportunities including the Victorian Government.

Community Facilities Project Prioritisation Model:

A Council led tool for prioritising community projects. These projects will either be identified through WSC's regular asset management processes or through strategic documents such as the Council Plan, SIP, Community Infrastructure Plan and Facility Management Plans. This tool (outlined on page 74) assesses all projects equally based on their individual merit. Projects that are noted within a facility's FMP, are well scoped, and which can clearly demonstrate outcomes that improve accessibility, participation and operational efficiencies will be highly regarded. Investment for the implementation of projects identified will be dependent on funding availability. In many instances, the identification of projects will inform Council's future capital works plans and recurrent budgets where applicable.



4.1.1 CoM Project Development Framework

The following Framework outlines tasks that should guide CoMs in developing project proposals for investment by Council and other stakeholders. The Framework ensure project proposals align to the strategic directions and recommendations within the SIP.

COMPONENT / CAPABILITY		YES	NO	N/A	COMMENT
NEED AND OUTCOME					
1.	CoM has a current Facility Management Plan (FMP) completed in conjunction with WSC that indicates the need for infrastructure development and the requirement to complete the Project Development Framework.				
2.	CoM is successfully implementing and monitoring the FMP and can demonstrate improvements in CoM operation, facility management and active participation.				
3.	CoM has capability to financially co-contribute (financial and/or in kind) to the infrastructure upgrade. Are there confirmed external funding contributions available?				
4.	Facility condition and gaps in compliance with relevant sporting code guidelines have been identified.				
5.	Project outcomes can demonstrate positive impacts on participation and specifically increasing use by junior, female, all-abilities, Culturally and Linguistically Diverse (CALD), Indigenous and other unrepresented groups.				
6.	Project can demonstrate multi-use and/or dual-purpose outcomes. For example, usage outside sport such as a community meeting space, rehearsal venue, a place of refuge or in emergency response situations.				
DESIGN					
7.	Draft concept plans and cost estimates for the infrastructure project(s) have been developed in conjunction with the relevant State Sporting Organisation.				
8.	Infrastructure design development has considered Environmentally Sustainable Design (ESD) initiatives and can demonstrate outcomes such as lower operating costs, reduced emissions and drought tolerance.				
9.	Design development has considered outcomes in relation to the viability and sustainability of the CoM and tenanting clubs as a result of infrastructure investment (e.g. increased operational capacity, addresses safety risk, improves opportunities to generate income through increase usage etc).				
10.	Design development has considered Universal Design Principles that encourage usage of the facility by any person of any ability.				

4.1.2 Community Facilities Project Prioritisation Model

The Community Facilities Project Prioritisation Model is an informing document for the development of the SIP and has been created to provide a consistent approach to the selection and progression of community facility projects.

The methodology aims to clearly outline the principles, criteria and parameters to which projects will be scored and agreed upon. Projects are considered against a specific criteria with associated weightings and will be utilised for a range of identified facility investment activities including maintenance, refurbishment, safety and redevelopment.

Five quantitative and qualitative criteria have been identified to assess against. These criteria align with the 2017-2021 Council Plan and are detailed in the table opposite.

Strategic documentation guiding the identification of projects includes WSC's maintenance and accessibility audits, facility condition summaries and the 2019 WSC Committees' Survey. Future strategic inputs will include the SIP, Community Infrastructure Plan, Early Years Infrastructure Plan, Community Management Facilities Strategy along with Facility Management Plans.

Other influences which will likely see the Model utilised include service planning changes, legislative requirements and community/customer requests.

The identification of infrastructure projects driven by CoMs should appear firstly in their FMP. CoM should then progress to completing the Project Development Framework to ensure a robust project proposal can clearly justify need. Only then should the project be considered within the Prioritisation Model which will allocate a score and recommendation.

No.	Criteria	Assessment Measure (0 = low importance, 100 = high importance)	Weighting
1	Hierarchy Level	Score between 0 - 100	25%
2	Asset Component Importance – Community & Council	Score between 0 - 100	15%
3	Level of Participation and if Maintained or Improved	Score between 0 - 100	20%
4	Efficiency / Compliance / Operational Improvements	Score between 0 - 100	15%
5	Asset Condition Rating	Score between 0 - 100	25%



SECTION 5: RECOMMENDATIONS AND IMPLEMENTATION



Maffra Lawn Tennis Club

5.1 Detailed Recommendations and Implementation Tables

STRATEGIC PRIORITY 1: UPGRADE EXISTING FACILITIES

Prioritise facility upgrades of existing infrastructure where Committees of Management are strategically focused, pro-active, well governed and where broad participation outcomes can be demonstrated.

	RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATOR	DELIVERER	SUPPORTERS
1.1	Utilise the Facility Management Plan (FMP) to deliver better facility and community outcomes. This includes, but is not limited to, improved CoM engagement and governance to enhance access to sport for junior and female participants, better volunteer retention, increased sustainability of sport and sound strategic and financial planning.	Critical	WSC	WSC/CoM	CoM
1.2	Measure the ongoing performance of the FMP to assist Council in identifying operational need. The new information derived from understanding the role and performance of the facility can be used to inform and program recurrent budgets where appropriate.	High	WSC	WSC	CoM
1.3	Implement the mandatory requirement for CoMs to utilise the new Project Development Framework to assist in the progression of project proposals. The principles within the Framework will ensure proposals are well-developed, robust and have sufficient strategic evidence and alignment.	Ongoing	CoM	CoM	WSC
1.4	WSC to prioritise facility investment in conjunction with a well-developed CoM Project Development Framework, Community Facilities Prioritisation Model and Facility Management Plan. Consideration of facility provision ratios provided within this document should also be referenced.	Ongoing	WSC	CoM/WSC	CoM
1.5	Collaborate with stakeholders including State Sporting Organisations (SSOs), Sport & Recreation Victoria (SRV), GippSport and CoMs in facility development planning to ensure infrastructure projects comply with relevant guidelines including all-gender, all-abilities, Universal and Environmentally Sustainable Design.	Ongoing	WSC	WSC, SSOs, SRV, GippSport, CoM	CoM
1.6	Council to maintain a strong relationship with State and Federal funding providers such as Sport and Recreation Victoria and work collaboratively to identify future funding opportunities.	Ongoing	WSC	WSC, SRV, LVA	WSC
1.7	Council to advocate to the Department of Environment, Land, Water and Planning (DEWLP) on issues relating to the management and renewal of facilities on Crown land reserves, including support required for CoMs.	Ongoing	WSC	WSC	WSC/DEWLP

**STRATEGIC PRIORITY 2: SUPPORT
FOR FACILITY MANAGERS**

Increase support and recognition of Committees of Management through new facility hierarchy levels, improved subsidies and resources to support maintenance, facility operation and risk mitigation.

RECOMMENDATIONS		PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATOR	DELIVERER	SUPPORTERS
2.1	Implement the new facility hierarchy model to all sporting facilities on Council and Crown Land in WSC. This will provide a more transparent and equitable approach to understanding the role and function of venues, along with the management and maintenance requirements associated for CoMs.	Critical	WSC	WSC	CoM
2.2	Transition CoMs to the new Risk and Maintenance Subsidy model, working towards improved and sustainable financial viability. In partnership with CoMs, monitor and report on outcomes as a result of subsidy changes, facility hierarchy and greater operational support. Review annually.	Critical	WSC	WSC, CoM	CoM
2.3	Develop new CoM user agreements that provide efficiencies in administration and clarity on roles and responsibilities associated with the occupation of facilities.	High	WSC	WSC/CoM	CoM
2.4	Provide new reporting templates to assist CoMs in ensuring their compliance with Council regulations and guidelines.	High	WSC	CoM	CoM
2.5	Provide updated information regarding maintenance and inspection regimes for high risk activities including, but not limited to, Essential Safety Measures, playing surfaces, sports floodlighting, playgrounds and reserve surrounds.	High	WSC	CoM	CoM
2.6	In partnership with stakeholders, host CoM information forums to build volunteer capacity, particularly in relation to the management, operation and activation of facilities.	Medium	WSC	WSC, Gippsport, SRV	CoM
2.7	Where applicable, transition Section 86 (s86) Committees to incorporated Committees of Management to reduce exposure to Council's risk profile and so Committees can become their own legal entity.	Medium	WSC	WSC, CoM	CoM

**STRATEGIC PRIORITY 3: ACTIVATE
AND BUILD FACILITY CAPACITY**

Invest and seek support for projects that focus on activating and building the capacity of existing facilities to service current and future demand. In areas where participation is low or has ceased, opportunities to rationalise infrastructure should be considered.

	RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATOR	DELIVERER	SUPPORTERS
3.1	Following the implementation of the new facility hierarchy and Risk and Maintenance Subsidy model, work with CoMs to implement and monitor their FMP, focusing on improving activation through multi-use and participation.	High	WSC	WSC/CoM	CoM
3.2	Any increases in demand for sporting infrastructure is to be catered for within existing facilities. Upgrades to existing facilities that increase capacity and utilisation should be prioritised over the development of new infrastructure.	Ongoing	WSC	WSC	CoM
3.3	Should existing facilities not be able to cater for increased demand, new infrastructure development may be considered for the 10 sports identified. Any decision to implement new infrastructure should be considered within the context of current facility provision ratios. There is to be no net gain of sporting infrastructure in Wellington to 2031.	Ongoing	WSC	WSC	CoM
3.4	Following the implementation of the new facility hierarchy and Risk and Maintenance Subsidy, identify individual sporting infrastructure components which are either underutilised or no longer fit for purpose. Auditing of these facilities will collect data to understand facility gaps and areas of non compliance.	Medium	WSC	WSC	WSC
3.5	Work with CoMs to develop plans to activate, renew, repurpose or rationalise underutilised sporting infrastructure components.	Medium	WSC	WSC/CoM	CoM
3.6	Improve Council's data capture and collection methods including the development of participation dashboards and facility auditing tools in collaboration with State Sporting Organisation's (SSOs). This will assist in identifying ongoing participation trends and forecasts and provide input into project prioritisation.	Medium	WSC	WSC	WSC/SSO
3.7	Should rationalisation of underutilised venues or infrastructure components be pursued, Council should utilise the Facility Rationalisation Decision Making Framework. All facility rationalisation should be made in conjunction with broad community consultation.	Low	WSC	WSC	CoM, Community
3.8	Any expansion to facilities for sports outside of the 10 identified within this Plan, or for any facility post 2031, should consider the development of a detailed feasibility study focusing on participation and population projections as well as need and demand. This includes any recommendation for the expansion of the Gippsland Regional Sporting Complex (GRSC) and understanding the role it will play in servicing demand for the region into the future.	Low	WSC	WSC	Community

APPENDICES

Gordon St
Recreation Reserve

Benchmarking Fees and Subsidies

In addition to benchmarking average maintenance costs to LGAs, individual LGA models were also researched. Costs indicated below are per annum.

LGA EXAMPLE 1 Council maintains facilities with a % of maintenance costs charged to user groups						
Hierarchy Levels	Equivalent to	Per infrastructure item cost to Council				Comment
		Oval	Netball Court	Tennis Court	Cricket Nets	
State	State	Case-by-case	Case-by-case	Case-by-case	N/A Council subsidies maintenance to cricket nets and synthetic and turf wickets through a disbursement to local cricket association.	Council maintains all facilities and passes on a percentage of the maintenance costs to user groups. The maintenance costs indicated here are based on a reasonable assumption of infrastructure at each site based on their respective hierarchy levels. Cost listed in the table are per annum.
Regional	Regional	Case-by-case	Case-by-case	Case-by-case		
Community 1	Sub-Regional	\$56,000	\$2,600	\$2,600		
Community 2	District	\$38,500	\$2,600	\$2,600		
Community 3	Local	\$18,500	\$2,600	\$2,600		
Reserve	Passive Reserve	\$7,900	N/A	N/A		

LGA EXAMPLE 2 Council maintains facilities with a % of maintenance costs charged to user groups			
Hierarchy Levels	Equivalent to	Cost to Council per oval only	Comment
State	State	Case-by-case	Council maintains all facilities and passes on a percentage of the maintenance costs to user groups. Costs indicated do not include turf wicket preparation which is an additional charge where applicable. Based on benchmarking, these maintenance costs are considered to be low.
Grade 1	Regional	\$14,000	
Grade 2	Sub-Regional	\$11,072	
Grade 3	District	\$4,728	
Grade 4	Local	\$4,696	

LGA EXAMPLE 3 Council maintains facilities with a % of maintenance costs charged to user groups			
Hierarchy Levels	Facility 1 cost to Council	Facility 2 cost to Council	Facility 3 cost to Council
AFL OVALS 1, 2, 3	\$21,632	\$15,184	\$5,824
SOCCER 1 & 2	\$7,592 per pitch	\$5,329 per pitch	N/A
CRICKET 1 & 2	\$14,560	\$10,220	N/A
BASEBALL 1 & 2	\$10,712	\$7,210	N/A
CROQUET 1 & 2	\$1,560 per court	\$1,050 per court	N/A
HOCKEY 1 & 2	\$4,992 per pitch	\$3,504 per pitch	N/A

LGA EXAMPLE 4 Council maintains facilities with a % of maintenance costs charged to user groups						
Hierarchy Levels	Equivalent to	Per infrastructure item cost to Council				Comment
		Oval	Netball Court	Tennis Court	Cricket Nets	
LEVEL A	Sub-Regional	\$40,000	\$500	\$500	\$1,000	Council works with each user group to determine an agreed level of service for each recreation reserve. Charges are based on per asset cost.
LEVEL B	District	\$23,000	\$500	\$500	\$1,000	
LEVEL C	Local	\$8,500	\$500	\$500	\$1,000	

LGA EXAMPLE 5 Incorporated Committees of Management operate and maintain facilities		
Hierarchy Levels	Equivalent to	Comment
Regional	Regional	Subsidy is calculated for each reserve based on the following formula. 30% of estimated maintenance PLUS % of use PLUS participation subsidy = Council contribution. Participation subsidy is \$4.50 per active participant.
Local	Local	
Sport specific	N/A	

LGA EXAMPLE 6 Incorporated Committees of Management operate and maintain facilities		
Hierarchy Levels	Subsidy	Comment
AFL Venues	\$2,500	Very informal hierarchy which offers nominal subsidy based on sport type. Subsidy is provided to CoM however based on the benchmarking undertaken, this would not be sufficient funding to deliver the required maintenance activities.
Cricket Venues	\$1,500	
Tennis Venues	\$1,000	
Equestrian Venues	\$500	
Event (once off)	\$500	
Passive open space	\$1,000	

LGA EXAMPLE 7 S86 and incorporated Committees of Management operate and maintain facilities			
Hierarchy Levels	Equivalent to	Subsidy	Comment
Level A	Regional	\$2,000	Council provides a nominal subsidy based on the level of facility hierarchy to the CoM.
Level B	Sub-Regional	\$1,700	
Level C	District	\$1,100	
Level D	Local	\$600	
Reserve	Passive Reserve	No subsidy	

LGA EXAMPLE 8 S86 and incorporated Committees of Management operate and maintain facilities		
Hierarchy Levels	Equivalent to	Comment
Municipal	Regional	Council does not provide any subsidy or assistance in the maintenance of these reserve other than the premier recreation facility.
Local	Local	
Neighbourhood	Passive Reserve	

LGA EXAMPLE 9 Incorporated Committees of Management operate and maintain facilities		
Hierarchy Levels	Equivalent to	Comment
No hierarchy levels	N/A	Council does not provide any subsidy or assistance in the maintenance of these reserve other than a small contribution to utilities.

Facility Maintenance Activities

Maintenance of buildings outside of legislated requirements is dependent on the building's age, warranty requirements, level of service and asset management principles. Many LGAs use a guide of 2% Asset Replacement Value (ARV) to understand annual maintenance costs.

For example: Asset value x 2% ARV = Total maintenance cost per annum / \$750,000 x 2% = \$15,000 per annum

Items that should be considered in the responsibility matrix for buildings between Council and CoMs, include:

- Preventative maintenance activities required to maintain applicable warranties for building or equipment
- Reactive maintenance items required to ensure a satisfactory level of upkeep
- Level of risk associated with each activity and a committees' capability to undertake each item

A maintenance plan can vary from building to building with influencing factors including age of facility, standard of infrastructure, hazardous items and CoMs capacity to undertake assigned maintenance activities. Some CoMs will be better placed and resourced than others.

A key asset management question for Council to consider is should any item of building infrastructure that could cause the facility to fail or be non operational be the responsibility of Council or CoMs?

Please note that any future maintenance schedule should seek further advice from Council's Municipal Building Surveyor, asset management department and independent experts.



Essential Safety Measures

The responsibility of undertaking Essential Safety Measure checks currently sits with WSC CoMs. As per the following page, a sample of benchmarked LGAs with a range of facility management arrangements indicate that Council is responsible for undertaking ESM checks. Further advice should be sought on this topic from Council's Municipal Building Surveyor and/or independent expert.

Maintaining the Essential Safety Measures will ensure that the building's important safety systems are working at the required operational level throughout the life of the building.

The Victorian Building Authority (VBA) highlights the following information in relation to Essential Safety Measures:

- Councils have responsibility under the Building Act 1993 (the Act) for the enforcement of building safety within their municipality.
- The municipal building surveyor or chief officer of the relevant fire authority is responsible for the enforcement of the maintenance provisions of the Regulations.
- Building occupiers have an obligation to ensure all exits and paths of travel to exits are kept readily accessible, functional and clear of obstructions.
- Building owners must ensure that an essential safety measure is maintained so that it operates satisfactorily.
- As the building owner, you must prepare an annual essential safety measures report on the buildings essential safety measures. You may authorise an agent, such as a specialist maintenance contractor, to complete the report.
- You must also keep records of maintenance checks, safety measures and repair work so they can be inspected by a municipal building surveyor or chief officer of the fire brigade. You must make these documents and the annual reports available on request after 24 hours' notice has been given.
- Adequate maintenance is the best way to ensure that fire safety systems will operate reliably if an emergency arises. Meeting these requirements will help you have greater knowledge of the safety and condition of your building.
- The Regulations require the building owner to maintain essential safety measures so that they operate satisfactorily. There are different obligations under the Regulations, which depend on when the building was built or when building work occurred on the building.

Source: https://www.vba.vic.gov.au/_data/assets/pdf_file/0004/99220/Essential-Safety-Measures-Maintenance-Manual.pdf

The below LGAs provided the following response to questions asked regarding ESM, building insurance and public liability responsibilities.

LGA name	LGA Classification	Reserve management model	ESM responsibility	Building insurance responsibility	Public liability responsibility
Example 1	Rural	Incorporated Committees of Management	Council	Council	Council
Example 2	Regional	Council managed facilities	Council	Council	User group required to take out own PLI policy.
Example 3	Rural	Incorporated Committees of Management	Council	Council	CoM encouraged to have own PLI however can be covered under Council's policy if required.

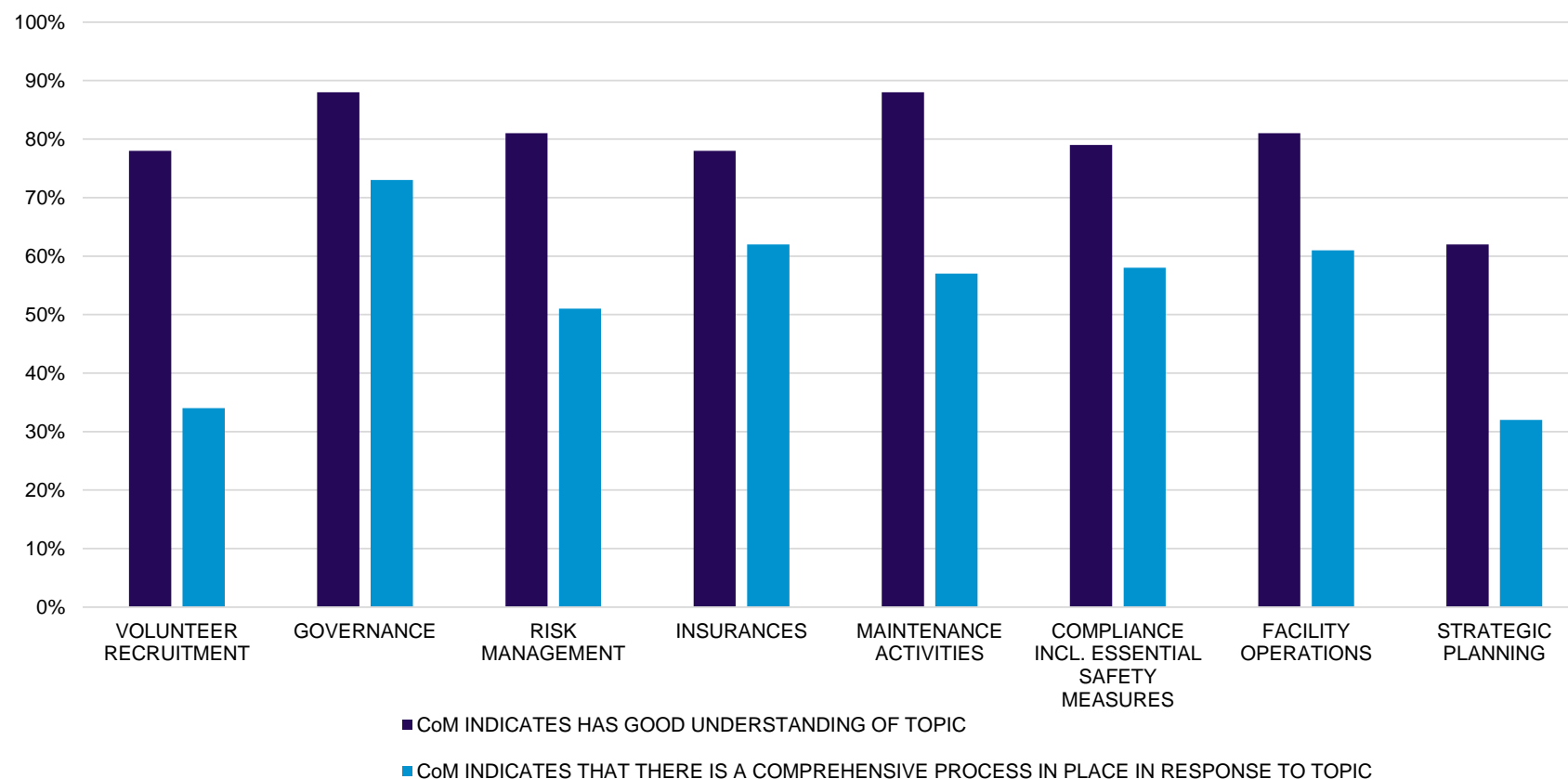
Playing Surface Maintenance Activities

To assist WSC in understanding maintenance activities generally associated with the upkeep of playing surfaces and facilities, benchmarking of industry best practice has been undertaken. There is an opportunity for WSC to further skill volunteers in these areas through training and support to address knowledge gaps. The below represents the ideal maintenance schedule for playing surfaces relevant to facility hierarchy level.

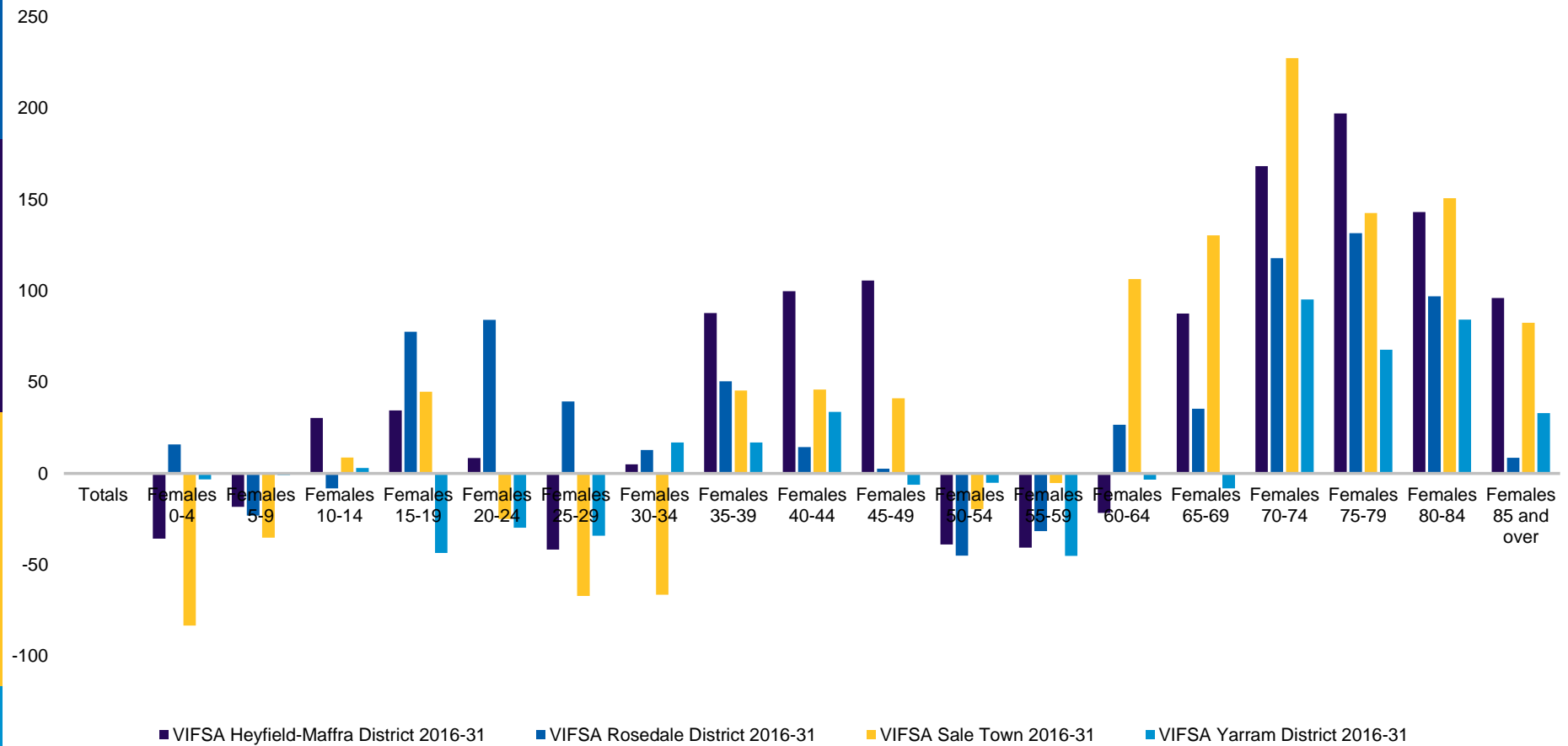
Ground classification	Irrigation	Mowing	Aeration	Fertilise	De-compaction	Over sown	Top dressed	Pest & weed control	Tree maintenance	Path maintenance	Building
Level 1A	Yes	Weekly or more (dependant on events schedule)	Yearly	Every 6-12 weeks	Yearly	Between season	Yearly	Up to 9 times per year	As required by arborist	Renewal program, annual inspection	Building inspection every 2 years
Level 1B	Yes	Weekly	Yearly	Every 6-12 weeks	Yearly	Between season	Yearly	Up to 9 times per year	As required by arborist	Renewal program, annual inspection	Building inspection every 3 years
Level 2	Yes	Weekly	Yearly as required	Every 12-24 weeks	Yearly	Between season	Yearly	Up to 6 times per year	As required by arborist	Renewal program, annual inspection	Building inspection every 3 years
Level 3	Yes – to one surface	Weekly – fortnightly	Yearly as required	Every 12-24 weeks	Yearly	Between season	Yearly	Up to 6 times per year	As required by arborist	Renewal program, annual inspection	Building inspection every 3 years
Level 4	No	Carried out to maintain asset in fit for purpose condition	As required to repair damage	As required to maintain asset fit for purpose	Never	No	As required to maintain asset fit for purpose	Never	As required by arborist	Renewal program, annual inspection	Building inspection every 3 years
Level 5	No	Carried out to maintain asset in fit for purpose condition	As required to repair damage	As required to maintain asset fit for purpose	Never	No	As required to maintain asset fit for purpose	Never	As required by arborist	Renewal program, annual inspection	Building inspection every 3 years

2019 WSC Committees' Survey Summary

The WSC Committees' Survey (2019) received a high response rate from CoMs managing facilities on publicly owned land. The survey elicited a range of responses in relation to key tasks surrounding their operation. The below demonstrates that CoMs mostly have a good understanding of the identified tasks however there is some lack in processes to respond. Processes, procedures and support for CoMs where gaps are identified can be addressed through the development of Facility Management Plans.

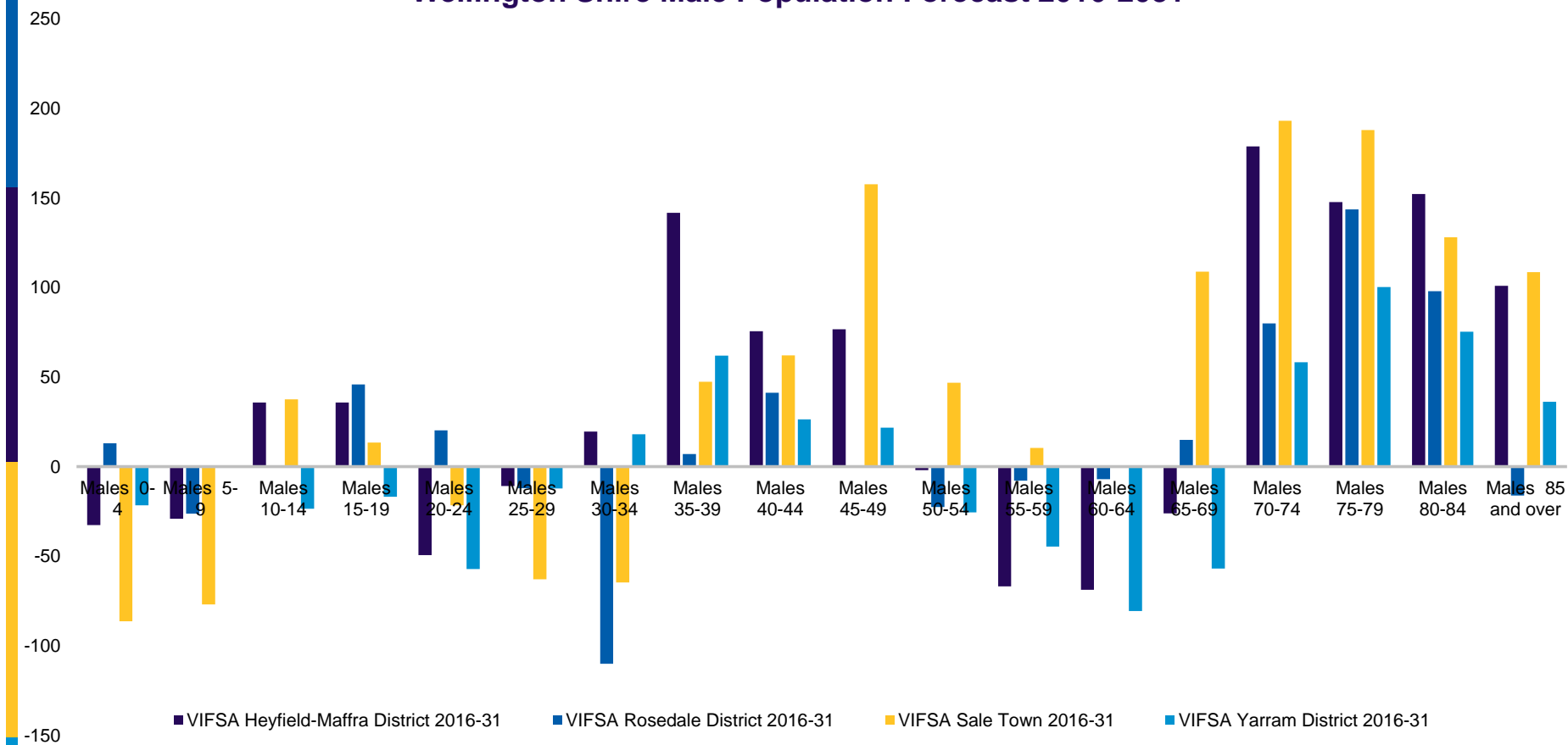


Wellington Shire Female Population Forecast 2016-2031



VIFSA – Victoria in Future Small Area data
 Data source: Victoria in Future Population Projections 2016 to 2056 (July 2019 edition)

Wellington Shire Male Population Forecast 2016-2031



VIFSA – Victoria in Future Small Area data
 Data source: Victoria in Future Population Projections 2016 to 2056 (July 2019 edition)

Summary of population projection graphs

The following is a summary of population projections indicated within the graphs on page 89 & 90.

- The [Victoria in Future](#) Population Projections 2016 to 2056 has been utilised for the forecasting within these graphs and throughout the SIP report.
- The Victoria In Future Small Area (VIFSA) data has been utilised to project population projections by township/district within the graphs and throughout the SIP report.
- The Graph on page 89 indicates the overall trend in population from 2016 to 2031 for females by age cohort and township/district.
- The Graph indicates that the largest age cohort growth in female population to 2031 will be in the 70-84 year old age cohort.
- There will be some decline in population amongst the 0-9 year old female age cohort within most districts to 2031.
- In addition, there will also be some decline in population amongst the 50-64 year old female age cohort.
- The Graph on page 90 indicates the overall trend in population from 2016 to 2031 for males by age cohort and township/district.
- The largest demographic growth will be in the 70-84 age cohort for males from 2016 to 2031. In addition, population growth will also be experienced within the 35-49 year old male age cohort.
- Decline in population within most township/districts in the 0-34 year old male cohort will be experienced to 2031.
- Demographic influences on sport can be found on page 18 of this report.

Individual infrastructure components within each overall hierarchy facility level are classified as follows.

Gippsland Regional Sports Complex	1A
Indoor Courts	1A
Outdoor Netball	1A
Synthetic Hockey Field	2
Cameron Sporting Complex	1B
Stadium	1B
Main Oval	2
Other Ovals	4
Hockey Fields	5
Baldwin Recreation Reserve	2
Main Pitch	2
Western Pitch	3
Northern Pitch	4
Briagolong Recreation Reserve	2
Main Oval	2
2 nd Oval	4
Tennis	3
Equestrian	3
Gordon Street Recreation Reserve	2
Main Oval	2
2 nd Oval	4
Indoor Court	3
Tennis	4

Netball	3
Maffra Lawn Tennis	2
Maffra Recreation Reserve	2
Main Oval	2
Netball	2
Non-sporting facilities	3
Rosedale Recreation Reserve	2
Main Oval	2
Netball/Tennis	3
2 nd Oval	4
Sale Oval	2
Main Oval	2
Netball	2
Stephenson Park	2
Tennis	1B
Main Oval	2
Netball	3
Rotary Reserve	4
George Wilson Reserve – Baseball	3
George Wilson Reserve – Cricket	4
Croquet	3

Individual infrastructure components within each overall hierarchy facility level are classified as follows.

Stratford Recreation Reserve	2
Main Oval	2
Netball	3
Yarram Recreation Reserve	2
Main Oval	2
Netball	2
Other facilities	3
Boisdale Recreation Reserve	3
Main Oval	3
Netball	3
Cowwarr Recreation Reserve	3
Main Oval	3
Netball	3
Tennis	5
Hall	4
Gormandale Recreation Reserve	3
Main Oval	3
Netball	3
Lions Park	3
Athletics	3
Tennis	5

Longford Recreation Reserve	3
Main Oval	3
Tennis	3
Hall	4
Meerlieu Recreation Reserve	3
Main Oval	3
2 nd Oval	4
Hall	4
Nambrok Recreation Reserve	3
Main Oval	3
Tennis	4
Netball	4
Hall	4
Pinelodge	3
Tennis	3
Oval	4
Woodside Recreation Reserve	3
Main Oval	3
Netball	3
Wurruk Recreation Reserve	3
Main Oval	3

Individual infrastructure components within each overall hierarchy facility level are classified as follows.

Alberton West Recreation Reserve	4
Main Oval	4
Netball	5
Charles St Reserve	4
Denison Recreation Reserve	4
Maffra Croquet Club	4
Rosedale Racecourse Reserve	4
Speedway Club Rooms	4
Pony Club Rooms	4
Rifle Club Rooms	4
Golf Club Rooms	5
Rosedale Stadium	4
Stead Street Recreation Reserve	4
Veronica Maybury Recreation Reserve	4
Walpole Stadium - Yarram	4
Won Wron Recreation Reserve	4
Yarram Indoor Sports Centre	4

Avon Indoor Sports Centre	5
Biginwarri Recreation Reserve	5
Dargo Recreation Reserve	5
Devon North Recreation Reserve	5
Kilmany Recreation Reserve	5
Main Oval	5
Hall	4
Newry Recreation Reserve	5
Main Oval	5
Netball	5
Port Albert Tennis Courts	5
Seaspray Recreation Reserve	5
Tennis	5
Hall	4
Tarraville Recreation Reserve	5

Wellington Shire Community Infrastructure Plan 2021 - 2031



Image: Live at the Bundy, Bundalaguah-Myrtlebank Hall

ACKNOWLEDGEMENT

Wellington Shire Council would like to acknowledge and thank everyone who has contributed to the development of the Community Infrastructure Plan. In particular, we would like to thank everyone who participated in the consultation and engagement program including:

- Representatives from the many committees of management and local community organisations responsible for managing and activating community infrastructure in their local communities
- Community members living in Wellington Shire
- Key agencies and organisations including DELWP, Central Gippsland Health, Yarram and District Health Service, neighbourhood houses, community centres and local schools.
- Council officers.

The Community Infrastructure Plan has been prepared for Council by Planning for Communities Pty Ltd.

VERSION CONTROL

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Executive Summary



Image: Strzlecki Stringbusters at Valencia Creek Hall

The Plan

The Community Infrastructure Plan has been developed to assess the capacity of existing community infrastructure in Wellington Shire to strengthen community wellbeing, identity and resilience.

Community infrastructure is highly valued by the community and plays a critical role in the life of individuals and communities throughout Wellington Shire, providing opportunities to engage in community life, to access services, activities and programs, and helping to build friendly and safe communities, and to strengthen community identity and resilience. While this Plan focuses upon

- Public halls
- Neighbourhood houses / community centres
- Men’s sheds
- Senior citizens centres
- Clubrooms both sporting and non-sporting
- Museums, theatres and art galleries
- Libraries

it is acknowledged the community uses many different places and spaces throughout Wellington Shire and this is captured in the Plan. It is also important to note while sporting clubrooms are captured through this Plan, they are examined in more detail in the Sporting Infrastructure Plan.

The Community Infrastructure Plan explores the current and future community infrastructure needs across seven districts in the Shire of Wellington including:

- Loch Sport to Seaspray and district
- Heyfield and District
- Maffra and District
- Rosedale and District
- Sale and District
- Stratford and District
- Yarram and District.

Existing Community Infrastructure

In total 179 community infrastructure buildings and facilities have been considered as part of the Community Infrastructure Plan. While public halls and sporting clubrooms make up the vast majority of community infrastructure as defined by this Plan, a number of other facilities have been considered because they have been identified by the community as places where key community activities and programs occur. This includes stadiums, visitor information centres and other facilities such as former Council depot sites, historic buildings, surf clubs, heated swimming pools etc.

Community Infrastructure Type	Number
Public hall	52
Neighbourhood house / community centre	11
Men's shed	9
Senior citizens building	4
Clubrooms – sporting	54
Clubrooms – non-sporting	7
Museums, theatres, art galleries	10
Libraries	6
Other	
Stadium	7
Visitor Information Centre	5
Surf Clubs	2
Other	12
TOTAL	179

Community infrastructure is largely managed by community-based committees of management in Wellington Shire and consequently there is significant variability the way they are managed and activated. Volunteer resourcing capacity, the extent of linkages to local communities, and the size and capacity of communities are all key influences. The ability of committees of management to understand and respond to community needs and to plan for the future is highly variable.

Wellington Shire has an extensive array of community infrastructure that supports the community and, in some cases, provides more infrastructure than the community may need. **There are many opportunities to change or improve infrastructure to respond more effectively to community needs and increase the use and activation of community places and spaces.** Key opportunities involve:

- Improving the functionality and accessibility of buildings to ensure they are fit for purpose and are inclusive for all members of the community.
- Consolidating community infrastructure to central locations.
- Talking with local communities about the future use and management of community infrastructure, particularly where communities no longer have the capacity and interest to support it.

Summary of Key Issues and Findings

The extent of use community infrastructure receives is variable and is linked to the population size, the proximity to other like infrastructure, the condition of the infrastructure and the community interest in activating spaces. **Generally, a population catchment of at least 200 people is required** for community infrastructure to be actively managed and regularly used in Wellington Shire.

Just over 70% of the community infrastructure is considered to be fit for purpose. Nearly 25 percent of buildings are identified as being in poor condition, requiring improvement works to make them fit for purpose, and the remaining 5 percent have secured funding to implement improvement works.

The community values existing community infrastructure and believes it must be maintained, to ensure it does not fall into disrepair and to support its continued use.

The vast majority of community infrastructure primarily has a local role. Around 25 percent have a district role and 6 percent have a regional or Shire wide role. A high number of facilities with a regional or Shire wide role are located in Sale. District level facilities are spread across the 7 districts, with a high proportion located in Yarram and Sale.

Most community infrastructure is managed by community-based committees of management and there is **significant variability in the capacity of communities to manage and activate community infrastructure.** In some communities, focus is needed upon increasing capacity, resilience and collaboration, to help facilitate increased use of community facilities and increase the program and activity offerings.

Older members of the community and people without children are more likely to access activities and facilities in their local community. People with children and those who work or study outside their local community, are more likely to access activities and facilities away from where they live, this is particularly where people live in smaller communities away from regional centres such as Sale, Maffra or Yarram.

Many people in Wellington Shire have access to community activities, service and infrastructure in communities within 10 – 15 minutes' drive of their home. But poor public transport and road user safety concerns are key barriers to community members being able to safely access services, community facilities, employment and education opportunities.

Increasing the availability of information about community facilities and the activities they offer to local residents, the wider community and visitors to the community is a key opportunity.

Outdoor places and spaces are highly valued and extensively used including parks, sporting reserves, playgrounds, walking and cycling tracks and trails. They are also some of the infrastructure the community would most like to see improved. Activities are trending to being held outdoors while COVID restrictions impact on uses of indoor spaces.

Poor universal accessibility and a lack of inclusion are key barriers for community members accessing places and spaces. Specific issues of concern are a lack of inclusive, safe and welcoming spaces for young people, the limited universally accessible play spaces and experiences for children, and the high cost of fees and charges for some community facilities. Establish a rolling program to improve universal access across all facilities.

The **increasing number of older adults in the community** is likely to result in reduced demand for sporting infrastructure, increased demand universally accessible spaces and for programs and activities to reduce social isolation and support people to remain active.

There is a significant need for improved supports, services and places for children and young people. Particularly improved mental health services, more places that are welcoming, comfortable and safe for young people, and activities that are not sport related and will engage children and young people.

Existing supports for committees of management are valued but increased supports are needed to reduce the administrative burden of managing facilities, strengthen volunteer involvement in communities and **increase the co-operation and networking between committees of management and community organisations** to share resources, facilities and knowledge.

The visitor economy and the impact of the Covid-19 pandemic is a key area of concern for the community. There is also opportunity for greater consideration of how community infrastructure can support the visitor economy in Wellington Shire e.g. improvements, outdoor spaces in communities where high visitation occurs. It is also important to understand any paradigm shift as a result of the COVID-19 pandemic impacting on how facilities are used into the future.

Opportunities to integrate or co-locate facilities and services should be pursued in response to the high provision of community infrastructure, the aging population, and the community outcomes that can be achieved through co-location and integration.

The community would like the **communication between Council and community organisations to be strengthened** and for Council to consult and engage with the community more effectively, actively listening to understand their needs.

High Level Findings by District

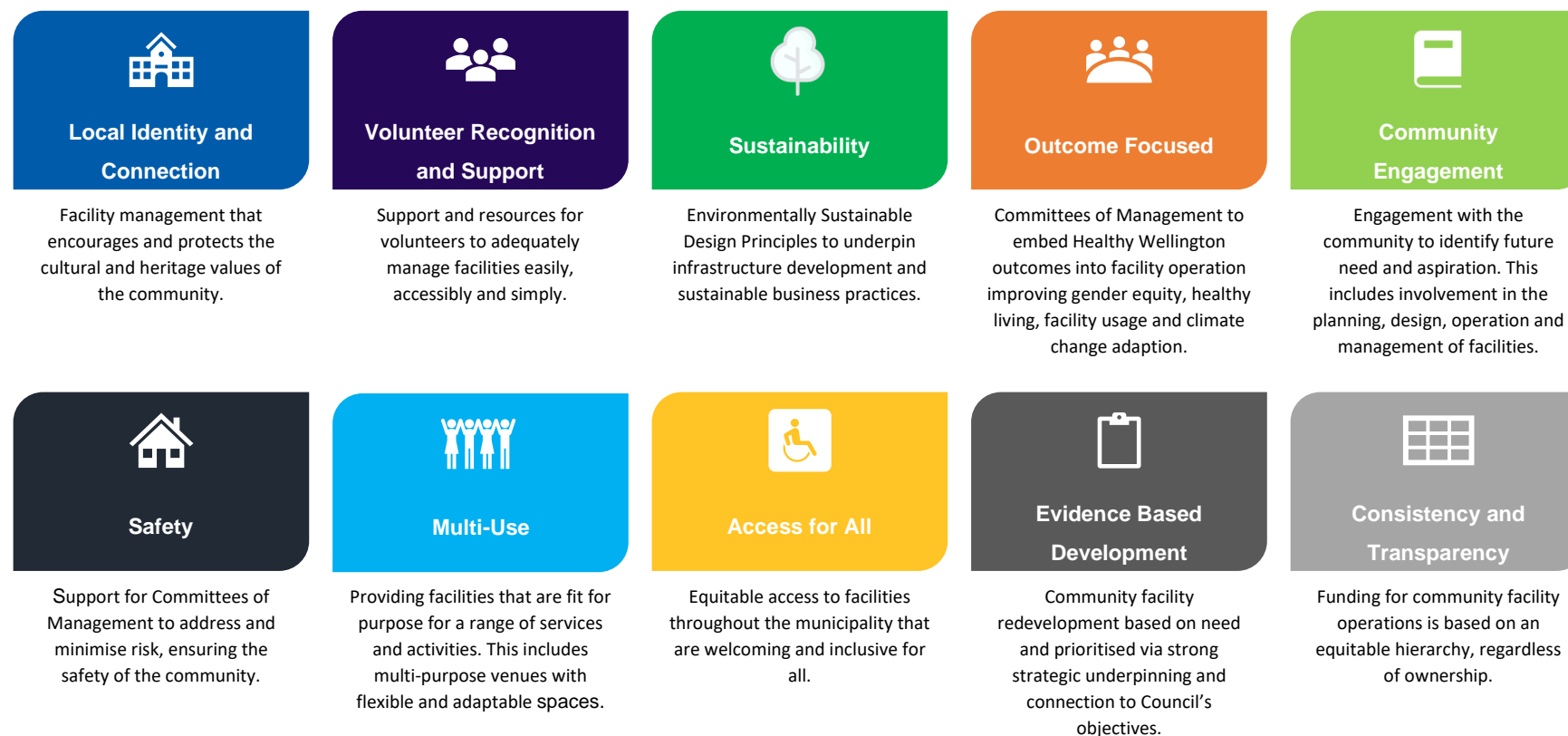
Loch Sport to Seaspray and district	With a small and aging population, the opportunity to respond more effectively to community needs in the Loch Sport to Seaspray and district lies in consolidating or upgrading some infrastructure and taking a different approach to the management and activation of some community facilities.
Heyfield and District	With a steadily growing population there is likely to be increased demand for community infrastructure and services in Heyfield and District. While there is an extensive range of existing community infrastructure, key opportunities to respond more effectively to the needs and capacity of the community will be through pursuing initiatives to upgrade existing infrastructure to ensure it is fit for purpose, co-locating and consolidating services, activities and facilities, increasing the capacity of services where needed, and investing in community development and capacity building initiatives.
Maffra and District	While there is extensive community infrastructure across Maffra and District, the quality and location of the infrastructure means changes will be needed to ensure it responds more effectively to the needs and capacity of the community. Opportunities lie in pursuing initiatives to co-locate and consolidate services, activities and facilities, and investing in community development and capacity building initiatives.
Rosedale and District	With very modest population growth projected for Rosedale and District, having quality, accessible community infrastructure will be critical to supporting population retention. The district has a substantial range of community infrastructure and there is significant opportunity to increase its activation and use. In addition, there is a need to strengthen the capacity of the Rosedale community to be more actively engaged in community life and increase co-operation between community organisations and committees.
Sale and District	The Sale, Wurruk and Longford Structure Plan identifies key residential developments in Longford and Wurruk that will drive increased demand for community infrastructure in these communities, but they will be of a local scale, because of the size of the community and the close proximity to Sale. The North Sale Development Plan also identifies key residential developments in North Sale, that will drive increased demand for community infrastructure in Sale. With an extensive array of existing facilities in Sale, opportunities to better respond to community need both in Sale and across the wider district lie in pursuing co-location, integration and consolidation of infrastructure and supporting increased activation of existing infrastructure.
Stratford and District	With consistent population growth, there is likely to be increased demand for community infrastructure. Stratford and District has an extensive range of existing community infrastructure much of which is underutilised, particularly in Stratford itself. This means the key opportunity for Stratford and District is to explore co-location, consolidation and integration options.
Yarram and District	Yarram and District has an extensive array of community infrastructure which is important because of the distance from other district or regional level services and facilities, and the high levels of disadvantaged in Yarram and many of the smaller communities. With modest population growth projected, there is likely to be minimal increase in the overall demand for community infrastructure, and with a significant increase in older adults and declining younger populations projected, the viability of community infrastructure will be impacted, especially in smaller communities. Opportunities to respond more effectively to community needs in Yarram and District include exploring co-location, consolidation and integration options, increasing the capacity, accessibility and inclusiveness of services, programs and infrastructure in Yarram, and identifying ways to respond to the transport disadvantage people living in the district experience.

Strategic Framework

Future decision making about the provision, management, activation, and investment in community infrastructure will be guided by:

- Guiding Principles
- Priority Areas
- Facility Hierarchy
- Risk and Maintenance Subsidy Model
- Project Prioritisation Model.

The Guiding Principles are:



PRIORITY AREAS	
Priority Area 1	Inclusive Community Places Prioritise infrastructure, program and service improvements which will increase the inclusiveness and accessibility of community places and spaces.
Priority Area 2	Sustainable Communities Prioritise initiatives which will improve the social, environmental, and economic sustainability of community infrastructure and communities.
Priority Area 3	Community capacity and engagement Actively support committees of management, facilitate volunteering and have transparent discussions with communities about aspirations and planning for community infrastructure.
Priority Area 4	Advocacy and partnerships Take an active role in advocating for and partnering with others to deliver initiatives and changes which will improve access to community infrastructure and strengthen communities.
Priority Area 5	Diverse settings and experiences Prioritise community infrastructure that supports diverse activities, services and experiences and responds to the needs of local communities and catchments.

Recommendations

Priority Area 1 Inclusive Community Places		Prioritise infrastructure, program and service improvements which will increase the inclusiveness, accessibility and safety of community places and spaces.
1.1	Upgrade community facilities where the physical condition and accessibility has been identified as a key constraint in responding to community need.	
1.2	Support Committees of Management to make it easier for the community to use and activate community facilities.	
1.3	Support Committees of Management to implement inclusive practices responding to the diversity within communities.	
1.4	In partnership with young people, facilitate increased access to spaces that are free, safe and welcoming for young people.	
1.5	Improve the quality, accessibility and safety of play experiences in Wellington Shire.	
1.6	Develop pathways and linkages that support people to be physically active and move easily and safely around local communities and between towns.	
Priority Area 2 Sustainable Communities		Prioritise initiatives which will improve the social, environmental, and economic sustainability of community infrastructure and communities.
2.1	Actively pursue projects which will deliver co-located or integrated facility, activation and service outcomes.	
2.2	Consider closing facilities or ceasing to support the operation of facilities where community infrastructure is in poor condition, receives limited use and community capacity to activate the facility is low.	
2.3	Facilitate stronger collaboration between health services providers and Community Centres and Neighbourhood Houses.	
2.4	Encourage and support co-operation between committees of management and between community organisations to share resources, facilities and knowledge, and undertake joint programming initiatives.	
2.5	Invest in projects which will increase the financial viability, environmental outcomes and the use and activation of community infrastructure.	
2.6	When investing in new or upgraded community infrastructure, fully assess and understand the impact upon like infrastructure in the surrounding area, and identify strategies to respond to these impacts.	
2.7	When investing in the development or activation of community infrastructure, pursue initiatives which will support or strengthen the local or regional economy.	

Priority Area 3 Community Capacity and Engagement	Actively support committees of management, facilitate volunteering, encourage activation, and have transparent discussions with communities about aspirations and planning for community infrastructure.
3.1	Examine options for resourcing committees of management to support the activation of community infrastructure in response to identified community needs.
3.2	Identify strategies to reduce the administrative burden for committees of management and community organisations.
3.3.	Develop Facility Management Plans to capture the aspirations of local communities and identify priorities for community infrastructure.
3.4	Actively involve the community in decision making about the future of community infrastructure.
3.5	Examine options to integrate or consolidate committees of management where duplication is evident and volunteer capacity is declining.
3.6	Take an active role in strengthening the capacity of communities and committees of management to increase the activation of community facilities and respond effectively to community needs.
3.7	Improve the availability and quality of information about community facilities and the activities they offer to local residents, the wider community and visitors to the community.
3.8	Develop strategies to improve the communication between Council and community organisations and committees of management.
Priority Area 4 Advocacy and Partnerships	Take an active role in advocating for and partnering with others to deliver initiatives and changes which will improve access to community infrastructure and strengthen communities.
4.1	Advocate to State and Federal Governments to increase the availability and flexibility of the public transport network in Wellington Shire.
4.2	In partnership with government and community agencies, strengthen the community transport options available to the Wellington community.
4.3	Advocate to State and Federal Governments to improve the road network between towns (particularly between Yarram and Sale).
4.4	Advocate to State and Federal Governments (particularly DELWP) to increase funding for the upgrade and development of community places and spaces in response to community need.
4.5	Advocate to State and Federal Governments to improve the telecommunications network in Wellington Shire with a focus on communities where connectivity is poor or non-existent.

Priority Area 5 Diverse Settings and Experiences	Prioritise community infrastructure that supports diverse activities, services and experiences and responds to the needs of local communities and catchments.
5.1	Encourage and facilitate activities for children and young people in Wellington that are not sport related.
5.2	Support committees of management to develop unique or niche offerings to attract use and visitation from outside their local community.
5.3	Enable, support and advocate for small and isolated communities to receive the right support to allow them to respond effectively to community needs.
5.4	Support increased use of community infrastructure owned or managed by community agencies and organisations and school sites.
5.5	Invest in high quality outdoor community infrastructure including parks, playgrounds, sporting reserves, walking and cycling tracks and trails in recognition of their importance to the Wellington community and their value in supporting health and wellbeing.

SECTION 1: Introduction



Image: Briagolong Mechanics Institute Hall

1.1 What is Community Infrastructure?

In broad terms **community infrastructure** is any public place or space the community chooses to spend time to recreate, exercise, play, learn, socialise with family or friends, practice a hobby or skill, watch a performance or activity, see an exhibition, or attend a meeting, function or event.

There are many public places and spaces in Wellington Shire where these activities occur including parks and playgrounds, beaches, walking and cycling trails, swimming pools, neighbourhood houses and community centres, libraries, sporting facilities, arts and cultural venues, early years facilities, schools, cafes, restaurants or pubs, community halls and men's sheds.

While the Community Infrastructure Plan has focused upon particular types of public places and spaces, there is very clear acknowledgement the community participates in activities, and accesses services and programs in many different places and spaces throughout Wellington Shire and the region. The Community Infrastructure Plan focuses upon:

- Public halls
- Neighbourhood houses / community centres
- Men's sheds
- Senior citizens centres
- Clubrooms both sporting and non-sporting
- Museums, theatres and art galleries
- Libraries.

1.2 Why a Community Infrastructure Plan?

The preparation of a Community Infrastructure Plan demonstrates Council recognises **the important role of community infrastructure in enhancing community life and in strengthening community resilience and identity**. Council has a strong commitment to empowering communities to manage and activate community buildings and places, and in recent years have undertaken extensive consultation and planning to ensure community infrastructure responds effectively to the needs of the community.

The Community Managed Facilities Strategy 2020 – 2025 provides important guidance about how Council will support the management and operation of community facilities. The Community Infrastructure Plan, along with the Sporting Infrastructure Plan and the Early Years Infrastructure Plan, provide Council with a clear assessment of existing infrastructure and the value and importance of it to local communities. Vitally, the Community Infrastructure Plan identifies how public places and spaces may need to be changed or improved:

- To increase activation
- To support the community more effectively
- To deliver more sustainable approaches to the provision and management of community infrastructure.

1.3 Scope of the Plan

The Community Infrastructure Plan is **underpinned by extensive research** about:

- The strategic and policy context for the provision and operation of community infrastructure in Wellington Shire
- Best practice approaches to community infrastructure
- The demographic profile of the Wellington community
- The community infrastructure available in Wellington Shire, its condition, activation and location
- An assessment of current and future demand for community infrastructure in Wellington Shire
- The results of an extensive program of consultation and engagement with the Wellington community and key stakeholder agencies to understand what and how the community accesses community infrastructure, what they value about it, what impacts on their ability to access it, and their aspirations, ideas and priorities for improving community infrastructure.

A summary of the research outcomes is provided as part of this document, and a Consultation Report and a Background Report are provided as separate documents.

The Plan considers the current and future community infrastructure needs across seven districts in the Shire of Wellington. These are:

- Loch Sport to Seaspray and district
- Heyfield and District
- Maffra and District
- Rosedale and District
- Sale and District
- Stratford and District
- Yarram and District.

The Plan identifies guiding principles, five priority areas and recommendations to assist Council to respond to current and emerging community needs for community infrastructure.

SECTION 2: Strategic and Community Context



Image: Cowwarr Hall

2.1 Best Practice in Community Infrastructure Planning

Local government has placed increased emphasis in recent years on community infrastructure planning and management. This has been for several reasons including:

- It represents prudent financial management as property and buildings along with roads comprise the majority of a Council's assets. There have also been increased requirements in asset management and reporting from the sector by State and Federal Governments.
- Active management of community infrastructure contributes to a Council's overall financial and environmental sustainability objectives.
- growth and change results in changing community needs and it is a fundamental role of local government to ensure that services and facilities meet community needs.
- Broader societal change in Australia including changing work patterns resulting in different patterns of volunteerism e.g. more families where both parents are working and have less time available to volunteer, increased use of digital technology in booking and managing facilities and higher expectations about the quality of facilities and experiences available for communities.

The approach of local governments is highly variable with some taking a sophisticated and responsive approach, particularly in growth areas, where many focus on development contributions plans. Others see infrastructure management in purely financial terms. The significant variability is influenced by a range of factors including the approach of State Government authorities towards planning for community infrastructure, the size and growth patterns of communities, the location of communities (i.e. metropolitan, peri urban or regional settings), the financial capacity and the strategic priorities of local governments and communities.

Wellington Shire Council has invested significantly in planning for community infrastructure in recent years, ensuring decisions are based upon evidence and are consistent with Council priorities. Council's strategic approach considers community needs and aspirations along with environmental and financial factors. It acknowledges the needs of different communities depending on their size and location, the specific profile and circumstances of the community, and the proximity to other towns and regions.

Typically, where community infrastructure plans or frameworks have been developed by councils, they involve:

- An audit of existing infrastructure including its effectiveness in meeting community needs
- An assessment of the current and future demographic profile of the community
- Application of a hierarchy to define the quality, use and capability of various facilities
- An assessment of provision and need for community infrastructure by geographic precinct.
- Preparation of guiding principles to assist in setting priorities.

Examples of the guiding principles applied by councils in relation to community infrastructure include:

- Planning precincts based on communities of interest / a place-based approach.
- Shared use of facilities / integrated service and facility offerings.
- A network approach i.e. considering how facilities are designed, located and managed to complement existing community facilities and spaces.
- Integrated planning with other levels of government, the private sector, community organisations and the community.
- Enhancing community experience and the activation of spaces.

These principles are very consistent with the approach Wellington Shire Council has taken in planning for community infrastructure and will underpin this Community Infrastructure Plan.

2.2 Strategic Context

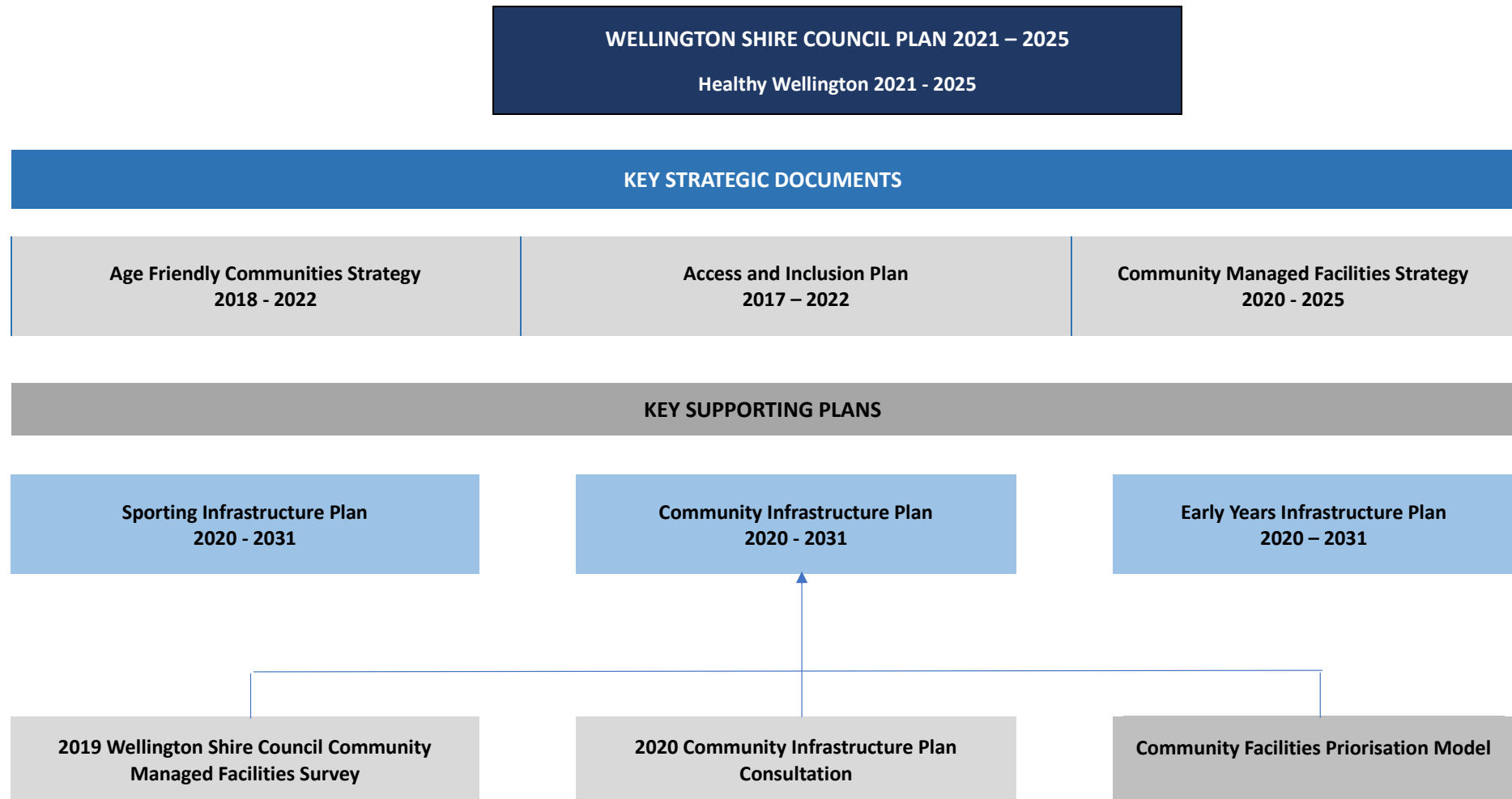
The Community Infrastructure Plan supports the directions of key Council plans and strategies such as Wellington 2030, the Council Plan 2021 - 2025, Healthy Wellington, and the Access and Inclusion Plan. Throughout these and other Council plans and strategies, there is consistency in the priorities Council and the community have identified and a strong acknowledgement of the importance of community infrastructure to the health and wellbeing of the Wellington community. Wellington Shire Council has:

- A broad commitment to enhancing community life, the provision of services and facilities that respond to community needs, and a commitment to principles of equity.
- A consistent awareness of the important role community facilities play in building a friendly and safe community and in strengthening community identity.
- A clear understanding of the role of community facilities in building community resilience in small towns and in communities experiencing change, by providing places for community activity and celebration.
- A strong commitment to the principles of access and inclusion and valuing diversity within the community. Council recognises that factors such as location, access and functionality of community facilities must be considered in a consistent way to ensure equity.

In addition to these broad priorities and acknowledgement of the value of community infrastructure, Council has undertaken extensive planning about community infrastructure in recent years including development of a Community Managed Facilities Strategy, a Sporting Infrastructure Plan and Early Years Infrastructure Plan. These, along with plans such as the Public Open Space Strategy provide important guidance about priorities for community infrastructure including:

- A preference for shared use of facilities and / or the promotion of co-location and services integration to both manage resources effectively, and to enhance the accessibility of community services.

- The need to maximise the potential of existing assets prior to seeking to develop new facilities, and the use of business cases to assess the current and potential use of a facility, its role in the community, proximity and alternatives available.
- Clarity about governance arrangements including land tenure, occupancy agreements, maintenance accountabilities, fees and charges and decision-making processes.
- An awareness of the challenges associated with seasonal facilities and the need for Council to support community managed facilities.
- The application of hierarchies to structure different levels of facility provision. Factors such as the location of existing infrastructure, residential population densities and the nature and extent of use occurring or envisaged, are key determinants of how facilities are categorised.
- A high level of commitment to the natural environment and the challenges posed by climate change is evident, along with the broader notion of sustainability and the necessity to use scarce community resources wisely.



2.3 Community Profile

Located in the Gippsland region of Victoria, the Shire of Wellington covers an area of 10,924 square kilometres and is made up of over 30 different communities. The Shire extends from the Great Dividing Range and Victoria's High Country, through rich irrigated flats and some of the most productive grazing land in Australia to the internationally significant Gippsland Lakes and Wetlands and the Ninety Mile Beach and Bass Strait.¹ As notes previously, the Community Infrastructure Plan examines community needs across 7 districts shown in .

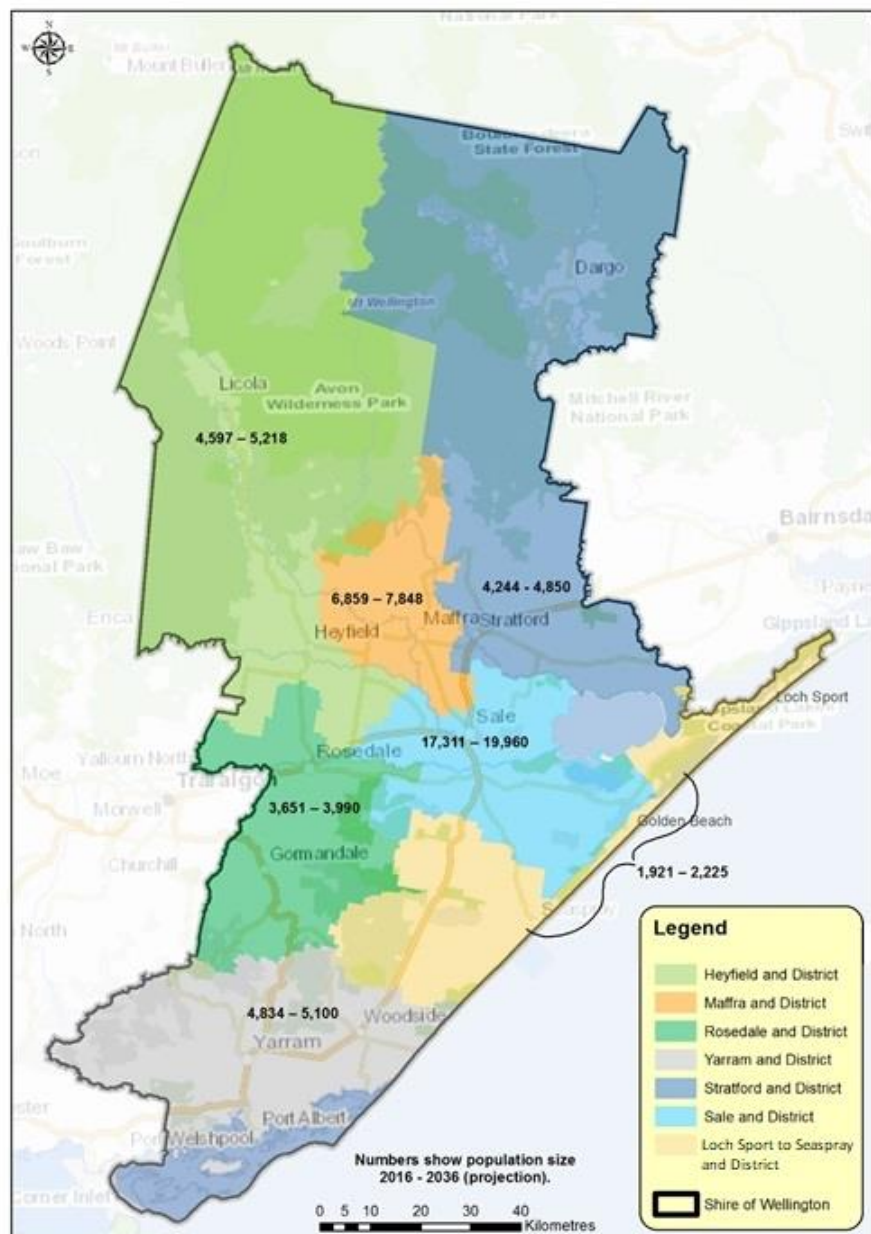



Diagram 1: Map of Wellington Shire and the 7 planning districts, and population size 2016 - 2036

¹ Wellington Shire Council, 2020, Our Organisation. Available online: <https://www.wellington.vic.gov.au/category/our-organisation>

Overall, Wellington Shire is characterised by:


- **Consistent population growth** with the largest growth expected to occur in Sale (including Wurruck and Longford), Stratford, Maffra, Heyfield and some of the Coastal communities.
- **An increasing number of people aged 70 years and older**, with the number of people in this age cohort expected to almost double between 2016 and 2036.
- **A declining number of younger people** particularly those aged 0 – 9 and 20 – 24 years, although there is some variation in the different districts. For example, there is notable decline projected in Yarram and District population aged between 0 and 29 years, whereas in Heyfield and District, the decline is expected to be highest for those aged 0 – 9 and 55 – 64 years.
- **An increasing number of people living alone** and, in some communities, **a high proportion of people with a disability**. This is consistent with the increasing number of older people in the community.
- **An increasing number of single parent families**, particularly in Rosedale and district.
- **Variable levels of disadvantage across different districts and townships**. For example, nearly 70 percent of the towns in Yarram and District experience high levels of disadvantage, whereas in Stratford and District, only one small community experiences high levels of disadvantage.

Wellington Shire




43,417 – 48,922

Wellington Shire population
2016 - 2036




Older Persons

The no. of residents aged 70
years or older to increase by 84%




Younger Persons

Especially those aged 0 - 9 years and
20 – 24 years



Lone Person Households

Projected to increase by 33%



Single Parent Families

Projected to increase by 16.5%

Area	SEIFA
Wellington	974.0
Regional Vic	977.0
Victoria	1046.3

Disadvantage

Wellington experiences similar levels
of disadvantage to regional Victoria

District	Total Population 	Increases in Specific Age Groups 	Decreases in Specific Age Groups 	Lone Person Households 	Single Parent Families 	SEIFA Index of Disadvantage <div>Wellington 974.0</div>
Loch Sport to Seaspray and district	1,921 – 2,225 15.2 % pop. growth between 2016 - 2036	Older Persons No. of residents aged 70 years or older projected to increase by 83%	25 – 34 Yrs Pop. decline expected to be most notable in those aged 25 – 34 years	Increasing Notably Single person households projected to increase by 32%	Increase Projected to increase by <i>more</i> than Wellington Shire (20% v 16.5%)	<div>Loch Sport 816</div> <div>Paradise B. 824</div> <div>Golden B. 830</div> <div>Seaspray 926</div> <div>High levels of disadvantage</div>
Heyfield & District	4,597 – 5,218 13.9 % pop. growth between 2016 - 2036	Older Persons No. of residents aged 70 years or older projected to increase by 86%	0 – 9 & 55 – 64 Yrs Pop. decline is expected to be highest for those aged 0 – 9 and 55 – 64 years	Increasing Notably Single person households projected to increase by 34%	Increase Projected to increase by <i>more</i> than Wellington Shire (21.6% v 16.5%)	<div>Heyfield 929</div> <div>Heyfield township has higher levels of disadvantage than Wellington Shire</div>
Maffra & District	6,859 – 7,848 13.9 % pop. growth between 2016 - 2036	Older Persons No. of residents aged 70 years or older projected to increase by 84%	0 – 9 and 20 – 24 Yrs Pop. decline expected to be highest for those aged 0 – 9 and 20 - 24 years	Increasing Notably Single person households projected to increase by 35%	Increase Projected to increase by <i>more</i> than Wellington Shire (20.4% v 16.5%)	<div>Maffra 955</div> <div>Maffra township has higher levels of disadvantage than Wellington Shire</div>
Rosedale & District	3,651 – 3,990 8.9 % pop. growth between 2016 - 2036	Older Persons No. of residents aged 70 years or older projected to increase by 94%	5 – 9 & 50 – 54 Yrs Pop. decline expected to be most notable in those aged 5 - 9 and 50 – 54 years	Lower Increase Single person households projected to increase by 26.6%	Large Increase Projected to increase by <i>more</i> than Wellington Shire (24.6% v 16.5%)	<div>Rosedale 955</div> <div>Rosedale township has slightly higher levels of disadvantage than Wellington Shire</div>
Sale & District	17,311 – 19,690 13.3 % pop. growth between 2016 - 2036	Older Persons No. of residents aged 70 years or older projected to increase by 86%	Younger Persons Pop. decline expected to be most notable in those aged 0 – 9, 20 – 24 and 30 – 34 years	Increasing Notably Single person households projected to increase by 36%	Small Increase Projected to increase by <i>less</i> than Wellington Shire (13.4% v 16.5%)	<div>Sale 970</div> <div>All towns in the district have similar or lower levels of disadvantage than Wellington Shire</div>
Stratford & District	4,244 – 4,850 13.4 % pop. growth between 2016 - 2036	Older Persons No. of residents aged 70 years or older projected to increase by 89%	0 – 9 and 20 – 24 Yrs Pop. decline expected to be highest for those aged 0 – 9 and 20 - 24 years	Increasing Notably Single person households projected to increase by 35%	Increase Projected to increase by <i>more</i> than Wellington Shire (18.5% v 16.5%)	<div>Dargo 925.0</div> <div>Dargo township has higher levels of disadvantage than Wellington Shire</div>
Yarram & District	4,834 – 5,100 5.3 % pop. growth between 2016 - 2036	Older Persons No. of residents aged 70 years or older projected to increase by 71%	Younger Persons Pop. decline expected to be most notable in those aged 0 – 29 years	High 34.3% of existing are single person households and this is projected to increase by a further 24%	Small Increase Projected to increase by <i>less</i> than Wellington Shire (11.4% v 16.5%)	High High levels of disadvantage across the district with Yarram itself experiencing the highest disadvantage

Preliminary Implications

While the demand analysis later in this Plan will assess the implications of these characteristics in more detail, key implications are:

- Possible increased demand for community infrastructure in those communities where population growth is most substantial, particularly Sale and surrounds, Stratford, Maffra and Heyfield.
- Likely reduced demand for sporting infrastructure and increased demand for community infrastructure to be universally accessible to support the increasing older population. In addition, there will be increased need for programs and activities to reduce social isolation and support people to remain active within their local community. The lack of public and community transport in Wellington Shire means that having access to local community places and spaces becomes more critical as people age, particularly if they are no longer able to drive.
- Possible reducing levels of volunteers to manage and activate community infrastructure because of the increasing number of older people and the declining number of younger people, especially in communities such as Yarram where the decline in the younger population is expected to be significant.
- Likely increased demand for community places and spaces that are welcoming, free to access and deliver social support services for all community members but particularly people experiencing disadvantage. In Wellington this is most likely to be people living in Yarram and District and some of the coastal communities.

2.4 Covid Impacts on Community Facilities

The impact of COVID-19 on the use, activation and management of community infrastructure has and will continue to be significant. Communities have not been able to use many community places and spaces for much of 2020 and may be reluctant to recommence using them due to health concerns. For committees of management this will mean reduced revenue to maintain, activate or upgrade facilities, as well as increased costs because of cleaning requirements in a post COVID-19 environment.

Council's ongoing support for committees of management and local communities in the post COVID-19 environment will be critical. Areas committees of management may need support are:

- Information and training to manage the safe use and activation of community infrastructure, consistent with health and government requirements.
- Financial assistance to operate and activate facilities.
- Marketing and communication to encourage activation and use of facilities.
- To encourage committees of management to work together to promote and activate facilities.

It will be important for Council to work closely with committees of management over the next 1 – 2 years, monitoring their ongoing viability and the activation they are able to support or facilitate in their local communities.

SECTION 3: Community Infrastructure in Wellington Shire



Image: Giffard West Hall Centenary Celebration

3.1 Existing Community Infrastructure

Table 3.1 below provides a summary of the different types of community infrastructure in Wellington Shire and shows that public halls and sporting clubrooms make up the vast majority of community infrastructure as defined by this Plan.

In addition to the community infrastructure focused upon in this Plan, a number of ‘other’ facilities have been identified including:

- Stadiums, as they are used for a wide range of purposes and are considered by the community to be key public indoor spaces
- Visitor information centres as they are often co-located with other community infrastructure and / or there is opportunity to co-locate them with other infrastructure
- Other facilities such as former Council depot sites, historic buildings, surf clubs, heated swimming pools etc, because they have been identified by the community as places where key community activities and programs occur.

Asset Type	Number
Public hall	52
Neighbourhood house / community centre	11
Mens shed	9
Senior citizens building	4
Clubrooms – sporting	54
Clubrooms – non-sporting	7
Museums, theatres, art galleries	10
Libraries	6
Other	
Stadium	7
Visitor Information Centre	5
Surf Clubs	2
Other	12

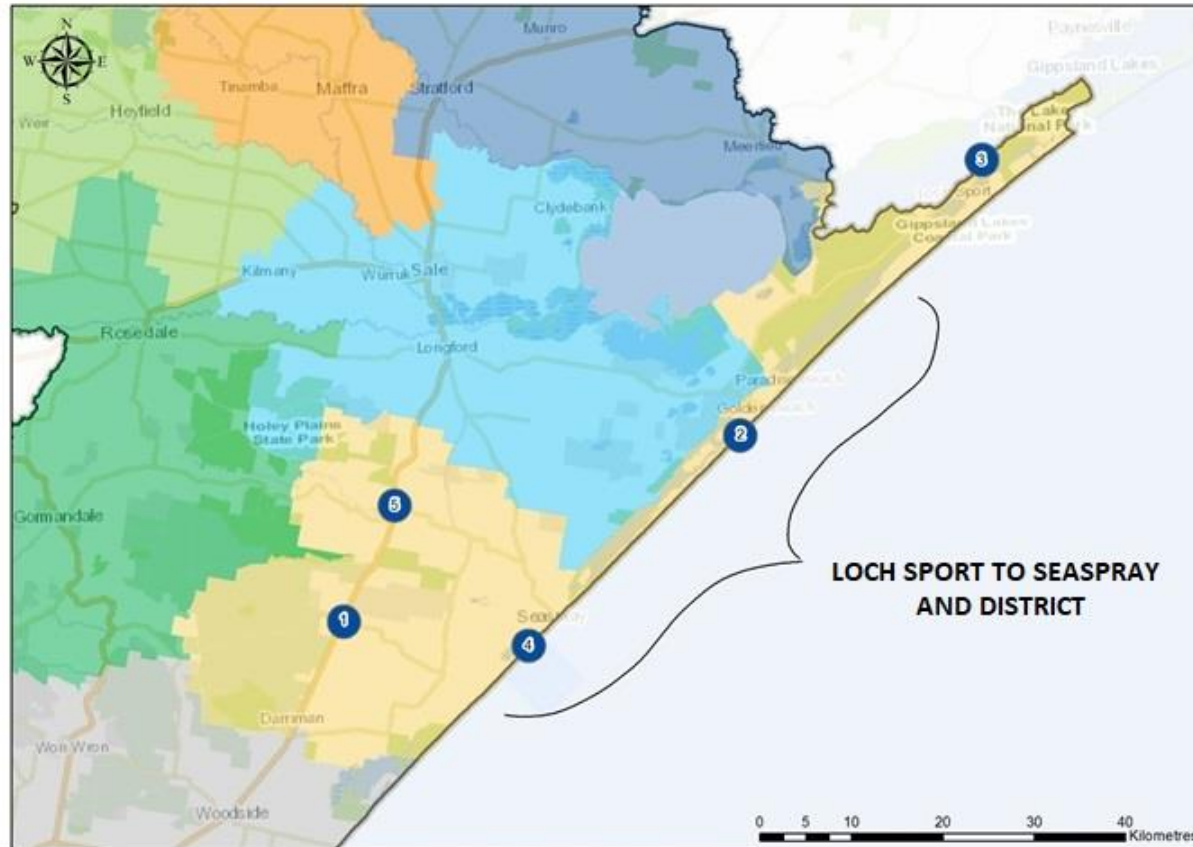
Table 3.1: Summary of Community Infrastructure in Wellington Shire, September 2020

Sections 3.1.1 – 3.1.7 provide a summary of the existing community infrastructure by district, outlining the type of infrastructure and where it is located, a broad description of the extent of use facilities receive, their primary role (local, district, regional) and their condition. More detailed information about each of the facilities can be found in Attachment C.

Overall:

- **The extent of use community infrastructure receives is variable** and is linked to the population size, the proximity to other like infrastructure, the condition of the infrastructure and the community interest in activating spaces.
- **The vast majority of community infrastructure is recognised as having primarily a local role**, with around 25 percent having a district role and 6 percent having a regional or Shire wide role. A high number of facilities with a regional or Shire wide role are located in Sale. District level facilities are spread across the 7 districts, with a high proportion located in Yarram and Sale.
- **Just over 70 percent of the community infrastructure is considered to be fit for purpose.** In some instances, the buildings may be very high quality and in excellent condition because they have a regional or district level role, while in others, they may be very basic buildings, but are suitable for the type of activities they support and low level of use they receive. Nearly 25 percent of buildings are identified as being in poor condition or requiring improvement works to make them fit for purpose, and the remainder have secured funding to implement improvement works.
- **While major community infrastructure such as the Port of Sale is managed by Council, overwhelmingly most is managed by community-based committees of management.** The extensive contribution of volunteer committees in managing and activating community infrastructure is recognized and highly valued by Council. But it is also acknowledged there are significant differences across communities in relation to volunteer resourcing levels, how facilities are managed and used, the knowledge committees have of local community needs and the capacity to plan for the future.

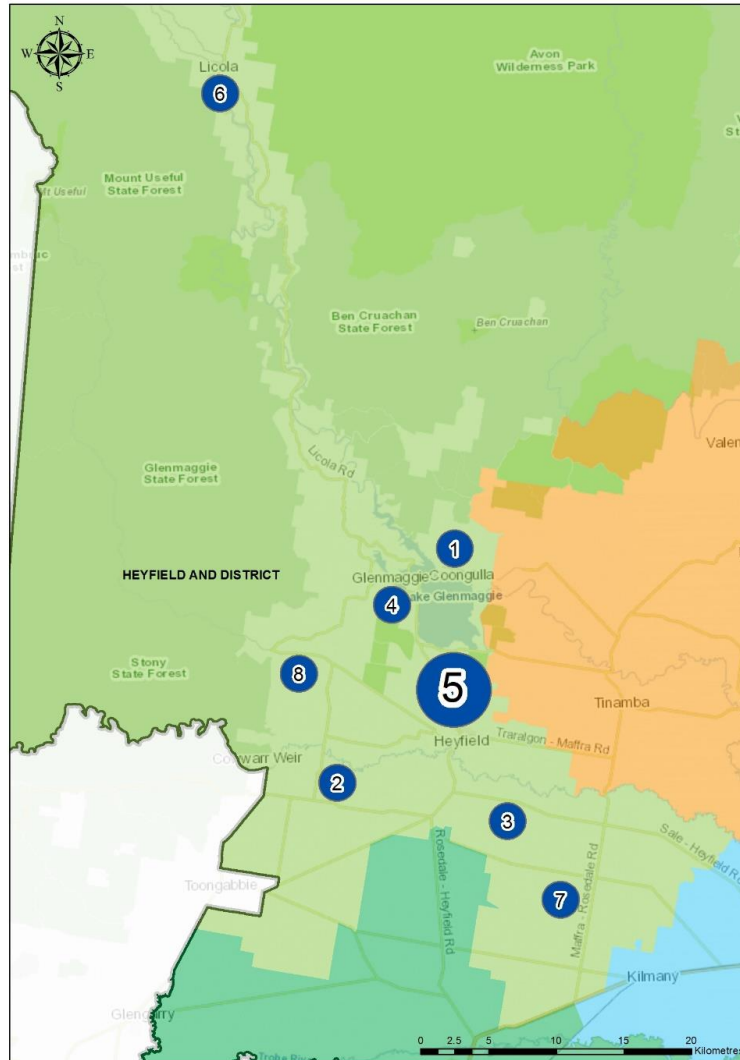
3.1.1 Loch Sport to Seaspray and district



- 1 Giffard West**
Public Hall
- 2 Golden Beach**
Mens Shed
Community Centre Centre
Clubrooms – VMMMR Community Club
Clubrooms – Golf
Surf Lifesaving Club
- 3 Loch Sport**
Community House
Mens Shed
Public Hall
Clubrooms – Cricket / Tennis
Clubrooms – Bowls
Clubrooms – Golf
Clubrooms - RSL
- 4 Seaspray**
Public Hall / Clubrooms – Tennis
Surf Club
- 5 Stradbroke**
Public Hall

Asset Type	Number	Location	Extent of Use	Primary Role	Condition
Public hall	5	Giffard West	Irregular	Local	Recently upgraded but further works needed
		Golden Beach	Regular	Local	Some improvements required
		Loch Sport	Regular	Local	Some improvements required
		Stradbroke	Limited	Local	Fit for purpose
		Seaspray	Irregular	Local	Fit for purpose
Neighbourhood house / community centre	1	Loch Sport – Portable building behind public hall	Regular	Local	Portable facilities that require upgrade
Mens shed	2	Golden Beach	Regular	Local	Only single-phase power. 3-Phase required
		Loch Sport	Regular	Local	Fit for purpose
Senior citizens building	0				
Club house – Sporting	5	Golden Beach – VMMR Community Club	Regular	Local	Fit for purpose
		Golden Beach – Golf – VMMR Reserve	Limited	Local	Fit for purpose
		Loch Sport – Cricket / Tennis – Charlies St Rec Reserve	Limited	Local	Fit for purpose
		Loch Sport – Bowls – Charlies Street Rec Reserve	Limited	Local	Recently upgraded and fit for purpose
		Loch Sport – Golf – Charlies Street Rec Reserve	Limited	Local	Recently upgraded and fit for purpose
Club house – Non-sporting	1	Loch Sport – RSL – Charlies Street Reserve	Unknown	Unknown	Unknown
Museums, theatres, art galleries	0				
Libraries	0				
Other					
Surf Club	2	Seaspray	Regular	District	Newly developed and fit for purpose
		Golden Beach	Seasonal	Local	Unknown

3.1.2 Heyfield and District

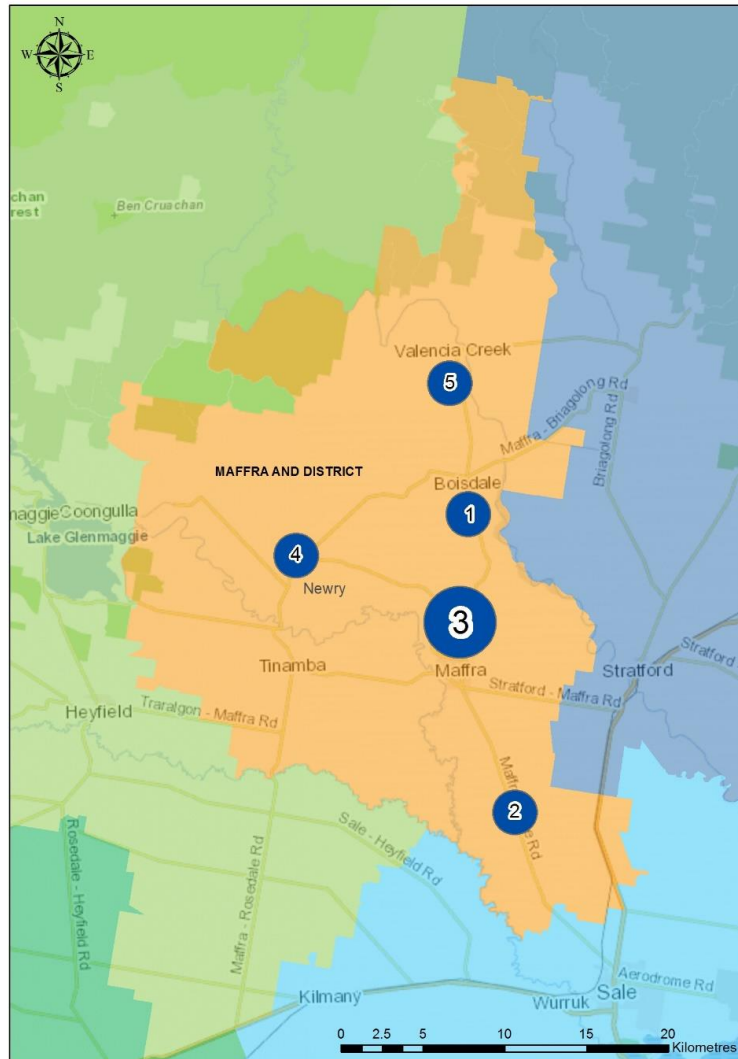


- | | |
|--|--|
| <p>1 Coongulla
Community Hall</p> <p>2 Cowwarr
Public Hall
Clubrooms – Football / Netball</p> <p>3 Dennison
Public Hall
Wandocka Rec Reserve</p> <p>4 Glenmaggie
Mechanics Institute Hall</p> <p>5 Heyfield
Vintage Engine Shed
Clubrooms – Tennis
Clubrooms – Main Clubrooms
Clubrooms – Netball
Clubrooms – Bowls
Clubrooms – Pigeon Racing
Community Resource Centre
Mens Shed
Wetlands Information Centre
Library
RSL Annex
Museum
Memorial Hall
Multipurpose Stadium</p> | <p>6 Licola
Public Hall</p> <p>7 Nambrok
Clubrooms – Football / Netball / Cricket
Clubrooms – Tennis
Public Hall
Gippsland Woodcraft Group</p> <p>8 Seaton
Mechanics Institute Hall</p> |
|--|--|

Asset Type	Number	Location	Extent of Use	Primary Role	Condition
Public hall	7	Coongulla	Irregular	Local	Fit for purpose
		Cowwar	Regular	Local	Newly upgraded and fit for purpose
		Denison	Irregular	Local	Poor condition
		Glenmaggie	Irregular	Local	Fit for purpose but some limitations
		Heyfield	Frequent	Local	Fit for purpose
		Licola	Irregular	Local	Fit for purpose
		Nambrok	Regular	Local	Fit for purpose but some limitations
Neighbourhood house / community centre	1	Heyfield	Extensive	Local	Fit for purpose but poor accessibility
Mens shed	2	Heyfield (behind the Community Resource Centre)	Unknown	Unknown	Unknown
		Gippsland Woodcraft Group Nambrok Rec Reserve	Unknown	Unknown	Unknown
Senior citizens building	0				
Clubrooms – Sporting	9	Cowwarr - Rec Reserve	Regular	Local	Recently upgraded and fit for purpose
		Heyfield – Tennis Club	Regular	Local	Fit for purpose
		Heyfield – Main Clubrooms – Gordon Street Rec Reserve	Regular	District	Fit for purpose
		Heyfield – Netball – Gordon Street Rec Reserve	Regular	Local	Fit for purpose
		Heyfield – Bowls Club	Regular	Local	Fit for purpose
		Heyfield – Pigeon Racing Club	Regular	Local	Unknown
		Nambrok – Rec Reserve Main Clubroom	Regular	Local	Fit for purpose but change rooms require upgrade
		Nambrok – Tennis Club	Limited	Local	Fit for purpose
		Seaton – Rec Reserve	Limited	Local	Fit for purpose
Clubrooms – Non-sporting	2	Heyfield - Vintage Engine Shed	Regular	Local	Fit for purpose
		Heyfield – RSL meeting Room	Unknown	Local	Unknown
Museums, theatres, art galleries	1	Heyfield and District Museum	Regular	Local	Fit for purpose
Libraries	1	Heyfield	Extensive	District	Fit for purpose

Asset Type	Number	Location	Extent of Use	Primary Role	Condition
Other					
Stadium	1	Heyfield	Regular	Local	Fit for purpose
Visitor information centre	1	Heyfield	Extensive	District	Fit for purpose

3.1.3 Maffra and District

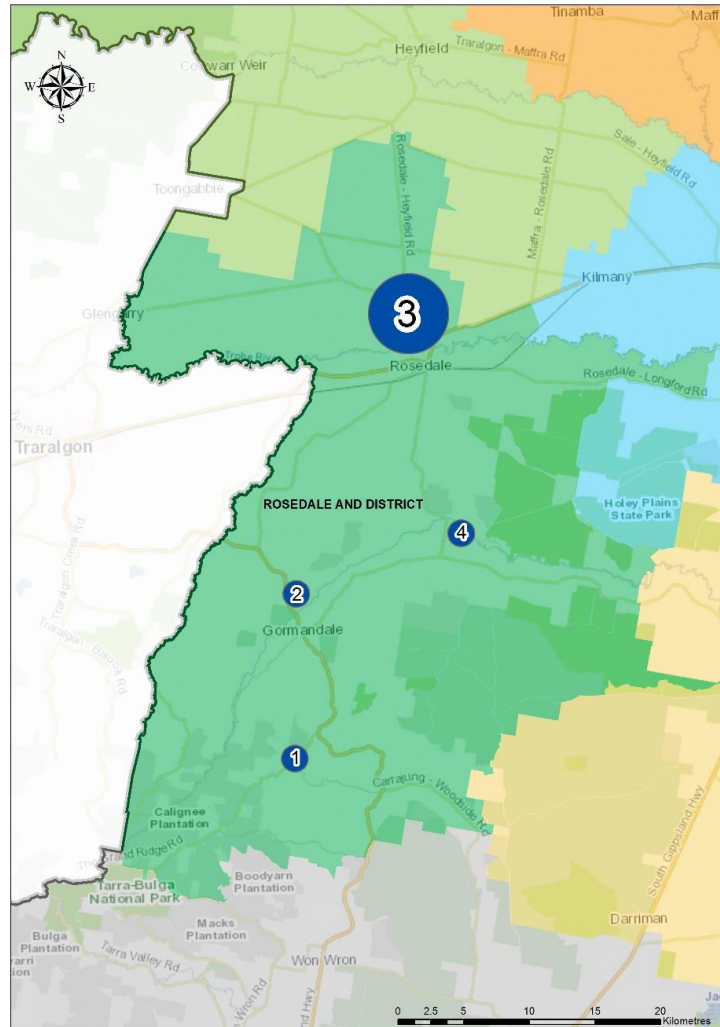


- | | |
|---|---|
| <p>1 Boisdale
Clubrooms – Recreation Reserve
Public Hall
Stables</p> | <p>4 Newry
Clubrooms – Recreation Reserve
Clubrooms – Golf
Public Hall</p> |
| <p>2 Bundalaguah
Public Hall
Clubrooms - Cricket</p> | <p>5 Valencia Creek
Public Hall</p> |
| <p>3 Maffra
Clubrooms- Tennis
Clubrooms – Football
Clubrooms – Lapidary
Clubrooms – Croquet
Clubrooms – Motorcycle
Clubrooms – Football / Cricket
Neighbourhood House
Library
RSL
Mens Shed
Motor Museum
Beet Museum
Memorial Hall
Guide Hall
Scout Hall
Senior Citizens Centre
Stadium
Visitor Information Centre</p> | |

Asset Type	Number	Location	Extent of Use	Primary Role	Condition
Public hall	7	Boisdale	Frequent	Local	Fit for purpose but some works required
		Bundalaguah	Extensive	Local	Fit for purpose
		Maffra – Memorial Hall	Regular	District	Fit for purpose
		Maffra – Guide Hall	Regular	Local	Poor condition
		Maffra – Scout Hall	Regular	Local	Unknown
		Newry	Regular and increasing	Local	Newly renovated and fit for purpose
		Valencia Creek	Irregular	Local	Fit for purpose
Neighbourhood house / community centre	1	Maffra	Extensive	District	Fit for purpose
Mens shed	1	Maffra	Regular	Local	Fit for purpose
Senior citizens building	1	Maffra	Limited	Local	Unknown
Clubrooms – Sporting	10	Boisdale Rec Reserve	Regular	Local	Fit for purpose
		Bundalaguah	Unknown	Unknown	Unknown
		Maffra - Tennis	Regular	District	Recently upgraded and fit for purpose
		Maffra – Football – Rec Reserve	Regular	District	Fit for purpose
		Maffra – Lapidary Club – Rec Reserve	Regular	Local	Unknown
		Maffra – Croquet Club	Regular	Local	Fit for purpose
		Maffra – Motorcycle - Cameron Sporting Complex	Regular	Local	Modest facility but fit for purpose
		Maffra – AFL & Cricket - Cameron Sporting Complex	Regular	District	Fit for purpose
		Newry – Rec Reserve	Limited	Local	Poor condition
		Newry – Golf Club	Unknown	Unknown	Unknown
Clubrooms – Non-sporting	1	Maffra - RSL	Unknown	Unknown	Unknown
Museums, theatres, art galleries	2	Maffra – Motor Museum	Regular	Local	Fit for purpose
		Maffra – Beet Museum	Regular	Local	Poor condition
Libraries	1	Maffra	Extensive	District	Fit for purpose

Asset Type	Number	Location	Extent of Use	Primary Role	Condition
Other					
Historic stables	1	Boisdale	N/A	Local	Being progressively upgraded by the community
Stadium	1	Maffra – Cameron Sporting Complex	Extensive	District	High standard and being expanded
Visitor information centre	1	Maffra	Regular	District	Unknown

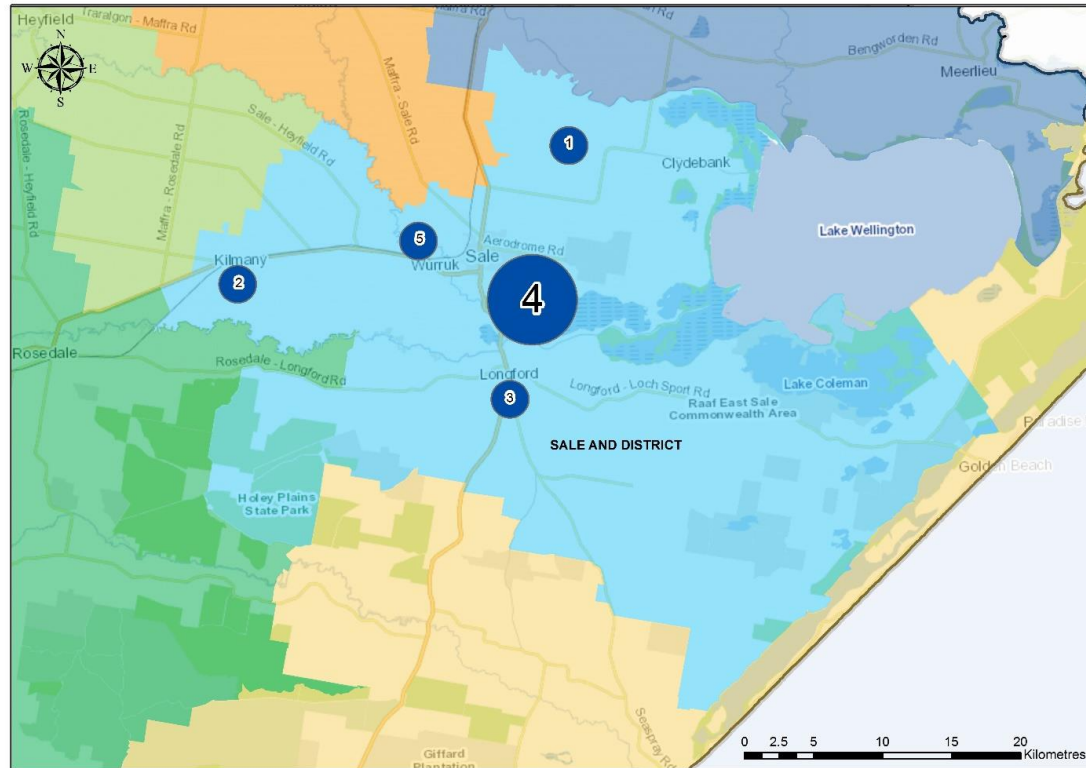
3.1.4 Rosedale and District



- 1 Carrajung**
Public Hall – Carrajung
Public Hall – Carrajung South
- 2 Gormandale**
Clubrooms – Recreation Reserve
Community House (includes Mens Shed)
Mechanics Institute Hall
- 3 Rosedale**
Clubrooms- Pony Club
Clubrooms – Rifle Club
Clubrooms - Speedway
Clubrooms – Recreation Reserve
Old School House
Mens Shed
Community Hub (includes library and senior citizens centre)
Mechanics Institute Hall
RSL
Stadium
- 4 Willung**
Mechanics Institute Hall

Asset Type	Number	Location	Extent of Use	Primary Role	Condition
Public hall	5	Carrajung	Inactive	Local	Poor condition, currently being upgraded
		Carrajung south	Limited	Local	Fit for purpose
		Gormandale	Limited	Local	Poor condition and upgrade works required
		Rosedale	Irregular	Local	Fit for purpose
		Willung	Unknown	Local	Unknown
Neighbourhood house / community centre / community hub	2	Gormandale (includes mens shed)	Regular	Local	Fit for purpose
		Rosedale (includes library and senior citizens centre)	Frequent and increasing	District	Newly developed and fit for purpose
Mens shed	1	Rosedale	Regular	District	Fit for purpose
Senior citizens building	0				
Clubrooms – Sporting	5	Gormandale – Rec Reserve	Regular	Local	Fit for purpose
		Rosedale – Pony Club – Rosedale Racecourse Rec Reserve	Regular	Local	Fit for purpose
		Rosedale – Rifle Club – Rosedale Racecourse Rec Reserve	Regular	Local	Fit for purpose
		Rosedale - Speedway	Unknown	Unknown	Unknown
		Rosedale – Rec Reserve	Regular	District	Fit for purpose
Clubrooms – Non-sporting	1	Rosedale (RSL)	Regular	Local	Fit for purpose
Museums, theatres, art galleries	0				
Libraries	1	See above			
Other					
Old school house (Prince Street Reserve)	1	Rosedale	Regular	Local	Fit for purpose
Stadium	1	Rosedale	Irregular	District	Condition deteriorating
Visitor information centre	0				

3.1.5 Sale and District



1 Airlie / Clydebank

Public Hall

2 Kilmany

Public Hall

3 Longford

Public Hall / Clubrooms – Tennis
Golf Club

4 Sale

Civic Centre
Clubrooms – Soccer
Clubrooms – Croquet
Clubrooms – Tennis
Clubrooms – Dog Obedience
Clubrooms- Little Athletics
Clubrooms – Sale Oval
Clubrooms – German Shepard
Dogs
Clubrooms – Angling
Clubrooms – Rifle
Clubrooms – Hockey
Neighbourhood House
Community Hub (Marley Street)
Mens Shed
Art Gallery Performance Space –
Botanical Gardens
Visitor Information Centre

5 Wurruk

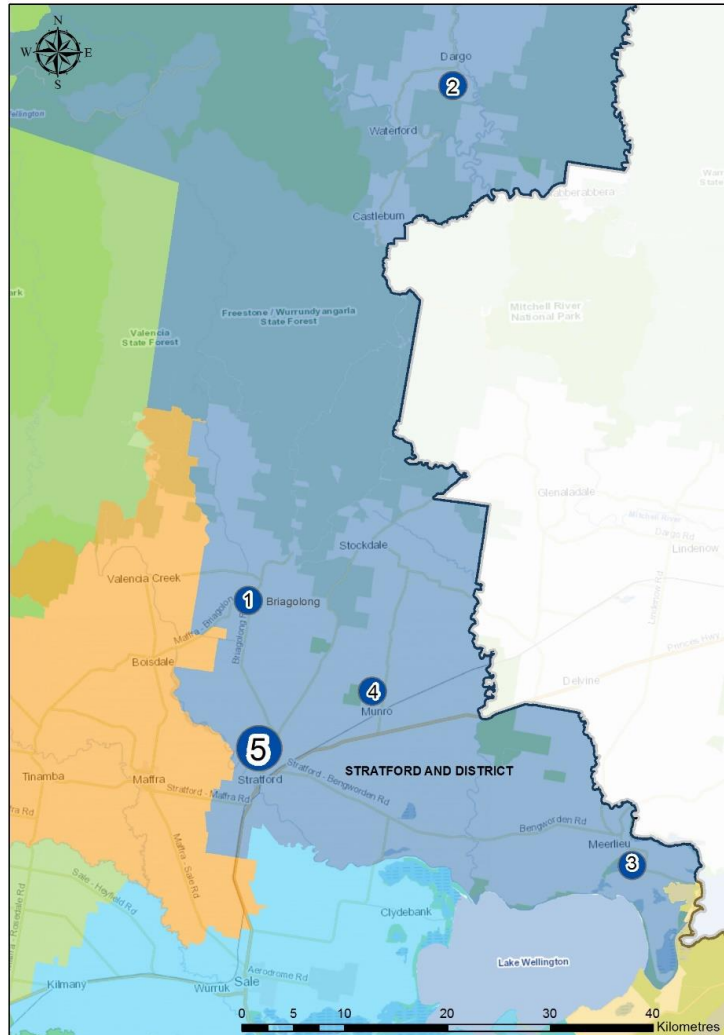
Clubrooms – cricket
Community House

Library
Aqua Energy Leisure Centre
Gippsland Regional Sports
Complex
Museum
Band Hall
Scout Hall
Guide Hall
St Johns Ambulance Hall
Memorial Hall
RSL
Senior Citizens Centre
Performing Arts Centre
Temperance Hall
St Mary's Hall
VRI Hall
Delbridge Hall
Baptist Church Hall

Asset Type	Number	Location	Extent of Use	Primary Role	Condition
Public hall	13	Clydebank	Limited but increasing	Local	Recently upgraded and fit for purpose
		Kilmany	Rarely used	Local	Poor condition
		Longford	Regular	Local	Fit for purpose
		Sale – Band Hall	Regular	Local	Fit for purpose
		Sale - Scout Hall	Regular	Local	Good condition and fit for purpose
		Sale - Guide Hall	Irregular	Local	Poor condition
		Sale – St Johns Ambulance	Regular	Local	Fit for purpose
		Sale – Memorial Hall	Regular	District	Has been upgraded and is fit for purpose
		Sale – Temperance Hall	Regular	Local	Basic but fit for purpose
		Sale – St Marys Church Hall	Regular	Local	Unknown
		Sale – VRI Hall	Irregular	Local	Unknown
		Sale – Delbridge Hall – St Pauls Anglican Church	Regular	Local	Fit for purpose
		Sale – Baptist Church	Unknown	Unknown	Unknown
Neighbourhood house / community centre	3	Sale - Neighbourhood House	Extensive	Local	Fit for purpose but space is limited
		Sale – Marley Street Hub	Regular	Local	Fit for purpose but space is limited
		Wurruk Community House	Limited	Local	Poor condition
Mens shed	1	Sale	Regular	Local	Fit for purpose
Senior citizens building	1	Sale	Regular but limited	Local	Aging and condition is deteriorating
Clubrooms – Sporting	13	Longford Rec Reserve	Regular	District	Unknown
		Longford – Golf	Extensive	Regional	Fit for purpose
		Sale – Soccer - Baldwin Reserve	Regular	Local	Fit for purpose
		Sale – Croquet – Stephensons P.	Frequent	Local	Fit for purpose
		Sale – Tennis – Stephensons P.	Frequent	District	Has been upgraded and is fit for purpose
		Sale – Dog Obedience - East Sale Drainage Reserve	Regular	Local	Basic building but fit for purpose

Asset Type	Number	Location	Extent of Use	Primary Role	Condition
Clubrooms – Sporting continued.....		Sale – Hockey & Little Aths - Lions Park	Regular	District	Poor condition
		Sale – Sale Oval	Frequent	District	High standard and fit for purpose
		Sale – Dog Club - Canal Reserve	Regular	Local	Fit for purpose
		Sale – Angling Canal Reserve	Regular	Local	Fit for purpose
		Sale – Rifle Range Reserve	Regular	Local	Poor condition
		Sale – Hockey - Gippsland Regional Sports Complex	Regular	Regional	Newly developed and fit for purpose
		Wurruk – Wurruk Oval	Irregular	Local	Poor condition
Clubrooms – Non-sporting	1	Sale - RSL	Extensive	Local	Good condition and fit for purpose
Museums, theatres, art galleries	3	Sale – Gippsland Art Gallery	Extensive	Regional	High standard and fit for purpose
		Sale – Museum	Modest	Local	Fit for purpose
		Sale – The Wedge Performing Arts Centre	Extensive	Regional	High standard and fit for purpose
Libraries	1	Sale	Extensive	District	High standard and fit for purpose
Other					
Council administration building including meeting rooms	1	Sale	Extensive	Regional	High standard and fit for purpose
Performance space Botanical Gardens	1	Sale	Regular	Local	Fit for purpose
Indoor aquatic centre – Aqua Energy Leisure Centre	1	Sale	Extensive	Regional	To be upgraded to address accessibility and condition constraints.
Stadium - Gippsland Regional Sports Complex	1	Sale	Extensive	Regional	High standard and fit for purpose
Visitor information centre	1	Sale	Extensive	Regional	High standard and fit for purpose

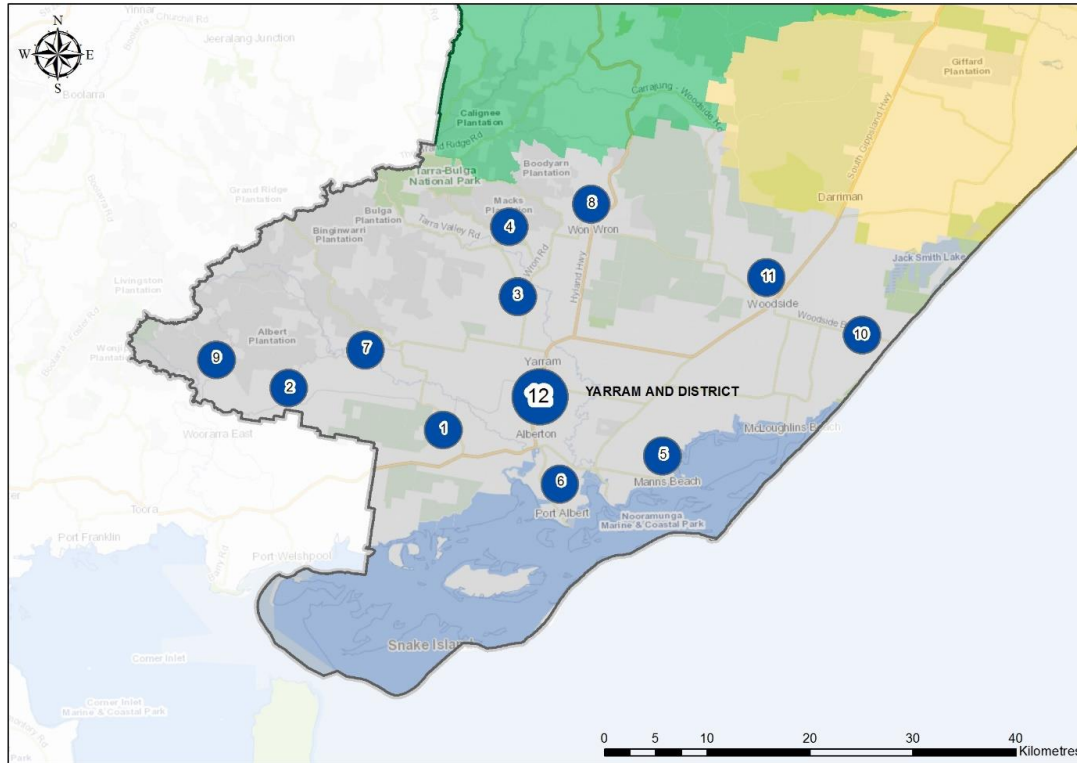
3.1.6 Stratford and District



- 1 Briagolong**
Clubrooms – Recreation Reserve
Mechanics Institute Hall
- 2 Dargo**
Public Hall
Former Shire Depot
Musuem
- 3 Meerlieu**
Public Hall / Clubrooms – Recreation Reserve
- 4 Stratford**
Clubrooms – Tennis
Clubrooms – Bowls
Clubrooms – Recreation Reserve
Community Hub (Segue)
Library and Community Health Hub
Mens Shed
Mechanics Institute Hall
Senior Citizens Centre
Stadium
Scout Hall
Theatre (old courthouse)
Former Council Depot
SES / Vic Track site
Avon Landcare building

Asset Type	Number	Location	Extent of Use	Primary Role	Condition
Public hall	5	Briagolong	Frequent	Local	Fit for purpose
		Dargo	Irregular	Local	Fit for purpose
		Meerlieu	Regular	Local	Poor condition
		Munro	Irregular	Local	Fit for purpose
		Stratford	Regular	District	Fit for purpose
Neighbourhood house / community centre	1	Stratford – Segue	Extensive	District	Fit for purpose but lacks space
Mens shed	1	Stratford	Regular	Local	Relatively new and fit for purpose
Senior citizens building	1	Stratford	Irregular	Local	Fit for purpose
Clubrooms – Sporting	5	Briagolong Rec Reserve	Frequent	Local	Fit for purpose
		Meerlieu Rec Reserve	Regular	Local	Poor condition
		Stratford – Tennis - Pine Lodge	Regular	Local	Fit for purpose
		Stratford – Bowls Club	Regular	Local	Fit for purpose
		Stratford – Rec Reserve	Regular	District	Upgrade works underway
Clubrooms – Non-sporting	1	Stratford (Scouts)	Regular	Local	Fit for purpose
Museums, theatres, art galleries	2	Stratford Courthouse Theatre	Extensive	District	Fit for purpose
		Dargo Heritage Museum	Limited	Local	Unknown
Libraries	1	Stratford – Library and Health Hub	Frequent	District	Fit for purpose
Other					
Former Council depot	1	Stratford	Irregular	Local	Fit for purpose
SES / Vic Track site	1	Stratford	Regular	Local	Modest space suitable for arts activities
Stadium	1	Stratford	Limited	District	Condition deteriorating
Avon Landcare building	1	Stratford	Unknown	Unknown	Unknown
Visitor Information Centre	0				

3.1.7 Yarram and District



- | | |
|---|--|
| <p>1 Alberton West
Clubrooms – Rec. Reserve</p> <p>2 Binginwarri
Public Hall</p> <p>3 Devon North
Clubrooms – Rec. Reserve
Public Hall</p> <p>4 Macks Creek
Public Hall</p> <p>5 Manns Beach
Foreshore Reserve</p> <p>6 Port Albert
Water Sports and Safety Centre
Maritime Museum
Mechanics Institute Hall and
former Methodist Church
Rocket Shed – Information Board</p> <p>7 Staceys Bridge
Public Hall</p> <p>8 Won Wron
Clubrooms – Rec. Reserve
Public Hall</p> <p>9 Wonyip
Public Hall</p> | <p>10 Woodside Beach
Surf Club</p> <p>11 Woodside
Clubrooms – Rec. Reserve
Public Hall</p> <p>12 Yarram
Country Club
Clubrooms – Netball
Clubrooms – Pony Club
Clubrooms – Football
Clubrooms - Tennis
Community Learning Centre
Community Hub
Mechanics Institute Hall
Senior Citizens Centre
Men's Shed
Youth and Indoor Sports
Centre
Stadium
Swimming Pool
Theatre
Visitor Information Centre</p> |
|---|--|

Asset Type	Number	Location	Extent of Use	Primary Role	Condition
Public hall	11	Binginwarri	Limited	Local	Fit for purpose
		Devon North	Irregular	Local	Fit for purpose
		Macks Creek	Limited	Local	Fit for purpose
		Manns Beach	Limited	Local	Fit for purpose
		Port Albert – Mechanics Institute	Regular	Local	Funding received to upgrade facilities
		Port Albert – Former Methodist Church	Irregular	Local	Funding received to upgrade facilities
		Staceys Bridge	Limited	Local	Fit for purpose
		Won Wron	Irregular and reducing	Local	Fit for purpose
		Wonyip	Limited	Local	Fit for purpose
		Woodside	Regular	Local	Fit for purpose
		Yarram	Regular	Local	Fit for purpose
Neighbourhood house / community centre / community hub	2	Yarram – Community Centre	Extensive	District	Fit for purpose but insufficient space
		Yarram – Community Hub (including library)	Extensive	District	Fit for purpose but insufficient space
Mens shed	1	Yarram	Unknown	Unknown	Unknown
Senior citizens building	1	Yarram	Limited	Local	Fit for the limited use it receives
Clubrooms – Sporting	7	Alberton West	Limited	Local	Good condition
		Devon North	Limited	Local	Fit for purpose
		Won Wron	Regular	Local	Fit for purpose
		Woodside	Regular	Local	Poor condition – funding received for upgrade works
		Yarram – Football – Yarram Rec Reserve and Showgrounds	Regular	District	Building has been significantly upgraded
		Yarram – Netball – Yarram Rec Reserve and Showgrounds	Regular	District	Fit for purpose
		Yarram – Pony Club – Yarram Rec Reserve and Showgrounds	Regular	District	Building is to be replaced and will be shared
		Yarram – Tennis	Regular	District	Fit for purpose

Asset Type	Number	Location	Extent of Use	Primary Role	Condition
Clubrooms – Non-sporting	0				
Museums, theatres, art galleries	2	Port Albert - Museum	Regular	Local	Fit for purpose but insufficient space
		Yarram – Regent Theatre	Regular	District	Fit for purpose
Libraries	1	See above			
Other					
Water Sports and Safety Centre	1	Port Albert	Regular	Local	Fit for purpose
Surf Club	1	Woodside	Regular	District	Newly upgraded and fit for purpose
Private Country Club	1	Yarram	Extensive	District	Unknown
Heated swimming pool	1	Yarram	Frequent	District	Upgrade works planned
Stadium	2	Yarram – Secondary College	Extensive	District	Fit for purpose
		Yarram – Youth Centre	Limited	Local	Poor condition
Visitor information Centre	2	Port Albert	Frequent	Local	Poor condition
		Yarram	Frequent	District	Poor condition

SECTION 4: Community Consultation Outcomes



Image: Boisdale Hall

4.1 Consultation Program

The Covid-19 pandemic meant it was not possible to engage with the community in person, so the consultation program focused upon online and telephone interactions. The level of engagement from the community was extensive, reflecting both the substantial efforts by Council officers to make the community aware of the opportunities to be involved, and the strong interest the community has in community places and spaces.

61 People participated in 15 Online Community Forums	587 People from 64 different communities completed the Online Survey	41 Community Leaders were interviewed from 29 Communities
Council Officer Discussions Community Wellbeing, Community Facilities Planning, Community Committees, Youth, Social Planning and Policy		Key Agency Interviews DELWP, Yarram and District Health Service, Central Gippsland Health, Primary Schools

4.2 Key Findings

Multiple factors influence how community infrastructure is used

- Their condition, proximity to other facilities and the population size. Where facilities receive low use, it is typically associated with facilities being in poor condition, located close to other facilities and / or in communities with small populations. Where facilities have been upgraded or improved, the level of use they receive increases substantially, particularly where communities have created a point of difference e.g. Bundalaguah Myrtlebank Hall and its focus upon music.
- Older members of the community and people without children are more likely to access activities and facilities in their local community. People with children and those who work or study outside their local community, are more likely to access activities and facilities away from where they live. For families with children, the activities they are involved in and where they attend school is a key driver for accessing activities and facilities outside their local community. A key flow on impact of this is the reduced volunteer capacity in smaller communities as families access activities and facilities away from where they live.

Outdoor places and spaces are highly valued and extensively used

- Parks, sporting reserves, playgrounds, walking and cycling tracks and trails are highly valued by the community, and they are the infrastructure most likely to be used by the community, but they are also some of the infrastructure the community would most like to see improved.

The importance of maintaining and upgrading existing community infrastructure

- The community values existing community infrastructure and believes it must be maintained, otherwise it will fall into disrepair and its use will decline. Small communities are concerned about the potential loss of community infrastructure if it is not maintained and identified the challenge they face, raising sufficient funds to maintain or upgrade infrastructure.
- An important factor to consider when upgrading community infrastructure, is that it can have a detrimental impact upon how other spaces are used, particularly when the remaining infrastructure is in poor condition.
- While there was acknowledgement some community facilities receive limited use, there were very few examples where community members suggested facilities were no longer required.

Opportunities to integrate or co-locate facilities and increase co-operation

- Well regarded examples of facilities that are integrated, co-located or a part of a precinct include the Port of Sale with the Library, Gallery, The Wedge and outdoor spaces; Rosedale Community Hub including the Neighbourhood House, Library, Childcare and Kindergarten; and Heyfield and Loch Sport where community facilities are located in a precinct in the Recreation Reserve.
- There were very few opportunities identified by the community about integrating or co-locating existing facilities or services with only one raised multiple times. This was to relocate the Sugar Beet Museum and Information Centre to the site of the Gippsland Vehicle Collection and Men's Shed in Maffra.
- There is potential for stronger collaboration and cooperation with early years services, health services providers and Community and Neighbourhood Houses.

Improving the universal accessibility of spaces and places is important to the community

- Improving the physical accessibility of infrastructure, ensuring spaces feel welcoming for everyone and making sure the cost of accessing an activity or facility does not create a barrier.
- Providing universally accessible, safe play spaces provided throughout Wellington Shire. Fencing around play spaces is particularly important for children with a disability but is a feature that helps support all families and children.
- Make the water spaces at the Aqua Energy Centre more accessible for children with a disability, through providing more engaging water play facilities.

Increased support for volunteer committees of management

- While grant programs and the quarterly combined halls meetings provided by Council for volunteer committees of management are highly valued, there is very strong demand for increased support and recognition of the contribution made by committees. Suggestions identified by the community related to the administration of insurance, access to information about property ownership, ease of accessing grant funding, investing in initiatives to make facilities more sustainable and viable, improved guidance to committees about hire fees for facilities, more equitable maintenance subsidies, and strengthening volunteer involvement in communities.

Co-operation between committees and community groups

- The disparate location of community facilities across some townships is very challenging and results in a lack of co-operation between committees and community organisations. In many communities there are multiple committees responsible for different community infrastructure. While in some communities there are strong connections between committees and community groups, in others this is less evident and at times results in competition between them. There is opportunity to facilitate greater co-operation and networking between committees and community groups, including sharing resources and facilities and possibly reducing the number of committees, although this is not generally supported by committees.

Availability of information about the community facilities and activities

- Community members consistently identified the need for improved information about community facilities and the activities they offer to local residents, the wider community and visitors to the community.

Communication and Community Engagement

- A persistent message was the need for improved communication between Council and community organisations including committees of management and sporting clubs. In addition, the community would like Council to consult and engage with the community more effectively and actively listen to understand their needs.

Supports, services and places for young people and children

- There is significant concern about the need for improved supports, services and places for young people. Particularly improved mental health services, more places that are welcoming, comfortable and safe for young people, and activities that will engage young people.
- For children, there is a need for activities in Wellington that are not sport related. These were identified as being very limited and result in families travelling outside Wellington Shire.

Advocating for improved public transport, roads and telecommunications

- Community members consistently identified concern and frustration about the poor public transport options in Wellington Shire, the poor condition of the road network particularly between towns, and the limited or non-existent telecommunications in some parts of Wellington. The poor public transport and road conditions were identified as being key barriers to people being able to access community activities and facilities outside their local community. Community members would like to see Council increase its advocacy about these issues to allow people to move safely around the Shire to access services, community facilities, employment and education opportunities.

Visitor economy

- The visitor economy and concern about the impact of the Covid-19 pandemic was raised throughout the consultation. The need for actions to encourage people to visit Wellington Shire and strengthen the visitor economy is important to the community. Infrastructure improvements are needed to support high visitation areas with specific examples including playgrounds, barbecues, pathways, outdoor showers etc.
- Infrastructure in communities where high levels of visitation occur during warmer months, receive significant wear and tear during these times, and the cost to maintain them increases significantly. This is not currently acknowledged in the support received from Council or the State Government.

SECTION 5: Demand Analysis



Image: Sale Memorial Hall

5.1 Scope of the Demand Analysis

The demand analysis seeks to assess the current and future need for community infrastructure in Wellington Shire. A range of evidence and research informs the demand analysis including:

- The current and projected demographic profile of the Wellington population.
- The existing community infrastructure available in Wellington including its location, proximity to other like infrastructure, its condition, fitness for purpose and physical accessibility.
- The type and extent of use community infrastructure receives.
- Community expectations and aspirations for community infrastructure.

In addition, principles from the Community Managed Facilities Strategy underpin the demand analysis including local identity and connection, access for all, multi-use, evidence-based development, and safety.

The demand analysis has examined the need for community infrastructure for each of the seven districts and many of the individual towns and localities within each district. The detailed demand analysis is provided as a separate attachment to this Plan with key themes outlined in section 5.2 below. A summary of the findings by district is provided in section 5.3. These findings are high level only and identify communities or facilities where community needs suggest changes may be required.

Each change is allocated to one of the following six groupings:

Minor to moderate works:	Works that will improve the overall functionality of the infrastructure but require a minor to moderate amount of funding e.g. improvements to kitchen or bathroom facilities, improving the physical accessibility of a facility or investing in solar panels.
Major works / development:	A major redevelopment of an existing facility or development of a completely new facility.
Consolidation or co-location:	Consolidating or co-locating multiple facilities, activities or services to one location. This may require new facilities to be developed or existing ones to be substantially redeveloped.
Management and activation:	A change is recommended to the way a facility is activated or managed e.g. looking at ways the use of a facility can be increased, reducing the number of committees of management or considering whether the community can continue to operate a facility.
No Change:	No change is required to the existing infrastructure.
Unknown:	Where there is limited or no information available about a facility.

5.2 Overall Themes

- **Overall Wellington is very well provided for in relation to community infrastructure,** but with the forecasts projecting a consistent increase in the population over the next 20 years, demand for community infrastructure is expected to increase. **Changes and improvements will be required to the existing community infrastructure** to ensure it can respond effectively to increased demand and changing community needs. Key opportunities involve consolidating community infrastructure to central locations and improving the functionality and accessibility of buildings to ensure they are fit for purpose and deliver universal accessibility for all members of the community. Facilities and building that are in poor condition often receive lower levels of use, particularly where new or upgraded community infrastructure has been developed close by. In some instances, conversations may be needed about the future use and management of community infrastructure, particularly where communities do not have the capacity and interest to support it.
- **Generally, a population catchment of at least 200 people is required for community infrastructure to be actively managed and regularly used in Wellington Shire.** There are some examples of communities with smaller catchment populations where community infrastructure is actively managed and used, but largely where the population is below 200 people, use and management will be limited or infrequent.
- **There will be an increasing number of older adults in the community** which is likely to result in reduced demand for sporting infrastructure, increased demand for community infrastructure to be universally accessible, and an increased need for programs and activities to reduce social isolation and support people to remain active within their community.
- **There is significant variability in the capacity of communities to manage and activate community infrastructure** and consequently in some communities there is a need to focus upon increasing capacity, resilience and collaboration, to help facilitate increased use of community infrastructure and more importantly increase the program and activity offerings available to communities.
- **There are reducing levels of volunteerism in the community** which means fewer people are becoming involved in managing and activating community infrastructure. In many communities, committees of management are predominantly made up of older members of the community because younger people are not willing to or are unable to become involved. It is common for people to be involved in multiple committees meaning much of the work falls to a small number of people. However, it is important to acknowledge this is not the case in all communities and there are a several examples of high community volunteerism and strong collaboration driving the activation and development of community infrastructure.
- **There are a large number of communities where there are multiple committees of management,** all with responsibility for separate facilities. Unless there is a strong culture of working together, as occurs in Heyfield, this structure often results in committees competing against each other for funds, and limited collaboration. The reducing levels of volunteerism in the community and the aging profile of the community suggests there will be a need to amalgamate committees and / or identify ways to reduce the burden upon committees.

- **The cost of hiring or accessing facilities can be a key barrier to how much they are used and the type of activities they are used for.** While it is acknowledged there is diversity in the quality and purpose of facilities across Wellington Shire, and the operating costs of facilities must be a key consideration in setting prices, cost is a fundamental factor influencing use of community infrastructure.
- **Many people in Wellington Shire have access to community activities, service and infrastructure not just in their local town but also in other communities within 10 – 15 minutes' drive of their home.** While this reinforces that the community has good access to community activities, service and infrastructure, it is based upon the assumption community members can access public transport or are able to drive. Public transport options in Wellington Shire are very poor and not all members of the community have access to private transport. This is an important factor in considering the type and location of community infrastructure, but also highlights the importance of Council advocating for improved public transport and considering the role of community transport.
- **Visitors to the coastal communities of Wellington Shire during the warmer months of the year increase the use of community infrastructure.** They also provide critical economic benefits to the community requiring Council and local communities to consider how community infrastructure can better support visitors, and by extension grow the social and economic outcomes for local communities.

5.3 Findings by District

5.3.1 Loch Sport to Seaspray and district

With a small and aging population, the opportunity to respond more effectively to community needs in the Loch Sport to Seaspray and district lies in consolidating or upgrading some infrastructure and taking a different approach to the management and activation of some community facilities.

Table 5.2 below provides a high-level summary of the findings from the Demand Analysis for facilities and locations in the Loch Sport to Seaspray and district. In addition:

- The consolidation or amalgamation of committees of management in Golden and Paradise Beach to reduce the administrative burden for committees, particularly as the community ages has been identified as an opportunity. It is acknowledged the community does not currently believe this is needed nor that it will reduce the burden for committees.

Location	Assets	Minor - Moderate Works	Major Works / Development	Consolidation or Co-location	Management and Activation	No Change	Unknown
Giffard West	Public Hall	√					
Golden Beach	Public Hall (incorporating Seniors Centre)	√					
	Men's Shed	√					
	Bowls Club					√	
	Golf Club			√			
	Surf Club						√
Loch Sport	Public Hall		√	√			
	Community House		√	√			
	Mens Shed					√	
	Clubrooms (3) at Charlies Street Rec. Reserve		√	√			

	RSL						√
Location	Assets	Minor - Moderate Works	Major Works / Development	Consolidation or Co-location	Management and Activation	No Change	Unknown
Seaspray	Surf Life Saving Club and Public Hall			√			
Stradbroke	Public Hall				√		

Table 5.1: High level summary of Demand Analysis for Loch Sport to Seaspray and district, Wellington Shire Community Infrastructure Plan

5.3.2 Heyfield and District

With a steadily growing population there is likely to be increased demand for community infrastructure and services in Heyfield and District. While there is an extensive range of existing community infrastructure, key opportunities to respond more effectively to the needs and capacity of the community will be through pursuing initiatives to upgrade existing infrastructure to ensure it is fit for purpose, co-locating and consolidating services, activities and facilities, increasing the capacity of services where needed, and investing in community development and capacity building initiatives.

Table 5.2 below provides a high-level summary of the findings from the Demand Analysis for facilities and locations in Heyfield and District. In addition, several community development and capacity building issues have been identified including:

- The need to increase programming in Heyfield to support older members of the community to remain engaged and active.
- The possible need to consolidate or amalgamate committees of management in Heyfield to reduce the administrative burden for committees, particularly as the community ages. It is acknowledged the community does not currently believe this is needed nor that it will reduce the burden for committees.

Location	Assets	Minor - Moderate Works	Major Works / Development	Consolidation or Co-location	Management and Activation	No Change	Unknown
Coongulla	Public Hall				√		
Cowwarr	Public Hall				√		
	Clubrooms – Rec Reserve				√		
Dennison	Public Hall			√			
Glenmaggie	Public Hall	√			√		
Heyfield	Memorial Hall				√		
	Community Resource Centre	√					√
	Clubrooms - Tennis					√	
	Clubrooms – Pigeon Club						√
	Clubrooms – Main – Rec Reserve					√	

Location	Assets	Minor - Moderate Works	Major Works / Development	Consolidation or Co-location	Management and Activation	No Change	Unknown
Heyfield continued...	Clubrooms – Netball					√	
	Clubrooms - Bowls					√	
	Clubroom – RSL Meeting Room						√
	Clubroom – Vintage Engines					√	
	Museum					√	
	Library					√	
	Stadium					√	
	Visitor Information Centre					√	
Licola	Public Hall					√	
Nambrok	Public Hall			√			
	Clubrooms – Rec Reserve			√			
	Clubrooms - Tennis					√	
	Clubroom – Woodcraft Group						√
Seaton	Clubrooms					√	

Table 5.2: High level summary of Demand Analysis for Heyfield and District, Wellington Shire Community Infrastructure Plan

5.3.3 Maffra and District

While there is extensive community infrastructure across Maffra and District, the quality and location of the infrastructure means changes will be needed to ensure it responds more effectively to the needs and capacity of the community. Opportunities lie in pursuing initiatives to co-locate and consolidate services, activities and facilities, and investing in community development and capacity building initiatives.

Table 5.3 below provides a high-level summary of the findings from the Demand Analysis for Maffra and District. In addition, several community development and capacity building issues have been identified including:

- Relocation of the Maffra Men's Shed in response to the lease expiring on the site they are currently located.
- The possible need to consolidate or amalgamate committees of management in Boisdale to reduce the administrative burden for committees.

Location	Assets	Minor - Moderate Works	Major Works / Development	Consolidation or Co-location	Management and Activation	No Change	Unknown
Boisdale	Public Hall	√			√		
	Clubrooms				√		
	Stables	√			√		
Bundalaguah	Public Hall					√	
	Clubrooms						√
Maffra	Memorial Hall					√	
	Guide Hall					√	
	Neighbourhood House		√	√			
	Men's Shed		√	√			
	Senior Citizens Building		√	√			
	Clubrooms – Football - Rec Reserve			√			
	Clubrooms – Lapidary – Rec Reserve			√			

Location	Assets	Minor - Moderate Works	Major Works / Development	Consolidation or Co-location	Management and Activation	No Change	Unknown
Maffra continued....	Clubrooms - Tennis					√	
	Clubrooms – Croquet					√	
	Clubrooms – Motorcycle – Cameron Sporting Complex					√	
	Clubrooms – AFL and Cricket – Cameron Sporting Complex					√	
	RSL						√
	Museum - Motor		√	√			
	Museum – Sugar Beet		√	√			
	Clubrooms – CFA					√	
	Library					√	
	Scout Hall						√
	Stadium – Cameron Sporting Complex		Major expansion occurring				
	Visitor Information Centre		√	√			
Newry	Public Hall					√	
	Clubrooms – Golf and Rec Reserve			√			
	Clubrooms – Tennis Courts					√	
Valencia Creek	Public Hall					√	

Table 5.3: High level summary of Demand Analysis for Maffra and District, Wellington Shire Community Infrastructure Plan

5.3.4 Rosedale and District

With very modest population growth projected for Rosedale and District, having quality, accessible community infrastructure will be critical to supporting population retention. The district has a substantial range of community infrastructure and there is significant opportunity to increase its activation and use. In addition, there is a need to strengthen the capacity of the Rosedale community to be more actively engaged in community life and increase co-operation between community organisations and committees.

Table 5.4 below provides a high-level summary of the findings from the Demand Analysis for Rosedale and District. In addition, the need to:

- Build the capacity of the Rosedale community to be more actively engaged in community life and increase co-operation between community organisations and committees was a key finding of the Demand Analysis.

Location	Assets and People	Minor - Moderate Works	Major Works / Development	Consolidation or Co-location	Management and Activation	No Change	Unknown
Carrajung	Public Hall – Sth Hall				√		
	Public Hall				√		
Gormandale	Mechanics Institute			√			
	Community Centre			√			
	Clubrooms – Rec Reserve			√			
Rosedale	Mechanics Institute					√	
	Community Hub					√	
	Men's Shed					√	
	Clubrooms – Pony Club			√			
	Clubrooms – Rifle Club			√			
	Clubrooms - Speedway						√
	Clubrooms – Rec Reserve					√	
	Clubroom – Rosedale RSL					√	

Location	Assets and People	Minor - Moderate Works	Major Works / Development	Consolidation or Co-location	Management and Activation	No Change	Unknown
	Stadium				√		
Rosedale continued....	Old Schoolhouse					√	
Willung	Public Hall						√

Table 5.4: High level summary of Demand Analysis for Rosedale and District, Wellington Shire Community Infrastructure Plan

5.3.5 Sale and District

The Sale, Wurruk and Longford Structure Plan identifies key residential developments in Longford and Wurruk that will drive increased demand for community infrastructure in these communities, but they will be of a local scale, because of the size of the community and the close proximity to Sale. The North Sale Development Plan also identifies key residential developments in North Sale, that will drive increased demand for community infrastructure in Sale. With an extensive array of existing facilities in Sale, opportunities to better respond to community need both in Sale and across the wider district lie in pursuing co-location, consolidation and integration of infrastructure and supporting increased activation of existing infrastructure.

Table 5.5 below provides a high-level summary of the findings from the Demand Analysis for specific facilities and locations in Sale and District. As noted above, Sale has an extensive array of community infrastructure. The community infrastructure in the summary table, concentrates on those facilities in Sale where the Demand Analysis has found change will be required.

Several community development and capacity building issues have also been identified including:

- Encouraging and increasing activation of community infrastructure in Sale through strengthening the involvement of the community, and pursuing opportunities such as delivering outreach programs, establishing joint programming initiatives, using technology to make information and spaces more accessible, and activating spaces such as sporting infrastructure with new activities beyond what they were traditionally built to support.
- The need to provide spaces that are welcoming, safe and inclusive for young people in Sale.
- Facilitating community access to facilities in the proposed Gippsland TAFE development.
- Ensuring future investment in community facilities in Longford has a very local focus. The proximity to Sale means that community members have very good access a wide range of community facilities, services, activities and programs only a short distance from their home.

Location	Assets	Minor - Moderate Works	Major Works / Development	Consolidation or Co-location	Management and Activation	No Change	Unknown
Airly Clydebank	Public Hall					√	
Kilmany	Public Hall			√			
	Clubrooms					√	
Longford	Public Hall					√	
	Clubrooms – Recreation Reserve					√	
	Clubrooms – Golf Club						
Sale	Public Hall - Band Hall				√		
	Public Hall - Memorial Hall				√		
	Public Hall – Scouts					√	
	Public Hall – Guides					√	
	Public Hall – Stead Reserve					√	
	Public Hall – Baptist Church					√	
	Public Hall – St Marys					√	
	Public Hall – VRI					√	
	Public Hall – Delbridge Hall					√	
	Neighbourhood House - Sale		√	√			
	Marley Street Community Hub		√				
	Senior Citizens Centre			√			
	Mens Shed				√		
	Clubrooms – Baldwin Reserve				√		
	Clubrooms (2)– Stephenson's Park - Croquet and Tennis				√		

Location	Assets	Minor - Moderate Works	Major Works / Development	Consolidation or Co-location	Management and Activation	No Change	Unknown
Sale Continued....	Clubrooms – East Sale Drainage Reserve					√	
	Clubrooms – Lions Park						√
	Clubrooms – Sale Oval					√	
	Clubrooms – Canal Reserve – Dog Club and Angling Club					√	
	Clubrooms – Rifle Range Reserve					√	
	Clubrooms – GRSC – Hockey					√	
	Clubrooms – Non – Sporting - RSL					√	
	Sale Museum				√		
	Art Gallery					√	
	Performing Arts Centre					√	
	Library					√	
	Visitor Information Centre					√	
	Aqua Energy Leisure Centre		√				
	GRSC					√	
	Council Civic Centre				√		
	Performance Space – Botanic Gardens					√	
Wurruck	Community House		√	√			
	Clubrooms		√	√			

Table 5.5: High level summary of Demand Analysis for Sale and District, Wellington Shire Community Infrastructure Plan

5.3.6 Stratford and District

With consistent population growth, there is likely to be increased demand for community infrastructure. Stratford and District has an extensive range of existing community infrastructure much of which is underutilised, particularly in Stratford itself. This means the key opportunity for Stratford and District is to explore co-location, consolidation and integration options.

Table 5.6 below provides a high-level summary of the findings from the Demand Analysis for locations and facilities in Stratford and District. In addition, several community development and capacity building issues have been identified including:

- The need to hold discussions with the Stratford community to identify opportunities for organisations, activities and services to be co-located, consolidated and / or for facilities to be more effectively activated.
- The need to support Segue Community House to access facilities that are more fit for purpose.

Location	Assets	Minor - Moderate Works	Major Works / Development	Consolidation or Co-location	Management and Activation	No Change	Unknown
Briagolong	Mechanics Institute					√	
	Clubroom – Rec Reserve					√	
Dargo	Public Hall	√			√		
	Museum						√
	Former Shire Depot					√	
Meerlieu	Public Hall	√					
Munro	Public Hall					√	
Stratford	Mechanics Institute				√		
	Public Hall - Scouts			√			
	Community House			√			
	Men's Shed			√			

Location	Assets	Minor - Moderate Works	Major Works / Development	Consolidation or Co-location	Management and Activation	No Change	Unknown
Stratford continued...	Senior Citizens Centre			√			
	Clubrooms – Pine Lodge Rec Reserve					√	
	Clubrooms – Bowls					√	
	Clubrooms – Stratford Rec Reserve					√	
	Courthouse Theatre	√					
	SES and Victrack Site					√	
	Library and Community Health Hub					√	
	Stadium				√		
	Avon Landcare Building						√

Table 5.6: High level summary of Demand Analysis for Stratford and District, Wellington Shire Community Infrastructure Plan

5.3.7 Yarram and District

Yarram and District has an extensive array of community infrastructure which is important because of the distance from other district or regional level services and facilities, and the high levels of disadvantaged in Yarram and many of the surrounding smaller communities. With modest population growth projected, there is likely to be minimal increase in the overall demand for community infrastructure and with a significant increase in older adults and declining younger populations projected, the viability of community infrastructure will be impacted, especially in smaller communities.

Opportunities to respond more effectively to community needs in Yarram and District include exploring co-location, consolidation and integration options, increasing the capacity, accessibility and inclusiveness of services, programs and infrastructure in Yarram, and identifying ways to respond to the transport disadvantage people living in the district experience.

Table 5.7 below provides a high-level summary of the findings from the Demand Analysis for locations and facilities in Yarram and District. In addition, several community development and capacity building issues have been identified including:

- Increasing the activation of community places and spaces in Yarram e.g. the Neighbourhood House, Yarram Community Hub, the Yarram Swimming Pool, Yarram and District Health Service etc. There should be a strong focus upon collaboration between different services and upon increasing understanding in the community about the spaces available and how to access them, and removing barriers that make it difficult to access community spaces e.g. pricing, booking systems etc.

Location	Assets	Minor - Moderate Works	Major Works / Development	Consolidation or Co-location	Management and Activation	No Change	Unknown
Alberton West	Clubrooms – Rec Reserve				√		
Binginwarri	Public Hall				√		
Devon North	Public Hall			√			
	Clubrooms – Rec Reserve			√			
Macks Creek	Public Hall			√			
Manns Beach	Public Hall					√	
Port Albert	Mechanics Institute Hall	Works have been funded					
	Former Methodist Church Hall						

Location	Assets	Minor - Moderate Works	Major Works / Development	Consolidation or Co-location	Management and Activation	No Change	Unknown
Port Albert continued...	Water Sports and Safety Centre	√					
	Museum	√		√			
	Visitor Information Board	√		√			
Staceys Bridge	Public Hall					√	
Won Wron	Public Hall			√			
	Clubroom – Rec Reserve			√			
Wonyip	Public Hall					√	
Woodside	Public Hall	√		√			
	Recreation Reserve	√		√			
	Surf Life Saving Club	√					
Yarram	Mechanics Institute		√	√			
	Community Learning Centre		√	√			
	Community Hub – Library, Childcare, Service Centre				√		
	Mens Shed						√
	Senior Citizens Building			√			
	Country Club					√	
	Clubrooms – Rec Reserve - Netball					√	
	Clubrooms –Rec Reserve - Pony Club					√	
	Clubrooms –Rec Reserve -Football					√	

Location	Assets	Minor - Moderate Works	Major Works / Development	Consolidation or Co-location	Management and Activation	No Change	Unknown
Yarram	Clubrooms - Tennis					√	
	Theatre				√		
	Youth and Indoor Sports Centre			√			
	Stadium – Yarram Secondary College					√	
	Visitor Information Centre - Former Courthouse	√					
	Yarram Swimming Pool		√				

Table 5.7: High level summary of Demand Analysis for Yarram and District, Wellington Shire Community Infrastructure Plan

SECTION 6: CIP Framework



Image: Manns Beach, Australia Day Celebrations

6.1 Overview

The framework that will guide future decision making about the provision, management, activation, and development of community infrastructure includes:

- Guiding Principles
- Key Directions
- Facility Hierarchy
- Risk and Maintenance Subsidy Model
- Project Prioritisation Model.

6.2 Guiding Principles

The following principles will guide Council decision making around community facilities management, investment, support and operations. The principles were developed as part of preparing the Community Managed Facilities Strategy 2020 – 2025 and the Sporting Infrastructure Plan 2020 – 2030.



6.3 Facility Hierarchy

Council has developed a new facility hierarchy model in undertaking planning for sporting infrastructure. The core structure of this model has been applied to the facility hierarchy model for the Community Infrastructure Plan.

Consistent with the Council's facility hierarchy model, the model assesses:

- The catchment of each facility in relation to other facilities in Wellington Shire
- The features or attributes of each facility
- The extent of use the facility has the capacity to support / does support
- The governance model.

This underpins the maintenance and risk funding provided by Council to committees of management for the facilities they manage.

Table 6.1 below provides a detailed description of each facility type while table 6.2 provides a matrix summary. Attachment D provides the hierarchy rating for each of the facilities assessed as part of the Community Infrastructure Plan.

Level 1a Premier	Level 1b Regional	Level 2 District	Level 3 Significant Local	Level 4 Local	Level 5 Minor Local
Catchment <ul style="list-style-type: none"> Strategically located in the region Seen as a destination Attracts visitors from across & outside the municipality Likely travel time of up to 1.5 hours 	Catchment <ul style="list-style-type: none"> Located in a larger town or centrally located in the municipality Attracts use from several districts or across the region Travel distances of up to 1 hour 	Catchment <ul style="list-style-type: none"> Located in a larger town or a smaller town Attracts use from multiple towns & localities Complements the role of local facilities Travel distances of up to 45 min 	Catchment <ul style="list-style-type: none"> Located in a small town or locality Some functions & uses attract visitors from multiple towns & localities May be located close to other local facilities Travel distances of up to 30 min 	Catchment <ul style="list-style-type: none"> Located in a small town or locality Supports the immediate town or locality Commonly no other like facilities nearby Travel distances of up to 20 min 	Catchment <ul style="list-style-type: none"> Located in a small town or locality
Facilities <ul style="list-style-type: none"> A high level of specialisation in layout, fitout, equipment & functionality High visitor amenity 	Facilities <ul style="list-style-type: none"> Some level of specialisation in layout, fitout, equipment & functionality. Facilities are typically not provided for at the district level Good visitor amenity 	Facilities <ul style="list-style-type: none"> Layout & fitout support both informal & structured activities Good visitor amenity 	Facilities <ul style="list-style-type: none"> Layout & fitout that support distinct activities with broader appeal Suitable amenity to sustain activities 	Facilities <ul style="list-style-type: none"> Basic building & fitout Basic amenity 	Facilities <ul style="list-style-type: none"> Basic building structure Low amenity
Use <ul style="list-style-type: none"> Significant economic (likely tourism) benefits Sustains specific functions & activities Able to cater to a range of users Hosts regional scale attendance Elite & community level activity 	Use <ul style="list-style-type: none"> Notable economic (likely tourism) benefits Supports a more specialised range of activities Can sustain larger groups & functions 	Use <ul style="list-style-type: none"> Some economic benefits A focus for district level community activity Caters for a range of community activities & some niche activities 	Use <ul style="list-style-type: none"> Provides a focus for local community & is source of community pride Supports localised & some distinct or niche activities 	Use <ul style="list-style-type: none"> Provides a focus for local community identity Supports localised activities 	Use <ul style="list-style-type: none"> Likely low level of activity
Governance <ul style="list-style-type: none"> Council managed Dedicated staff for product development & marketing 	Governance <ul style="list-style-type: none"> Council or Committee of Management Highly involved in initiating, scheduling & hosting activities & events 	Governance <ul style="list-style-type: none"> Committee of Management Proactive programming & marketing for district scale activities & response to requests from community & organisations 	Governance <ul style="list-style-type: none"> Committee of Management Proactive programming & marketing for distinct activities & response to community requests 	Governance <ul style="list-style-type: none"> Committee of Management Response to community requests with some activities initiated 	Governance <ul style="list-style-type: none"> Committee of Management Response to community requests

Table 6.1: Description of Wellington Shire Community Infrastructure Hierarchy Model

Hierarchy Level	Management Model	Facility Classification	Facility Description	Qualifying Criteria			
				Population Catchment	Level of Activity	Likely Travel Distance	Multi-use
Level 1a	Council Managed	Premier	Strategically located Supports municipal and regional scale activities May attract use from beyond the municipality High visitor amenity	Municipal and regional scale and beyond	High including direct programming	1.5 hours and greater	Narrow focus with wide usage
Level 1b	Either Council or Committee of Management	Regional	High community profile Regional catchment Supports specialised activities May host a 'home' group or organisation	Regional and within municipality	Steady with established schedule	1 hour	Mix of resident and external groups
Level 2	Committee of Management	District	Attracts use from a catchment covering multiple towns and localities Supports particular or niche uses May host a 'home' group or organisation	Supports a wider catchment including multiple towns and localities	Regular and some initiatives and events	45 min	Hosts many groups
Level 3	Committee of Management	Significant Local	Some functions and uses attract visitation from multiple towns and localities Very strong relationship to local community	Supports more than one town or locality	Regular	30 min	Broad range with some particular attractors
Level 4	Committee of Management	Local	Supports the immediate town or locality Strong relationship to local community	Small town or locality	Regular/irregular	20 min	Broad range of activities
Level 5	Committee of Management	Minor Local	Likely low level of activity May enjoy historical sense of community ownership	Small town or locality	Likely low	20 min	Not applicable

Table 6.2: Matrix of Wellington Shire Community Infrastructure Hierarchy Model

6.4 Risk and Maintenance Subsidy

Council officers have developed a comprehensive model to guide the provision of financial subsidies for committees of management responsible for managing community infrastructure including sporting infrastructure. The current operating subsidy is described as the 'Risk and Maintenance Subsidy' and recognises the substantial costs associated with addressing risk and safety issues and maintaining community infrastructure. It is available for community infrastructure where broad community use and benefit can be demonstrated.

The model identifies 5 core components including:

- Building safety
- Building maintenance
- Utility servicing
- Surrounding maintenance and waste management
- Playing surfaces.

Within each component, there are a list of specific items and the general maintenance requirements e.g. fire protection equipment maintenance – 6 monthly or annual inspection and testing of extinguishers. Using current costs, a dollar amount is allocated for each item.

The implementation of this model ensures that Council is taking a best practice approach to managing facilities. The subsidies are based on benchmarking of the real world costs of managing community facilities and substantially reduce the risk to Council and the burden on volunteers, allowing committees of management to focus their energies on activating community infrastructure.

6.5 Project Prioritisation Model

This model has been developed by Council to deliver a consistent approach to prioritising the selection and delivery of community projects. The model outlines the principles, criteria and parameters that projects will be assessed against.

Projects are considered against 5 quantitative and qualitative criteria with associated weightings. The resultant scores are used to determine the investment in maintenance, refurbishment, safety and redevelopment of community facilities. These criteria align with the 2021 - 2025 Council Plan and are outlined in table 6.3 below.

Strategic inputs guiding how projects are identified include Council's maintenance and accessibility audits, facility condition summaries and the 2019 Committees of Management Survey. Future strategic inputs will come from the Community Infrastructure Plan, Sporting Infrastructure Plan, Early Years Infrastructure Plan, Community Management Facilities Strategy and Facility Management Plans. Other considerations will include service planning changes, legislative requirements and community/customer requests.

No.	Criteria	Assessment Measure (0 = low importance, 100 = high importance)	Weighting
1	Hierarchy Level	Quantitative - measured against a score of 0-100	25%
2	Asset Component Importance – Community & Council	Quantitative - measured against a score of 0-100	10%
3	Level of Participation and if Maintained or Improved	Quantitative - measured against a score of 0-100	20%
4	Efficiency / Compliance / Operational Improvements	Quantitative - measured against a score of 0-100	15%
5	Asset Condition Rating	Quantitative - measured against a score of 0-100	25%

Table 6.3: Community Facilities Project Prioritisation Model, Wellington Shire, 2020

SECTION 7: Priority Areas and Recommendations



Image: Glenmaggie Country Rock Festival, 2019

7.1 Priorities Areas

The following Priority Areas are underpinned by detailed research completed to support the development of the Community Infrastructure Plan. The strategic priorities from Council's Community Managed Facilities Strategy and the Sporting Infrastructure Plan have been considered as part of identifying the priority areas.

Priority Area		What Does This Mean?
1	Inclusive Community Places	Prioritise infrastructure, program and service improvements which will increase the inclusiveness and accessibility of community places and spaces.
2	Sustainable Communities	Prioritise initiatives which will improve the social, environmental, and economic sustainability of community infrastructure and communities.
3	Community Capacity and Engagement	Actively support committees of management, facilitate volunteering, encourage activation, and have transparent discussions with communities about aspirations and planning for community infrastructure.
4	Advocacy and Partnerships	Take an active role in advocating for and partnering with others to deliver initiatives and changes which will improve access to community infrastructure and strengthen communities.
5	Diverse Settings and Experiences	Prioritise community infrastructure that supports diverse activities, services and experiences and responds to the needs of local communities and catchments.

7.2 Recommendations and Measuring Outcomes

Priority Area 1 Inclusive Community Places		Prioritise infrastructure, program and service improvements which will increase the inclusiveness, accessibility and safety of community places and spaces.
	Recommendation	Measuring Outcomes
1.1	Upgrade community facilities where the physical condition and accessibility has been identified as a key constraint in responding to community need.	The extent of capital investment annually in the upgrade of community facilities to address condition and accessibility issues.
1.2	Support Committees of Management to make it easier for the community to use and activate community facilities.	Providing a minimum of 4 networking, training, development or activation opportunities for committees of management annually.
1.3	Support Committees of Management to implement inclusive practices responding to the diversity within communities.	A majority of committees of management achieving accreditation with programs that promote culture change like GippSport's 'Change our game'.
1.4	In partnership with young people, facilitate increased access to spaces that are free, safe and welcoming for young people.	Increased availability of free, welcoming public spaces for young people to access.
1.5	Improve the quality, accessibility and safety of play experiences in Wellington Shire.	Community satisfaction with the quality, accessibility and safety of play spaces is demonstrably increased.
1.6	Develop pathways and linkages that support people to be physically active and move easily and safely around local communities and between towns.	The extent of capital investment annually in developing pathways and linkages supporting people to move easily and safely around and between communities.

Priority Area 2 Sustainable Communities		Prioritise initiatives which will improve the social, environmental, and economic sustainability of community infrastructure and communities.
	Recommendation	Measuring Outcomes
2.1	Actively pursue projects which will deliver co-located or integrated facility, activation and service outcomes.	The number of projects delivered that promote or enhance collaboration, co-location and integration of services and facilities.
2.2	Consider closing facilities or ceasing to support the operation of facilities where community infrastructure is in poor condition, receives community limited use and community capacity to activate the facility is low.	The extent of consultation and engagement with local communities where community infrastructure is in poor condition, receives community limited use and community capacity to activate the facility is low.
2.3	Facilitate stronger collaboration between health services providers and Community Centres and Neighbourhood Houses.	Regular forums facilitated, promoting collaboration and co-operation between with health services providers, community centres and neighbourhood centres.
2.4	Encourage and support co-operation between committees of management and between community organisations to share resources, facilities and knowledge, and undertake joint programming initiatives.	Evidence of increased co-operation and collaboration between Committees of Management and community organisations.
2.5	Invest in projects which will increase the financial viability, environmental outcomes and the use and activation of community infrastructure.	The extent of annual investment in projects that increase the financial viability, environmental outcomes and activation of community infrastructure.
2.6	When investing in new or upgraded community infrastructure, fully assess and understand the impact upon like infrastructure in the surrounding area, and identify strategies to respond to these impacts.	All planning for new or upgraded community infrastructure will include an assessment of the impact on other facilities in the surrounding area.
2.7	When investing in the development or activation of community infrastructure, pursue initiatives which will support or strengthen the local or regional economy.	The economic impact of investment is considered when planning for the development or activation of community infrastructure.

Priority Area 3 Community Capacity and Engagement		Actively support committees of management, facilitate volunteering, encourage activation, and have transparent discussions with communities about aspirations and planning for community infrastructure.
	Recommendation	Measuring Outcomes
3.1	Examine options for resourcing committees of management to support the activation of community infrastructure in response to identified community needs.	The extent of support received by Committees of Management to activate community infrastructure.
3.2	Identify strategies to reduce the administrative burden for committees of management and community organisations.	Increased activation of community facilities by community organisations and Committees of Management.
3.3	Actively involve the community in decision making about the future of community infrastructure.	Evidence of increased community participation in decision making and priority setting for community infrastructure.
3.4	Develop Facility Management Plans to capture the aspirations of local communities and identify priorities for community infrastructure.	The number of Facility Management Plans developed for community infrastructure .
3.5	Examine options to integrate or consolidate committees of management where duplication is evident and volunteer capacity is declining.	The consolidation of committees of management and community organisations is pursued where relevant.
3.6	Improve the availability and quality of information about community facilities and the activities they offer to local residents, the wider community and visitors to the community.	Evidence that quality information is more readily available to community members about local community facilities and the activities they offer.
3.7	Develop strategies to improve the communication between Council and community organisations and committees of management.	The forums and opportunities available to community organisations and Committees of Management for open communication with Council.

Priority Area 4 Advocacy and Partnerships		Take an active role in advocating for and partnering with others to deliver initiatives and changes which will improve access to community infrastructure and strengthen communities.
	Recommendation	Measuring Outcomes
4.1	Advocate to State and Federal Governments to increase the availability and flexibility of the public transport network in Wellington Shire.	Constructive relationships with Local MPs and key decision makers. Increased public transport services in Wellington Shire, delivering flexible, accessible public transport options for the community.
4.2	In partnership with government and community agencies, strengthen the community transport options available to the Wellington community.	Improved access to community transport options.
4.3	Advocate to State and Federal Governments to improve the road network between towns (particularly between Sale and Yarram).	Increased investment in local road network by State and Federal Governments.
4.4	Advocate to State and Federal Governments (particularly DELWP) to increase funding for the upgrade and development of community places and spaces in response to community need.	Increased share of grant funding from State and Federal Governments for community infrastructure.
4.5	Advocate to State and Federal Governments to improve the telecommunications network in Wellington Shire with a focus on communities where connectivity is poor or non-existent.	Improved performance of the telecommunications network and reduction in blackspots.

Priority Area 5 Diverse Settings and Experiences		Prioritise community infrastructure that supports diverse activities, services and experiences and responds to the needs of local communities and catchments.
	Recommendation	Measuring Outcomes
5.1	Encourage and facilitate activities for children and young people in Wellington that are not sport related.	Evidence of new programs being offered and accessed to encourage physical activity by children and young people.
5.2	Support committees of management to develop unique or niche offerings to attract use and visitation from outside their local community. ⁶	Evidence of activities being developed and delivered through community infrastructure offering new experiences for community members and visitors.
5.3	Enable, support and advocate for small and isolated communities to receive the right support to allow them to respond effectively to community needs.	The extent to which small and isolated communities have access to timely support.
5.4	Support increased use of community infrastructure owned or managed by community agencies and organisations and school sites.	The extent of community access to community infrastructure and school sites.
5.5	Invest in high quality outdoor community infrastructure including parks, playgrounds, sporting reserves, walking and cycling tracks and trails in recognition of their importance to the Wellington community and their value in supporting health and wellbeing.	The extent of investment in outdoor community infrastructure including parks, playgrounds, sporting reserves, walking and cycling tracks and trails.

SECTION 8: Attachments



Image: Yarram Regent Theatre

8.1 List of Attachments

Attachment A: Background Research

Attachment B: Community Consultation and Engagement Report

Attachment C: Infrastructure Inventory by District - Excel Spreadsheets

Attachment D: Assessment of Hierarchy Rating

Wellington Shire Early Years Infrastructure Plan 2021 - 2031



Image: Glassford Kindergarten. Source:

ACKNOWLEDGEMENT

Wellington Shire Council would like to acknowledge and thank everyone who has contributed to the development of the Early Years Infrastructure Plan. In particular, we would like to thank everyone who participated in the consultation and engagement program including:

- Families who completed the online survey
- Early years services operating in Wellington Shire.
- Council officers.

The Early Years Infrastructure Plan has been prepared for Council by Planning for Communities Pty Ltd.

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Executive Summary



Image: Heyfield Kindergarten. Source: Uniting Victoria Tasmania

The EYIP Plan

The Early Years Infrastructure Plan has been developed to assess the capacity of existing early years infrastructure in Wellington Shire to support the delivery of early years services that are responsive to the needs of children and families.

Early years infrastructure plays a critical role in supporting the delivery of services, programs and resources for children and families in Wellington Shire. Typically, services and programs delivered from these facilities and spaces include:

- Kindergarten
- Childcare (occasional, long daycare, outside school hours care)
- Maternal and child health services
- Immunisation
- Community and supported playgroups
- Toy libraries
- Parent or family support.

There are also many facilities and spaces which are universally accessible to the whole community and are highly valued by children and families. They are often also some of the places they use the most. Key examples are:

- Parks and playgrounds
- Libraries
- Swimming pools and leisure centres
- Walking and cycling paths.

The Early Years Infrastructure Plan explores the current and future early years needs of children and families across seven districts in the Shire of Wellington including:

- Loch Sport to Seaspray and District
- Heyfield and District
- Maffra and District
- Rosedale and District
- Sale and District
- Stratford and District
- Yarram and District.

Existing Early Years Services and Infrastructure

19 services offer kindergarten	7 services offer childcare
4 services offer kindergarten integrated with childcare	Maternal and Child Health Services are offered in 8 locations
Supported playgroups are offered in 2 locations (3 groups)	Early years services are available in every district but are very limited in some

In total there are 33 different buildings hosting early years services and supports in Wellington Shire.

Some early years services are located in standalone buildings, while others are integrated or co-located with other early years services, community activities or resources. Kindergarten and childcare services are most likely to be located in standalone buildings.

Service	Co-located or Integrated	Number of Sites
Kindergarten	Standalone	7
	Co-located or Integrated	8
Integrated childcare and kindergarten	Standalone	3
	Co-located or Integrated	1
Childcare (no kindergarten)	Standalone	3
Occasional Care	Co-located or Integrated	3
Outside School Hours Care	Co-located or Integrated	4
In Venue Family Daycare	Co-located or Integrated	1
Maternal and Child Health	Co-located or Integrated	8
Supported Playgroup	Co-located or Integrated	2

Early years services are delivered from a mix of facilities owned by Council and local health services. The infrastructure is managed by community-based committees of management, early years managers, local schools, and local health services in the Shire of Wellington.

While Wellington Shire has a range of infrastructure supporting early years services and programs, **some critical changes are needed to the condition, functionality, location, and in some instances the scale of the facilities** to respond more effectively to the needs of children and families. Examples include:

- Addressing the poor condition and functionality of a number of early years buildings, particularly in Sale.
- Moving away from single room kindergarten facilities to support the roll out of funded 3-year-old kindergarten and support other early years activities such as occasional care and playgroups.
- Pursuing the integration and co-location of early years services, potentially with other community facilities and activities.
- A need for maternal and child health services to be located so they are more accessible to the community,
- Expanding the capacity of facilities where community demand is unable to be accommodated.

Summary of Key Issues and Findings

The early years in a child's life are critical: The life experiences and circumstances of a child impacts significantly upon how the brain develops and upon the health, social and education outcomes for children. Early years services and supports including kindergarten, childcare, maternal and child health services, immunisation, parenting and family support programs, and intervention services for children with additional needs, are all critical to the health and wellbeing of children and families.

There will be **INCREASED demand over the next decade for early years services, programs and resources** in Wellington Shire because of consistent population growth and the roll out of funded 3-year-old kindergarten. The increased demand for kindergarten can be accommodated in Maffra, Sale and Rosedale through changes to service models and programs, additional infrastructure will be needed are Stratford, Heyfield and Yarram.

A lack of access to childcare is a key constraint in many communities across Wellington Shire including Heyfield, Maffra, Stratford, Rosedale, Sale and Yarram. Alternate service models

There is a **HIGH level of AWARENESS** of early years services, programs and resources in **Wellington Shire**. The most well-known are swimming pools/leisure centres, libraries, kindergarten, parks and playgrounds, maternal and child health services, free immunisation session, and centre based childcare.

The services, programs or resources families are **MOST likely to experience difficulty accessing** are, **childcare, parks and playgrounds, swimming pools / leisure centres and playgroups**. Followed by maternal and child health services, free immunisation, toy libraries, kindergarten, community events, libraries, family / parent support and parent education sessions.

For families, it is MOST important to have the following early years services and facilities **within 20 mins drive of home**.

1. Parks and playgrounds
2. Kindergarten, swimming pools / leisure centres, MCH, Libraries, free immunisation
3. Centre based childcare.

It is **less important** for families to have access to early years services, programs and resources **close to where they work, study or volunteer**.

State and Federal Governments have a strong commitment to children and families: In the last decade, they have implemented significant policy changes to improve outcomes for children and families e.g. national standards for the provision of early years services, universal access to kindergarten for 4 year old children, changes to the childcare benefit system, a focus upon vulnerable families and children. The most recent State Government policy initiative means all 3-year-old children have access to funded kindergarten from 2022.

There is **significant variability in the availability and accessibility of early years services** for families across Wellington Shire. For example, Sale has a wide range of services, while smaller communities like Loch Sport, Seaspray and District have no kindergarten or childcare services in their communities and consequently, the kindergarten participation is very low. This increases the disadvantage these communities already experience.

Communities where the **co-location and integration of early years infrastructure should be actively pursued** are Heyfield, Maffra and Sale. The integration of maternal and child health services with other early years services is a key priority.

Universally accessible facilities and spaces are HIGHLY VALUED and extensively used by children and families including parks and playgrounds, libraries, swimming pools and leisure centres. Parks and playgrounds, swimming pools and leisure centres also some of the early years infrastructure the community would most like to see improved.

The **key challenges or DIFFICULTIES** families experience accessing early years services, programs and resources are: **Lack of information** about services or programs, **limited availability** of services (childcare), the **cost** of accessing services, the **limited opening hours** of services (kindergarten) and **travel distances**. The difficulties or challenges are different for each service, program or resource.

The early years services and resources, **families would MOST like to see improved**

1. Playgrounds, open space and walking and cycling paths
2. Kindergarten facilities in Sale
3. MCH facilities in Maffra, Heyfield and Yarram
4. Swimming pool facilities
5. Improved available of childcare including outside school hours care and access to centre based childcare and longer kindergarten sessions.

Early years services and resources, **service providers MOST want to see improved**

1. Move away from single room (e.g. kindergarten) or single purpose facilities
2. The poor condition, functionality and accessibility of old kindergarten facilities
3. Provide space for nature-based kindergarten programs
4. Increase training and development opportunities for educators
5. Increase the number of early years educators, especially because of the roll out of funded 3-year-old kindergarten.

High Level Findings by District

Loch Sport to Seaspray and District	There will be significant population decline in Loch Sport to Seaspray and District between 2021 and 2031, including the 0 – 8-year-old population. This is following a significant increase during 2020 with the COVID-19 pandemic. The only early years' service families have access to in the district is MCH with families travelling 40 minutes or more to access kindergarten. With 30 to 40 children aged 3- and 4-years old living in the district over the next decade, access to kindergarten must be improved as a priority.
Heyfield and District	While the district will experience a relatively small increase in the 0 – 8-year-old population between 2021 and 2031, the demand for kindergarten services will increase significantly due to the roll out of funded 3-year-old kindergarten, and the existing infrastructure will not be able to support this. Other factors impacting upon the district are the poor location of the MCH service and the fragmented location of community infrastructure in Heyfield itself. The key need to be addressed in Heyfield is increasing the service capacity and associated infrastructure for kindergarten. Key opportunities to explore are the co-location of kindergarten and MCH services together and / or co-location of these services with other community infrastructure, and improving access to childcare.
Maffra and District	There will be a relatively small increase in the 0 – 8-year-old population between 2021 and 2031, and despite the significant increase in demand for kindergarten services that will occur, the district has sufficient infrastructure to respond to this demand. Other factors impacting upon the district are the poor location of the MCH service and the high demand for long day childcare. The sole operator in Maffra attracts families from Heyfield, Maffra and Stratford, due to the limited services in Heyfield and no childcare services in Stratford. The key opportunities in Maffra are to pursue opportunities to co-locate Maffra Queen Street Kindergarten and Occasional Care Service with other early years services and community facilities and services and looking at ways to improve access to childcare in Stratford and Heyfield to reduce the demand in Maffra.
Rosedale and District	Higher population growth in Rosedale and district, particularly amongst children aged 0 – 8 years, combined with the increased demand from the roll out of funded 3-year-old kindergarten indicates Rosedale will experience higher demand for early years services between 2021 and 2031. But many families access services in Sale or Traralgon because this is where they work or because there is limited availability in Rosedale (e.g. childcare). Changes to the existing kindergarten and in venue family daycare service models, will allow the Rosedale Community Hub to accommodate increased demand. The key opportunities for Rosedale are to monitor the demand for kindergarten services and explore options to improve the childcare offerings in the community. In Gormandale the key opportunities are to explore alternate service models to accommodate 3-year-old kindergarten and to explore to provide childcare.
Sale and District	Higher population growth, particularly amongst children aged 0 – 8 years, combined with the increased demand from the roll out of funded 3-year-old kindergarten means Sale and district will experience a notable increase in demand for early years services. As the main business and residential centre of Wellington Shire, Sale offers a wide range of early years services and supports. Kindergarten services are also located at Longford and Wurruk. An assessment of the population data and service offerings in Sale suggests there is sufficient capacity in the service system to accommodate the increased demand for kindergarten, but there may not be capacity to accommodate the increased demand for childcare. Key issues to be addressed in Sale are the prevalence of single room or single purpose early years facilities, many of which are old and in poor condition. Investment in the development of early years / community hubs in Sale should be a priority.
Stratford and District	Stratford itself does not have sufficient infrastructure to respond to the increased demand from a large increase in the 0 – 8-year-old population between 2021 and 2031 and the significant increase in demand for kindergarten services. By contrast, the kindergarten facilities at Briagolong will have sufficient capacity to cater for the increased demand they will experience because of 3-year-old kindergarten. The other key area of need in Stratford is the lack of childcare services, with families travelling to Maffra or Sale to access childcare. Both the childcare and kindergarten needs of the community need to be addressed.
Yarram and District	While population growth in Yarram will be moderate between 2021 and 2031, families living in the district have limited access to childcare and kindergarten services. The single childcare / kindergarten provider is already operating at capacity and cannot accommodate the increased demand which will occur from 3-year-old kindergarten. As a priority, additional infrastructure is needed to support the kindergarten and childcare needs of the community.

Strategic Framework

Future decision making about the provision, management, activation, and investment in community infrastructure will be guided by:

- Guiding Principles
- Project Prioritisation Model.
- Priority Areas

The Guiding Principles are:



PRIORITY AREAS	
Priority Area 1	Child and Family Friendly Communities Prioritise initiatives which will improve the livability of local communities for children and families.
Priority Area 2	Contemporary and Integrated Services and Facilities Prioritise infrastructure improvements which will deliver contemporary and integrated early years' service and facility outcomes.
Priority Area 3	Collaborative and Flexible Responses Work collaboratively with service providers to respond to changing community needs.
Priority Area 4	Advocacy and Equitable Access Advocate for and partner with others to provide equitable and accessible early years services and supports.

Recommendations

Priority Area 1 Child and Family Friendly Communities	Prioritise initiatives which will improve the livability of local communities for children and families.
1.1	Increase opportunities for children and families to travel safely around their communities with a focus upon increasing opportunities for walking and cycling, through implementing Council plans such as the Healthy Wellington Plan and Urban Paths Plan.
1.2	Develop more contemporary, accessible, and safe play spaces for children and families, particularly nature-based play opportunities that reflect the priorities of plans such as Council's Open Space Plan and Access and Inclusion Plan and the changing needs and expectations of the community.
1.3	Consistent with Council's Community Engagement Strategy, actively involve children and families in the planning and development of community and early years places and spaces.
Priority Area 2 Contemporary and Integrated Services and Facilities	Prioritise infrastructure improvements which will deliver contemporary and integrated early years' service and facility outcomes.
2.1	Develop service standards to confirm the size, quality, condition, and functionality requirements for infrastructure to support the delivery of early years services.
2.2	Review Council's Project Prioritisation Model to determine how early years infrastructure will be captured and assessed within the Model. Aspects to be addressed are: <ul style="list-style-type: none"> • Responding to increased demand for kindergarten services by developing multi-room early years facilities that can support kindergarten and other early years services and activities such as occasional care, playgroups, toy libraries and maternal and child health. • The importance of actively pursuing opportunities to integrate, co-locate and rationalise early years services and infrastructure, and explore opportunities to locate early years services with complementary community facilities and activities. • The need to improve access to early years services, support the financial viability of service providers, and deliver positive environmental benefits.

Priority Area 3**Collaborative and Flexible Responses**

Work collaboratively with service providers to respond to changing community needs.

- 3.1** Support service providers to identify and implement alternate service models and programming initiatives to respond to the increasing demand for kindergarten.
- 3.2** Work with service providers to pursue options to increase the availability of childcare through service initiatives such increasing operating hours and days of existing services, identifying opportunities for in venue family daycare services, and offering wrap around care associated with kindergarten.
- 3.3** Support service providers to pursue options to increase the availability of outside school hours care.
- 3.4** Review and update lease, license, and service system agreements to support and facilitate change in early years' service models and programming.

Priority Area 4**Advocacy and Equitable Access**

Advocate for and partner with others to provide equitable and accessible early years services and supports.

- 4.1** In partnership with early years managers and service providers, advocate to the State Government to increase the investment in early years infrastructure, where community and service needs are not being met.
- 4.2** Work with current and potential service providers to respond to the childcare needs of smaller and more remote communities.
- 4.3** Work with service providers to ensure infrastructure and service models are responsive to the needs of all families and children.

SECTION 1: Introduction



Image: Sale North Kindergarten. Source: Sale Combined Kindergartens

1.1 What is Early Years Infrastructure?

Early Years Infrastructure is generally any facility or space where services or programs are delivered from, to support children aged 0 – 8 years and their families. Services and programs typically delivered from these facilities and spaces include:

- Kindergarten
- Childcare (occasional, long daycare, outside school hours care)
- Maternal and child health services
- Immunisation
- Community and supported playgroups
- Toy libraries
- Parent or family support.

The facilities or spaces may be dedicated to support early years services and programs or could be shared or multi-use e.g. consulting suites that support maternal and child health services as well as other allied health services. The spaces are often publicly owned and operated, but they may also be privately owned and operated, particularly in the case of childcare and kindergarten.

There are also many facilities and spaces which are universally accessible to the whole community and are highly valued by children and families. They are often also some of the places they use the most. Key examples are:

- Parks and playgrounds
- Libraries
- Swimming pools and leisure centres
- Walking and cycling paths.

For families and children, Council's investment in these facilities and spaces is just as critical as its investment in dedicated early years infrastructure.

1.2 Why an Early Years Infrastructure Plan?

The Early Years Infrastructure Plan has been developed to assess the capacity of existing early years infrastructure in Wellington Shire to support the delivery of early years services which will respond effectively the current and future needs of children and families.

Council has a strong commitment to enhancing community life and ensuring the community has access to services and facilities that meet their needs. The provision of infrastructure which supports the delivery of services, programs and activities for families and children, is key to Council delivering on these commitments.

The Community Managed Facilities Strategy 2020 – 2025 provides important guidance about how Council will support the management and operation of community facilities. The Early Years Infrastructure Plan along with the Community Infrastructure Plan, and the Sporting Infrastructure Plan, provide Council with a clear assessment of existing infrastructure and the value and importance of it to local communities. Vitally, the Early Years Infrastructure Plan identifies how early years infrastructure may need to be changed or improved to respond more effectively to the needs of children and families.

1.3 Scope of the Plan

The Community Infrastructure Plan is **underpinned by extensive research** about:

- The strategic and policy context for the provision and operation of early years infrastructure in Wellington Shire.
- The demographic profile of the Wellington community, particularly children and families.
- The early years infrastructure available in Wellington Shire, its condition, functionality, accessibility, and location.
- An assessment of current and future demand for early years services and infrastructure in Wellington Shire.
- The results of a program of consultation and engagement with the Wellington community and key stakeholder agencies to understand what and how the community accesses early years services and spaces, what they value about it, what impacts on their ability to access it, and their aspirations, ideas and priorities for improving community infrastructure.

A summary of the research outcomes is provided as part of this document, and Background Report is provided as a separate attachment.

The Plan considers the current and future community infrastructure needs across seven districts in the Shire of Wellington. These are:

- Loch Sport to Seaspray and District
- Heyfield and District
- Maffra and District
- Rosedale and District
- Sale and District
- Stratford and District
- Yarram and District.

The Plan identifies five priority areas and recommendations to assist Council to respond to current and emerging needs for early years services and infrastructure.

SECTION 2: Strategic and Community Context



Image: Hyland Community Kindergarten. Source: Sale Combined Kindergarten

2.1 Importance and Benefits of Investing in the Early Years

The life experiences and circumstances of a child and young person impacts significantly upon how the brain develops and upon the health, social and education outcomes for children and young people. Central to healthy brain development are supportive family relationships and positive learning experiences, along with universal access to services, and additional support where families are faced with stressful circumstances and lower levels of resilience.¹

From pregnancy through early childhood (0–8 years), all environments in which children live and learn, and the quality of their relationships with adults and caregivers, have a significant impact on their cognitive, emotional and social development. Significant adversity such as poverty, abuse or neglect, parental substance abuse or mental illness, and exposure to violence in early childhood can lead to lifelong problems.² Early intervention is key to preventing or minimising the impact of adversity in a child's early years, and economic modelling shows the cost of investing in the early years provides significant long-term savings and benefits, such as higher levels of educational attainment and increased employment options, reduce crime, and improved health outcomes.³

Early years services and supports such as kindergarten, childcare, maternal and child health services, immunisation, parenting and family support programs, and intervention services for children with additional needs, are all critical to the health and wellbeing of children and families. Many of these services and supports are delivered or facilitated by local government highlighting the important role Councils play in the health and wellbeing of children and families.

In particular, the involvement of local government in kindergarten and childcare is important to workforce participation. Research about formal and informal childcare draws the link between workforce participation and the availability of quality, affordable childcare at times that families need access to care. The 2015 Productivity Commission inquiry into the childcare and early childhood sector in Australia looked specifically at the link between the availability of affordable quality childcare and workforce participation, and the contribution access to childcare makes to optimising children's learning and development. The Inquiry identified that formal and informal childcare plays a vital role in enabling parents to work and estimates that there may be up to '165,000 parents (on a full-time equivalent basis) who would like to work but are not able to do so because they are experiencing difficulties with the cost of, or access to, suitable childcare.'⁴

¹ Centre on the Developing Child (2007), The Science of Early Childhood Development (In Brief). Available at: <http://developingchild.harvard.edu/wp-content/uploads/2015/03/InBrief-The-Science-of-Early-Childhood-Development.pdf> and City of Boroondara (2014), Draft Children and Young People's Strategy.

² Centre on the Developing Child (2007), The impact of early adversity on children's development (In Brief). Available at: <http://developingchild.harvard.edu/wp-content/uploads/2015/05/inbrief-adversity-1.pdf>.

³ Yoshikawa, H., Weiland, C., Brooks-Gunn, J., Burchinal, M., Espinosa, L., Gormley, W., Ludwig, J.O., Magnuson, K.A., Phillips, D.A., & Zaslow, M.J. (2013, August, September). Investing in our future: The evidence base for early childhood education. Society for Research in Child Development and Foundation for Child Development. Available: <http://fcd-us.org/sites/default/files/Evidence%20Base%20on%20Preschool%20Education%20FINAL.pdf>.

⁴ Australian Government Productivity Commission (2014), Childcare and Early Childhood Learning. Available at: <http://www.pc.gov.au/inquiries/completed/childcare/report/childcare-overview.pdf>

2.2 Strategic Context

Over the past decade Federal, State and Local governments have shown they understand that children and families are an integral part of communities, and their needs, aspirations and voices are essential for building strong communities. Continuous improvement and quality underpin planning for early years services and infrastructure, and child friendly environments continue to be developed to support the health, wellbeing and social development of children and families.

Policy initiatives which have had a significant impact upon improving the health and wellbeing of children and families include:

- The introduction of national standards for the provision of early years services.
- Universal access to 15 hours of funded kindergarten for four-year-old children.
- A focus upon supporting vulnerable children and families.⁵
- Improving access to kindergarten through the establishment of kindergarten central registration and enrolment systems (CRES) in all local governments throughout Victoria, the introduction of School Readiness Funding, the continued investment in fee subsidies, Early Start Kindergarten and Kindergarten Inclusion Support funding for children and families with additional needs or experiencing disadvantage.

The most recent Victorian State government initiative is the provision of **universal access to 15 hours of funded 3-year-old kindergarten from 2022**. Under this policy, all children in Victoria will be eligible to access 5 hours of funded 3-year-old kindergarten each week from 2022, and by 2029 this will have increased to 15 hours per week. This initiative along with continued population growth, **will significantly increase the demand for kindergarten services and infrastructure in Wellington Shire**.

The Early Years Infrastructure Plan supports the directions of key Council plans and strategies including Wellington 2030, the Council Plan 2017 – 2021^{***}, Healthy Wellington, Wellington Community Early Years Plan 2017 – 2021 and Access and Inclusion Plan. There is consistency in the priorities Council and the community have identified, and acknowledgement of the importance of early years services and supports to the health and wellbeing of children and families. Wellington Shire Council has:

- A broad commitment to enhancing community life, the provision of services and facilities that respond to community needs, and a commitment to principles of equity.
- A consistent awareness of the important role community facilities (including early years facilities) play in building a friendly and safe community and in strengthening community identity.

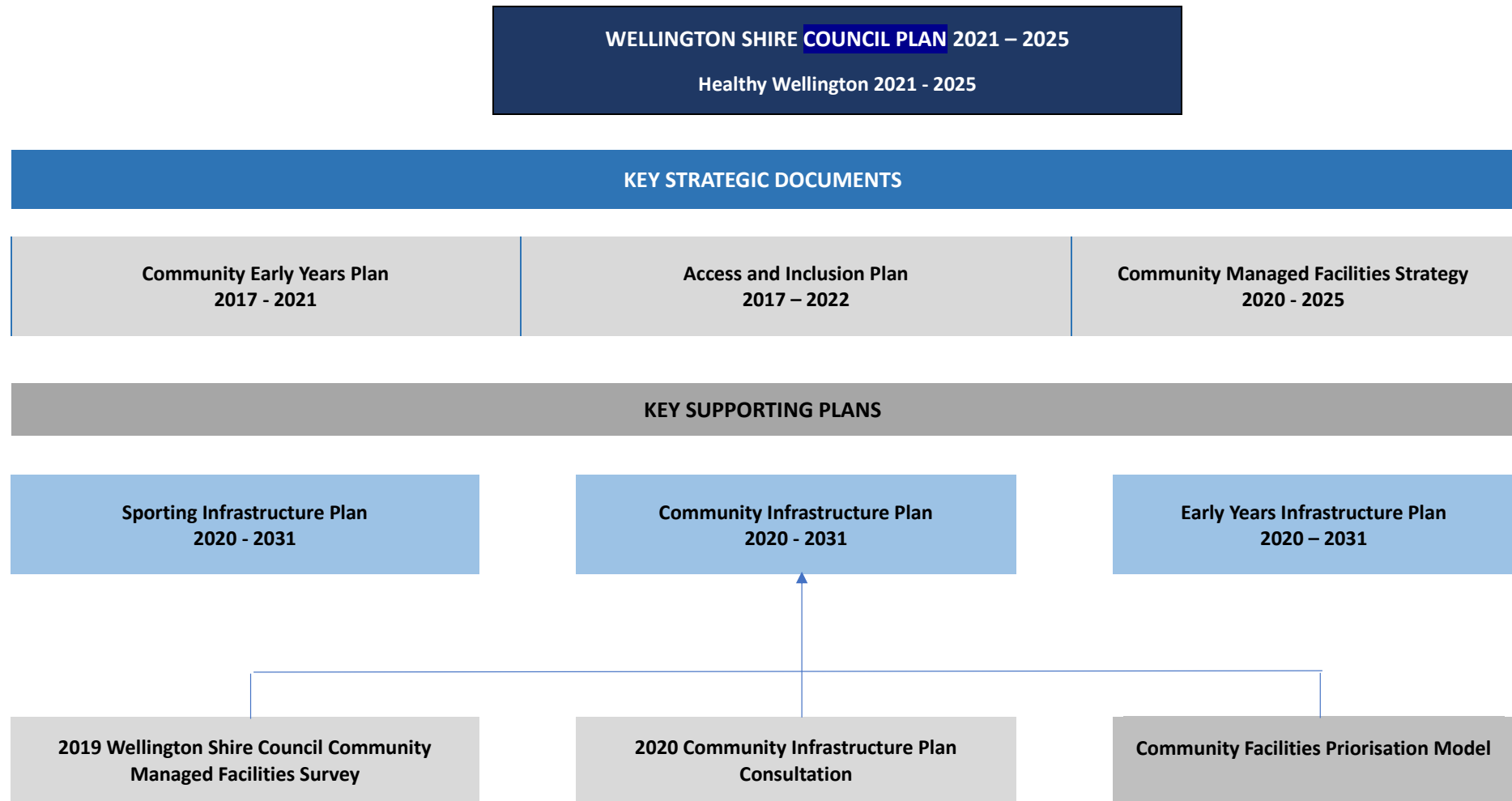
^{***} Council Plan 2021-25 was adopted in 2021 after the development of the Early Years Infrastructure Plan. The EYIP is aligned to the current Council plan through Strategic Direction '3.3 Opportunities for everyone to work, learn, create, play and share' and '4.3 Well planned and sustainable towns, facilities and infrastructure that service community needs'.

⁵ Victorian State Government, Education State, <http://www.education.vic.gov.au/about/educationstate/Pages/vision.aspx>

- A strong commitment to the principles of access and inclusion and valuing diversity within the community. Council recognises that factors such as location, access and functionality of community facilities must be considered in a consistent way to ensure equity.

The Early Years Infrastructure Plan is an important component of extensive planning Council has undertaken about community infrastructure in recent years, including development of a Community Managed Facilities Strategy, a Community Infrastructure Plan and Sporting Infrastructure Plan. Combined these plans provide important guidance about priorities for community infrastructure including:

- A preference for shared use of facilities and / or the promotion of co-location and services integration to both manage resources effectively, and to enhance the accessibility of community services.
- The need to maximise the potential of existing assets prior to seeking to develop new facilities, and the use of business cases to assess the current and potential use of a facility, its role in the community, proximity and alternatives available.
- The need for Council to support community managed facilities.
- A high level of commitment to the natural environment and the challenges posed by climate change is evident, along with the broader notion of sustainability and the necessity to use scarce community resources wisely.



2.3 Community Profile

Located in the Gippsland region of Victoria, the Shire of Wellington covers an area of 10,924 square kilometres and is made up of over 30 different communities. The Shire extends from the Great Dividing Range and Victoria's High Country, through rich irrigated flats and some of the most productive grazing land in Australia to the internationally significant Gippsland Lakes and Wetlands and the Ninety Mile Beach and Bass Strait.⁶

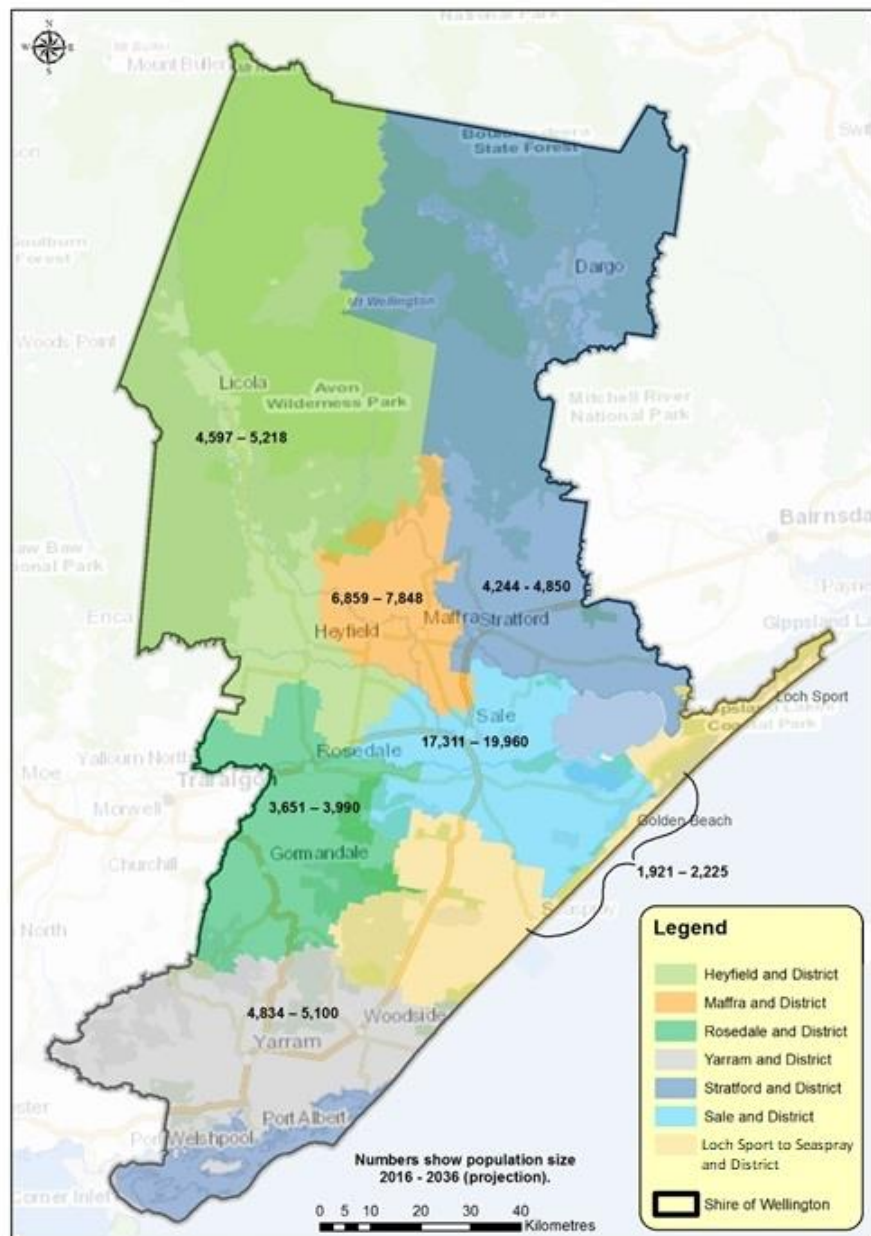
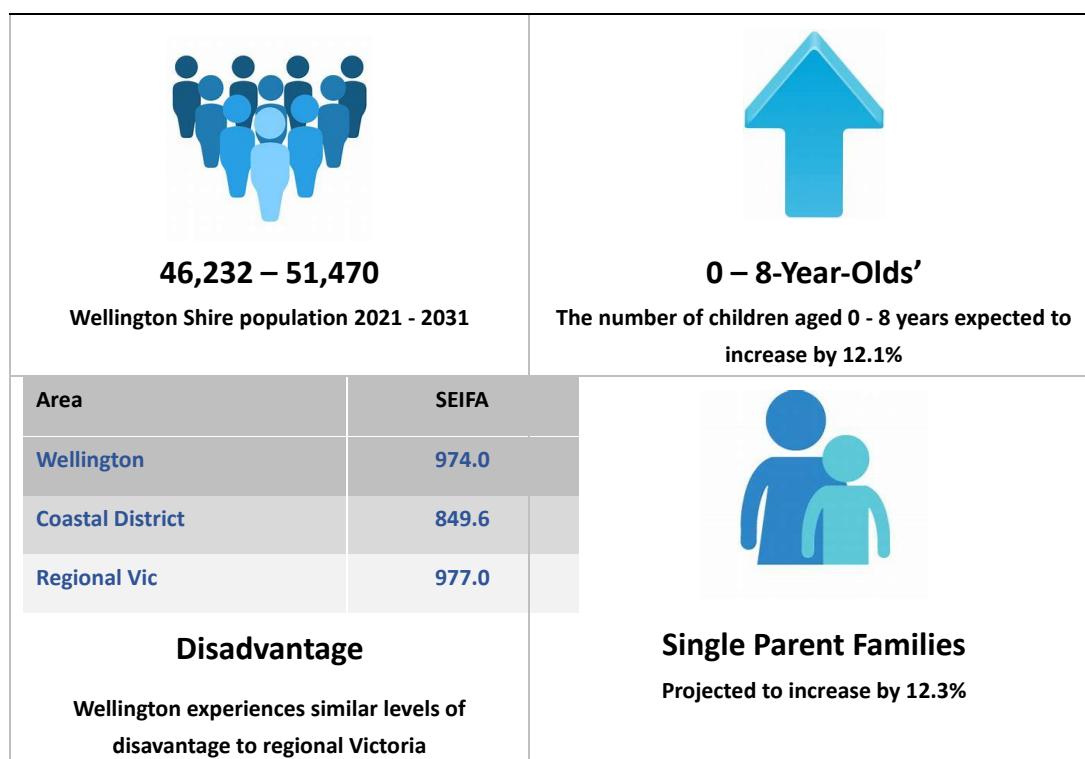


Diagram 1: Map of Wellington Shire and the 7 planning districts, and population size 2016 - 2036



⁶ Wellington Shire Council, 2020, Our Organisation. Available online: <https://www.wellington.vic.gov.au/category/our-organisation>

Overall, moderate population growth is expected to occur in Wellington Shire between 2021 and 2031, with the largest growth projected in Sale, Stratford and Rosedale Districts. Lower growth is projected in Maffra, Yarram and Heyfield Districts, while the population in the Loch Sport to Seaspray and District is expected to decline. Demographic characteristics relevant to the Early Years Infrastructure Plan are:

- **Low to moderate increases in the number of children aged between 0 and 8 years** of age across the Shire with the highest growth expected in Sale, Rosedale and Stratford Districts between 2021 and 2031. Very low levels of growth are projected in Heyfield, Maffra and Yarram Districts and the 0 – 8 population in Loch Sport to Seaspray and District is expected to decline.
- Consistent with this, **the number of households with children** across the Shire is projected to **increase moderately**, with Sale, Rosedale and Stratford Districts projected to experience the highest growth.
- **An increasing number of single parent families**, particularly in Rosedale District, and to a lesser extent Sale and Stratford Districts.
- The percentage of **children identified as being developmentally vulnerable** in their first year of school **increased** from 10 to 12 percent between 2012 and 2018. The communities where this increase is most evident are Briagolong/Boisdale/Licola, Denison/Nambrok and surrounds, Maffra/Tinamba, Stratford/Hollands Landing/Munro, and Yarram/Woodside.⁷
- **Disadvantage is variable across different districts and townships**, but it is highest in Loch Sport to Seaspray and District, and several communities in the Yarram District. Overall, disadvantage levels in Wellington Shire are consistent with regional Victoria.



⁷ Commonwealth of Australia, 2019. Australian Early Development Census 2012 – 2018. Available online: [Australian Early Development Census \(aedic.gov.au\)](https://aedic.gov.au)

	Total Population 2021 - 2031 	0 – 8-Year-Old Population 2021 - 2031	Single Parent Families 2021 - 2031 	SEIFA Index of Disadvantage Wellington Shire 974
Loch Sport to Seaspray & District	Decline 2,952 – 2,609 (11.6 % decline)	Significant Decline 208 – 147 (29.3 % decline) Equal decline in 0 – 4 and 5 – 8-year-olds	Decline Projected to decline (17.2%) consistent with overall population decline	High levels of disadvantage in Loch Sport - 816 Paradise Beach - 824 Golden Beach - 830 Seaspray - 926
Heyfield & District	Small Increase 4,055 – 4,273 (5.4 % growth)	Small Increase 431 – 457 (6.0% increase) Higher growth in 5 – 8 year olds (6.5%)	Increase Projected to increase by <i>less</i> than Wellington Shire (7.1%)	Heyfield township has higher levels of disadvantage (929) than Wellington Shire
Maffra & District	Small Increase 6,473 – 7,036 (8.7 % growth)	Small Increase 782 – 838 (7.2% increase) Higher growth in 5 – 8 year olds (9.4%)	Increase Projected to increase by <i>less</i> than Wellington Shire (5.8%)	Maffra township has higher levels of disadvantage (955) than Wellington Shire
Rosedale & District	Moderate Increase 3,700 – 4,180 (13.0% growth)	Higher Increase 383 – 442 (15.4% increase) Higher growth in 5 – 8 year olds (16.4%)	Large Increase Projected to increase by <i>more</i> than Wellington Shire (28.1%)	Rosedale township has slightly higher levels of disadvantage (955) than Wellington Shire
Sale & District	Moderate Increase 19,232 – 22,399 (13.0 % growth)	Higher Increase 2,170 – 2,541 (17.1% increase) Higher growth in 0 – 4 year olds (18.3%)	Increase Projected to increase the <i>same</i> than Wellington Shire (16.5%)	All towns in the district have similar or lower levels of disadvantage (970) than Wellington Shire
Stratford & District	Highest Increase 5,174 – 5,943 (14.9% growth)	Highest Increase 627 – 752 (19.1% increase) Higher growth in 5 – 8 year olds (22.2%)	Increase Projected to increase by <i>less</i> than Wellington Shire (16.2%)	Dargo township has higher levels of disadvantage (925) than Wellington Shire
Yarram & District	Small Increase 4,646 – 5,030 (8.3 % growth)	Moderate Increase 444 – 484 (9.0% increase) Higher growth in 5 – 8 year olds (9.8%)	Increase Projected to increase by <i>less</i> than Wellington Shire (7.2%)	High levels of disadvantage across the district with Yarram and Port Albert experiencing the highest disadvantage

Preliminary Implications

While the demand analysis later in this Plan will assess the implications of these characteristics in more detail, key implications are:

- Possible increased demand for early years infrastructure, services and supports in communities where growth in the number of children aged 0 - 8 is most substantial, particularly Sale and surrounds, Stratford and Rosedale. This includes services such as maternal and child health, immunisation, childcare and kindergarten. It also includes infrastructure and services such as playgrounds, aquatic leisure facilities, libraries, community houses etc.
- A possible increased need for early years supports and services in communities where disadvantage is highest, particularly communities in Loch Sport to Seaspray and District, and Yarram and Port Albert. Early years supports and services are very limited in Loch Sport to Seaspray and District with no kindergarten, childcare or immunisation services available.
- The increasing number of single parent families, particularly in Rosedale, suggests there may be increased need for family and parent support services within the community.
- Likely increased demand for community places and spaces that are welcoming, free to access, and deliver social support services for all community members but particularly people experiencing disadvantage. In Wellington this is most likely to be people living in Yarram and District and some of the coastal communities.

2.4 Impact of Emergencies upon Early Years Services and Supports

Early years services have been critical to families and children during the COVID-19 pandemic. Childcare and kindergarten services have continued to operate throughout lockdowns and have supported essential workers to continue delivering services to the wider community. The reliance upon these services during times of crisis, demonstrates how critical it is to ensure the right early years services and associated infrastructure are available for all families and children in Wellington Shire.

Parks, playgrounds, walking and cycling paths have always been important to children and families but this has been highlighted even further through the pandemic, with the use of outdoor spaces increasing dramatically. As outlined later in this Plan, parks and playgrounds are highly valued by families, are the early years infrastructure families consider to be most important to have close to home, and one of the aspects they would most like to see improved. This demonstrates how important it is for Council to continue investing in parks, playgrounds, walking and cycling paths to support the health and wellbeing of children and families in Wellington Shire.

SECTION 3: Early Years Services and Infrastructure in Wellington Shire



Image: Gwenfa Hampton Kindergarten. Source: Sale Combined Kindergartens

3.1 Existing Early Years Services and Infrastructure

In total there are 33 different buildings hosting early years services and supports in Wellington Shire. Some early years services are located in standalone buildings, while others are integrated or co-located with other early years services, community activities or resources. Kindergarten and childcare services are most likely to be in standalone buildings.

Service	Co-located or Integrated	Number of Sites
Kindergarten	Standalone	7
	Co-located or Integrated	8
Integrated childcare and kindergarten	Standalone	3
	Co-located or Integrated	1
Childcare (no kindergarten)	Standalone	3
Occasional Care	Co-located or Integrated	3
Outside School Hours Care	Co-located or Integrated	4
In Venue Family Daycare	Co-located or Integrated	1
Maternal and Child Health	Co-located or Integrated	8
Supported Playgroup	Co-located or Integrated	2

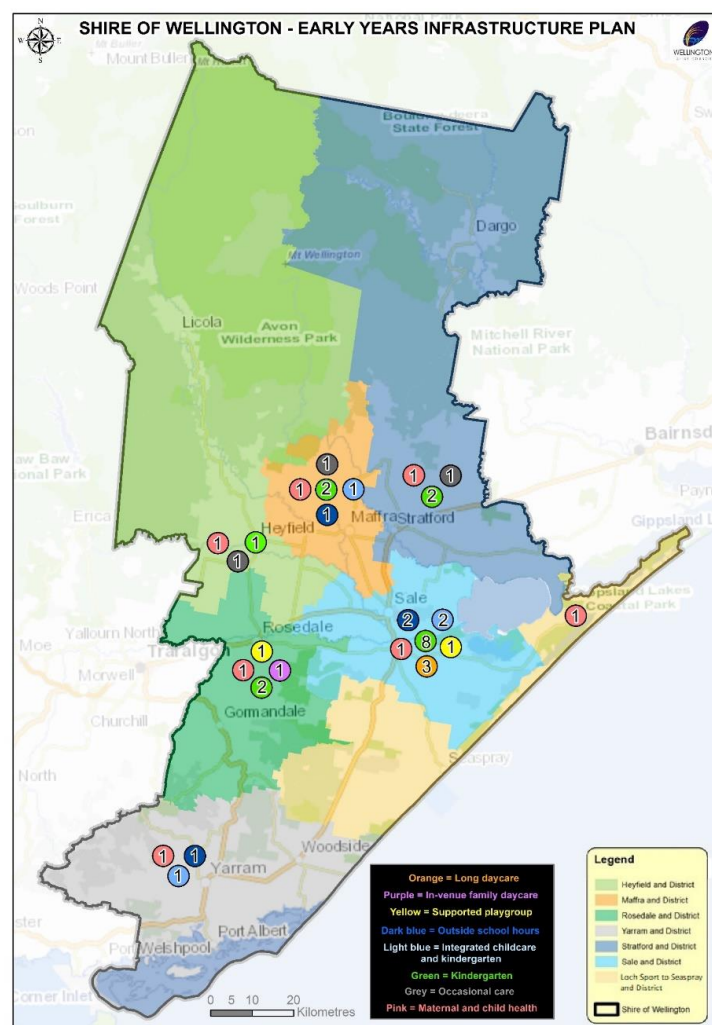
Table 3.1: Summary of Early Years Infrastructure in Wellington Shire, April 2021

Sections 3.1.1 to 3.1.7 provide a summary of the existing infrastructure where early years services are delivered from by district, outlining the number of program rooms or consulting suites, where it is located, whether it is co-located with other services or facilities, a general description of the condition, accessibility, functionality and location of the facility / service, opportunities for concurrent uses or co-location and any opportunities that may have been identified to expand the facilities. More detailed information about each of the facilities can be found in Attachment B.

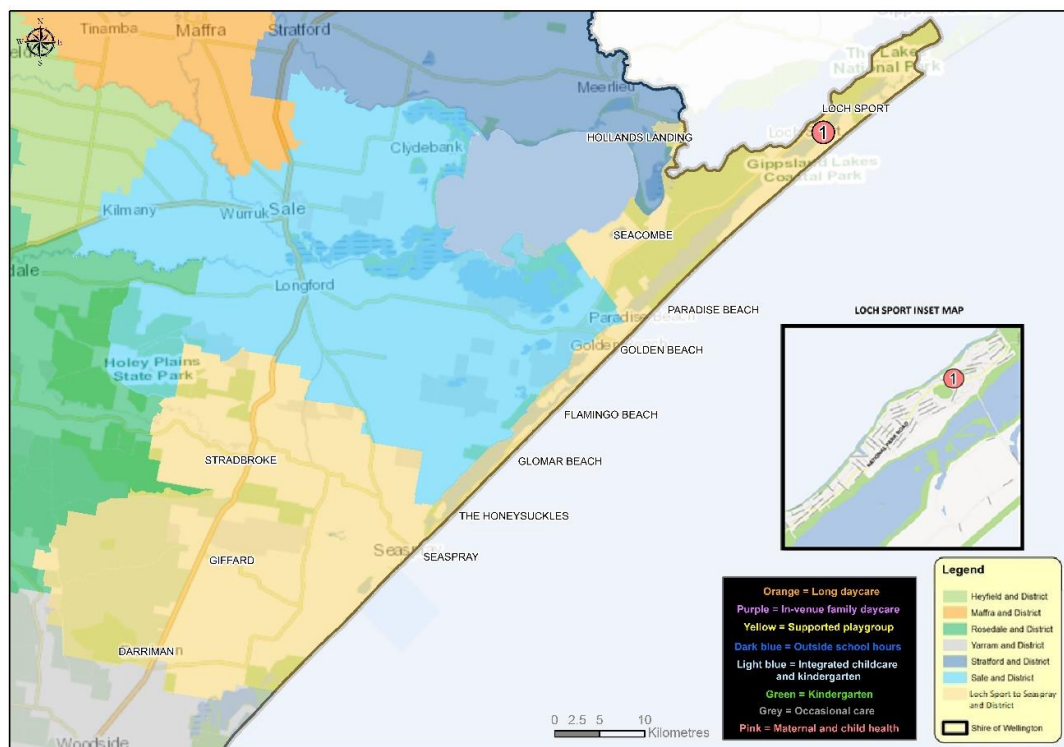
Overall:

- **There is significant variability in the provision of early years services and associated infrastructure across the 7 districts.** Loch Sport to Seaspray and District has the least access to early years services with only maternal and child health services available in the district. Sale and district has the largest number of services and associated infrastructure reflecting the large residential and worker population. Yarram and District has severely restricted access to kindergarten and childcare services with only one facility and service provider in the district.
- **A large portion of the infrastructure housing early years services is owned by Council,** but Central Gippsland Health and the State Government Department of Education and Training also have a significant footprint. Council's involvement is typically associated with kindergarten, childcare and supported or community playgroups, while Central Gippsland Health provides spaces for maternal and child health services, and the Department of Education and Training provides space for kindergarten and outside school hours care programs.

- **There are two good examples of early years services being delivered from community hub facilities** in Yarram and Rosedale. Council's investment in these facilities allows a mix early years and other community services or activities to be supported. While there are other examples of early years services being co-located or shared use of early years infrastructure, there is significant opportunity to improve this further to make services more accessible for the community.
- **The location of some services limit's accessibility to early years services** for the community. This is particularly an issue for maternal and child health services in Heyfield and Maffra.
- There are a number of instances where **infrastructure is in poor condition or its functionality does not effectively support the services** operating from the space. Examples include Briagolong Kindergarten, Maffra Queen Street Kindergarten, Hyland Community Kindergarten, Gwenfa Hampton Kindergarten, Kath Foley Children's Centre and Kindergarten. In addition, **there is a prevalence of single room kindergarten facilities** which will constrain the capacity of some services to respond to increased demand from the roll out of funded 3-year-old kindergarten. This is particularly issue in Sale, Stratford and Heyfield.

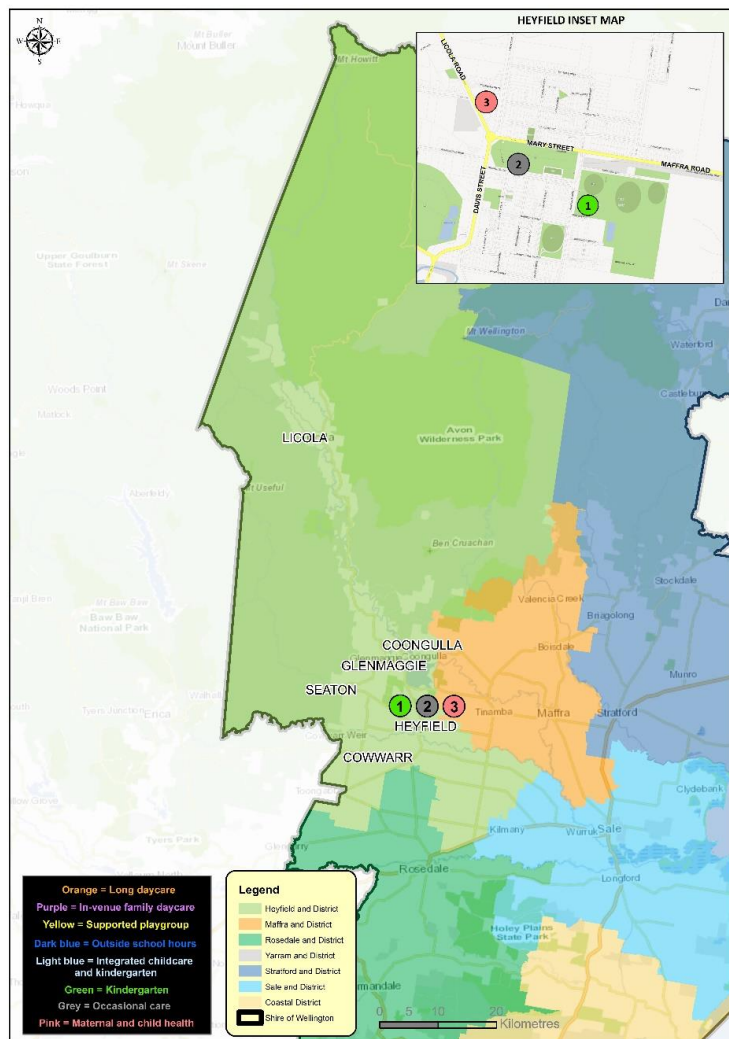


3.1.1 Loch Sport to Seaspray and District



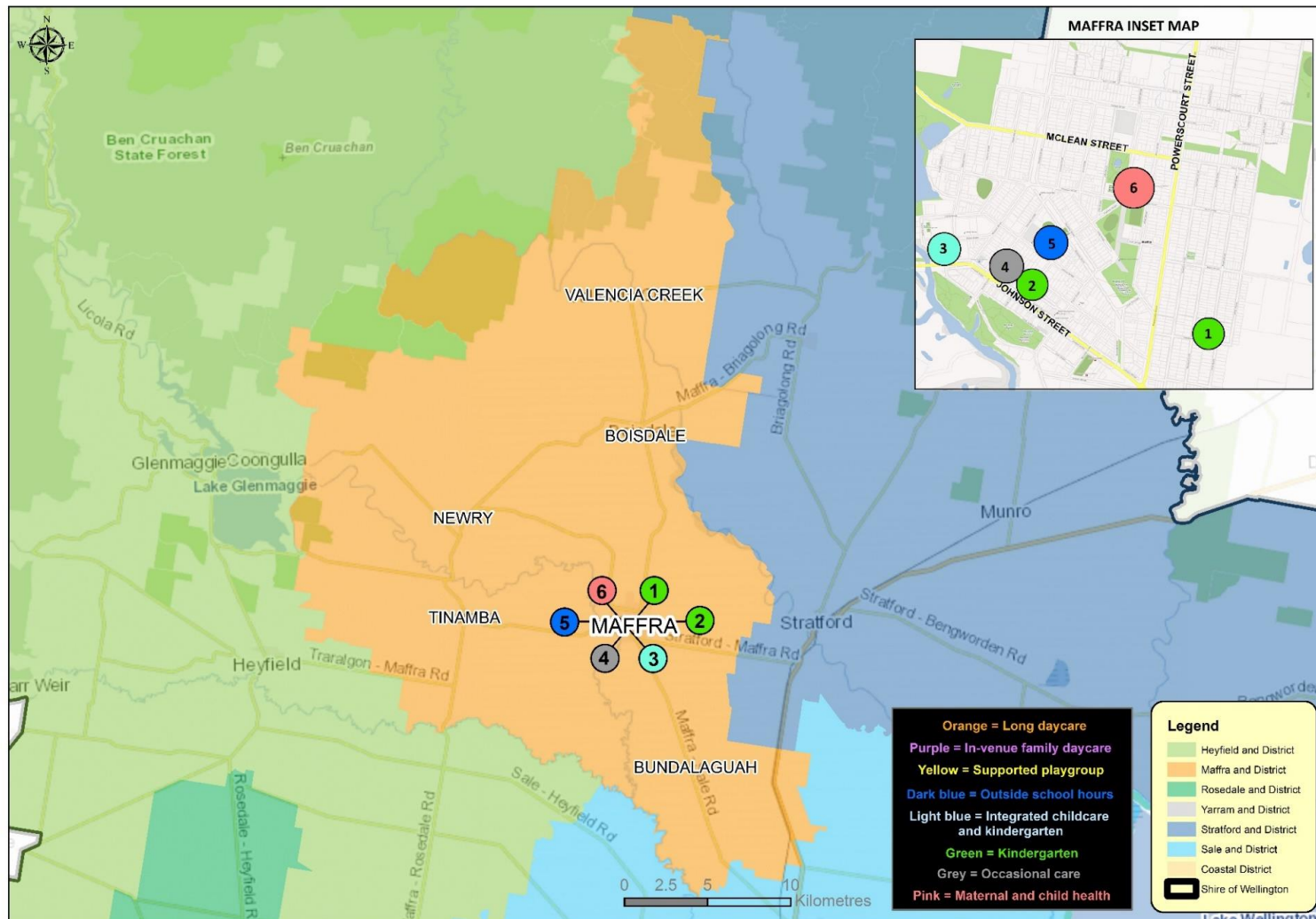
Number	1
Service	Maternal and Child Health
Rooms	1 consulting suit
Town	Loch Sport
Co-located	Yes - Loch Sport Community Health Service
Land / Building Owner	Central Gippsland Health
Service Provider	Central Gippsland Health
Facility Condition, Accessibility, Functionality	Unknown
Opportunity for Concurrent Uses	The service operates from the Loch Sport Community Health Service.
Opportunity for Co-location	Currently occurs
Opportunity to Expand Facilities	Unclear

3.1.2 Heyfield and District



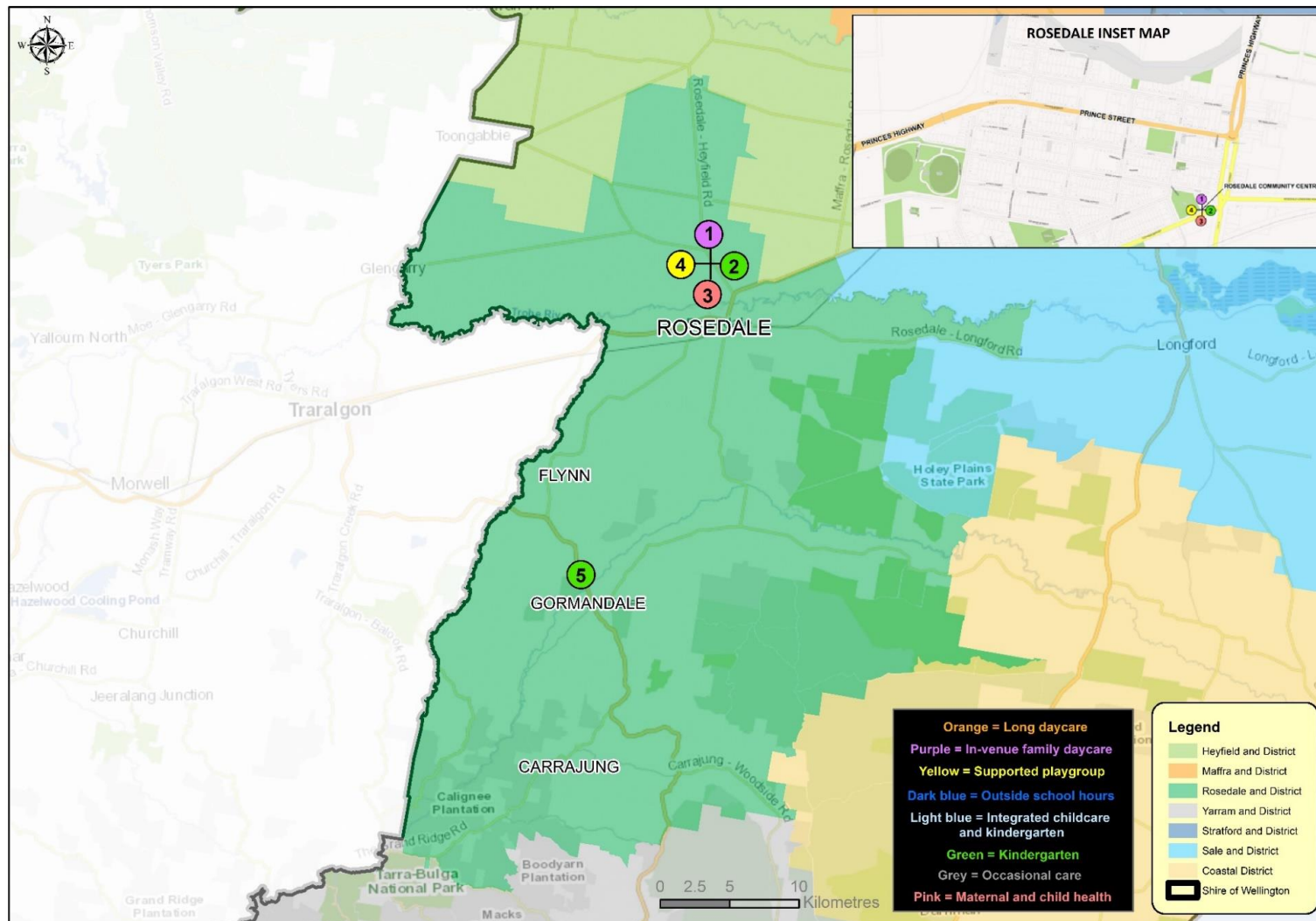
Number	1	2	3
Service	Heyfield Kindergarten	Occasional Care	Maternal and Child Health
Rooms	1 program room	1 program room	1 consulting suite
Town	Heyfield	Heyfield	Heyfield
Co-located	No	Yes – Heyfield Resource Centre	Yes- Heyfield Hospital
Land / Building Owner	Wellington Shire Council	Wellington Shire Council	Central Gippsland Health
Service Provider	Uniting Vic Tas	Heyfield Resource Centre	Central Gippsland Health
Facility Condition, Accessibility, Functionality	The facility is in good condition and is functional, but it is an isolated standalone facility.	The facility is in good condition and functional, and is centrally located.	Poorly located in Heyfield Hospital.
Opportunity for Concurrent Uses	No as it has a single program room.	Heyfield Resource Centre offers multiple activities and services concurrently including occasional care.	Currently occurs as the service is located at Heyfield Hospital.
Opportunity for Co-location	No	Currently occurs.	Currently occurs.
Opportunity to Expand Facilities	Yes	No opportunity for expansion.	No opportunity for expansion.

3.1.3 Maffra and District



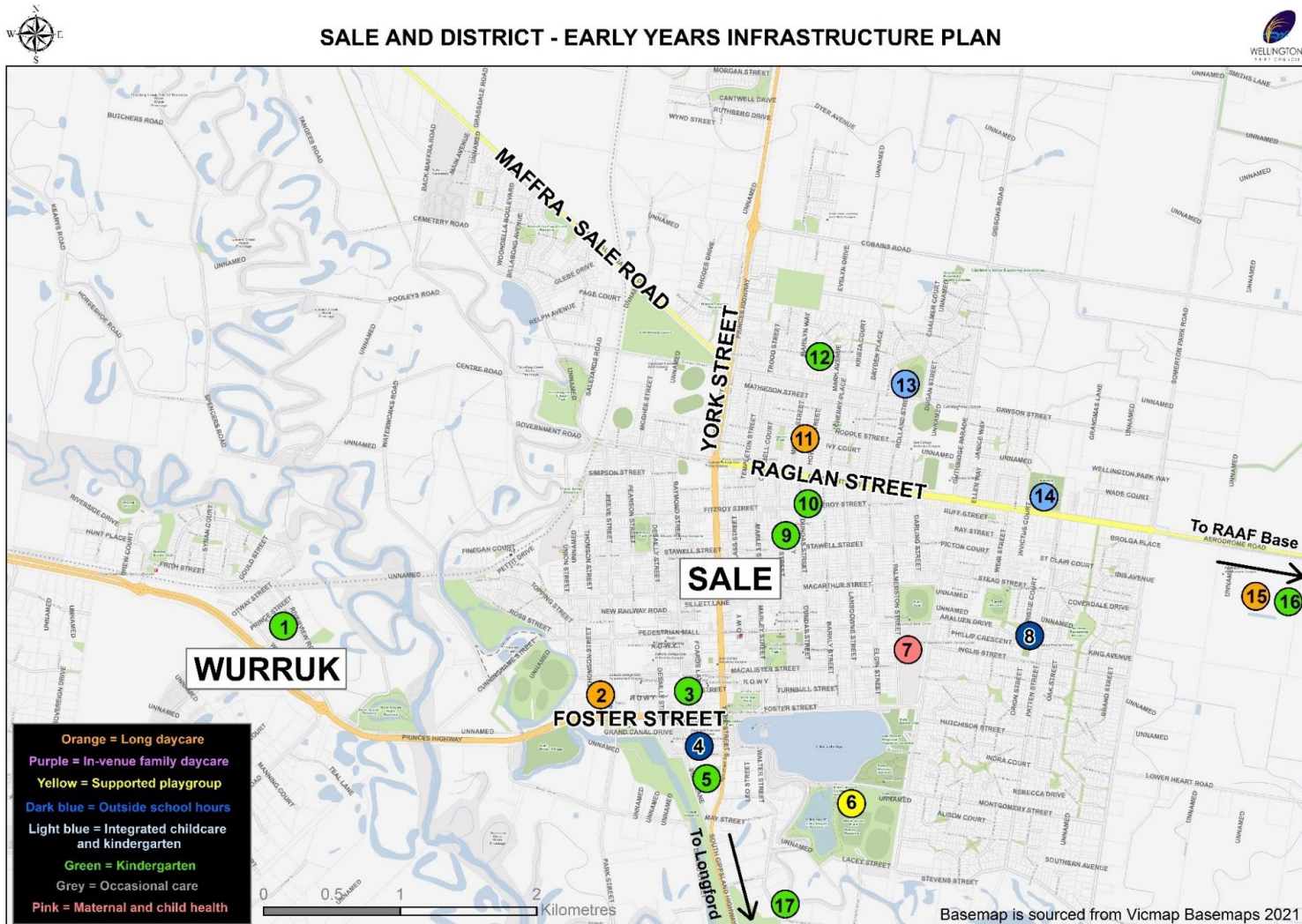
Number	1	2	3	4	5	6
Service	Glassford Kindergarten	Maffra Queen Street Kindergarten	Duke Street Children's Centre (Integrated Childcare and Kinder)	Occasional Care (at Maffra Queen Street Kindergarten)	Outside School Hours Care (at Maffra Primary School)	Maternal and Child Health (at Maffra Hospital)
Rooms	2 program rooms	1 program room	4 program rooms	1 program room	1 program room	1 consulting suite
Town	Maffra	Maffra	Maffra	Maffra	Maffra	Maffra
Co-located	No	No	No	No	Yes – Maffra Primary School	Yes – located at Maffra Hospital
Land / Building Owner	Wellington Shire Council	Wellington Shire Council	Privately owned	Wellington Shire Council	State Govt Dept. of Education and Training	Central Gippsland Health
Service Provider	Uniting Vic Tas	Uniting Vic Tas	G8 Education Limited	Uniting Vic Tas	Gumnuts OSCH Maffra	Central Gippsland Health
Facility Condition, Accessibility, Functionality	Functional and in good condition but remote from the centre of town.	The accessibility of the facility and the staff facilities are poor. The service is however centrally located and close to other community facilities.	The facility is generally in good condition with good accessibility. It is centrally located in Maffra close to other community facilities..	The accessibility of the facility and the staff facilities are poor. The service is however centrally located and close to other community facilities.	Unknown	The service is difficult to access because it is located in the hospital.
Opportunity for Concurrent Uses	Dual kinder rooms allows multiple kinder programs to occur at once.	No as it has a single program room.	Offers both childcare and kindergarten concurrently.	No as it has a single program room.	The service operates from Maffra Primary School outside school hours.	Currently occurs as the service is located at Maffra Hospital.
Opportunity for Co-location	Could be used by other early years services on non-kinder days.	Is currently used for occasional care on non kindergarten days (1 day per week)	No opportunity for co-location because of the site footprint.	Currently occurs, although concurrent uses are not possible.	The service operates from Maffra Primary School.	Currently occurs.
Opportunity to Expand Facilities	No opportunity for expansion	No opportunity for expansion.	No opportunity for expansion.	No opportunity for expansion.	Unknown.	No opportunity for expansion.

3.1.4 Rosedale and District



Number	1	2	3	4	5
Service	In Venue Family Daycare	Rosedale Neighbourhood Kindergarten	Maternal and Child Health	Supported Playgroup	Gormandale Kindergarten
Rooms	1 program room	1 program room	2 consulting suites	Unknown	2 program rooms
Town	Rosedale	Rosedale	Rosedale	Rosedale	Gormandale
Co-located	Yes – Rosedale Hub	Yes – Rosedale Hub	Yes – Rosedale Hub	Yes – Rosedale Hub	Yes – Gormandale Primary School
Land / Building Owner	Wellington Shire Council	Wellington Shire Council	Wellington Shire Council	Wellington Shire Council	State Govt Dept. of Education and Training
Service Provider	Uniting Vic Tas	Rosedale Neighbourhood House	Central Gippsland Health	Uniting Vic Tas	Uniting Vic Tas
Facility Condition, Accessibility, Functionality	The service operates from the Rosedale Community Hub which is in excellent condition and well located.	The service operates from the Rosedale Community Hub which is in excellent condition and well located.	The service operates from the Rosedale Community Hub which is in excellent condition and well located.	The service operates from the Rosedale Community Hub which is in excellent condition and well located.	Located in portable building which are functional and in reasonable condition. The service is well located on the school site encouraging close connection between the school and kinder.
Opportunity for Concurrent Uses	Currently occurs as part of the Rosedale Community Hub.	Currently occurs as part of the Rosedale Community Hub.	Currently occurs as part of the Rosedale Community Hub.	Currently occurs as part of the Rosedale Community Hub.	The service has 2 rooms but currently only uses 1. Concurrent uses could occur.
Opportunity for Co-location	Currently occurs as part of the Rosedale Community Hub.	Currently occurs as part of the Rosedale Community Hub.	Currently occurs as part of the Rosedale Community Hub.	Currently occurs as part of the Rosedale Community Hub.	The service operates from Gormandale Primary School.
Opportunity to Expand Facilities	Yes	The program room allocated to in venue family daycare could be used for kindergarten if required.	Yes, but it is unlikely to be required.	Yes, but it is unlikely to be required.	No.

3.1.5 Sale and District

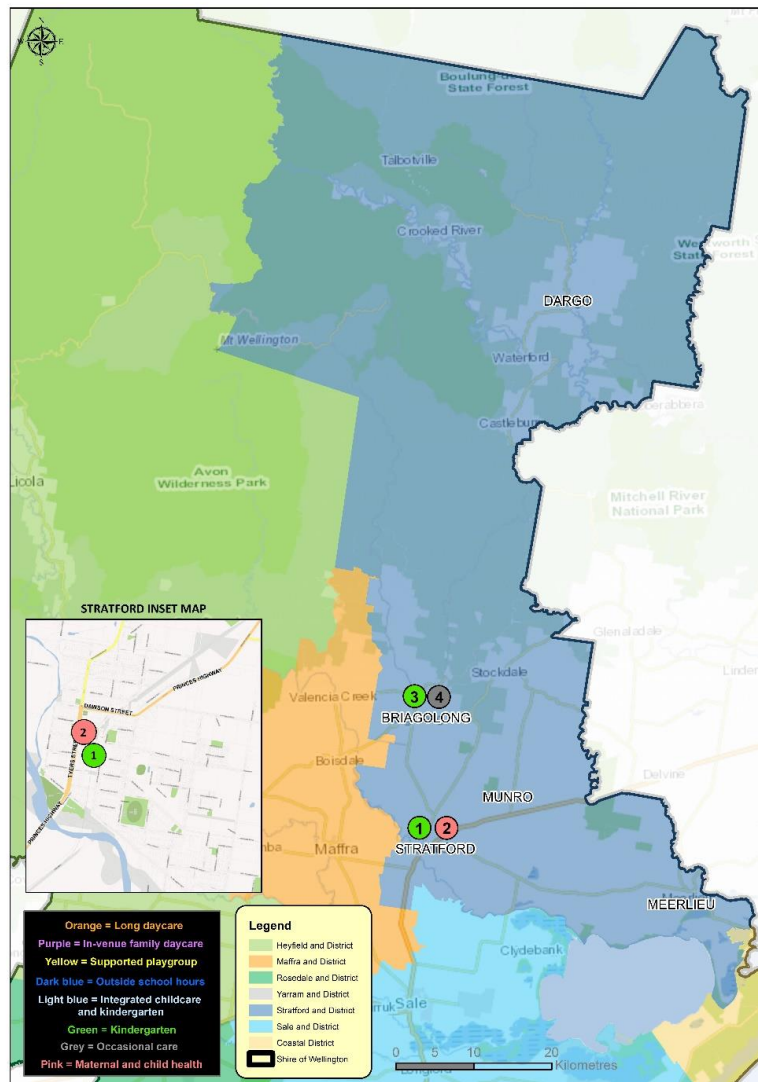


Number	Service	Rooms	Town	Co-located	Land / Building Owner	Service Provider	Facility Condition, Accessibility, Functionality	Opportunity for Concurrent Uses	Opportunity for Co-location	Opportunity to Expand Facilities
1	Wurruk Kindergarten	1 program room	Wurruk	Yes – at Wurruk Primary School	State Govt Dept. of Education and Training	Uniting Vic Tas	Newly developed and in good condition.	As it is co-located with the school concurrent uses occur.	Currently co-located with Wurruk Primary School	No.
2	Long daycare (at Reeve Street Children's Centre)	4 program rooms	Sale	No	Private ownership	G8 Education Ltd	In good condition and functional. Centrally located in the middle of Sale.	No	No	No
3	St Columba's Kindergarten	1 program room	Sale	No	Uniting Church	Uniting Vic Tas	Poor accessibility but otherwise in good condition. Centrally located in the middle of Sale.	No with only 1 program room concurrent uses cannot occur	No	No
4	Outside School Hours Care (In 2 Learn Grammar)	Unknown	Sale	Yes – at Gippsland Grammar	Gippsland Grammar	Unknown	Unknown	As it is co-located with the school concurrent uses occur.	Currently co-located with Gippsland Grammar	Unknown
5	Kindergarten (Gippsland Grammar Early Learning Centre)	2 program rooms	Sale	Yes – at Gippsland Grammar	Gippsland Grammar	Gippsland Grammar	Some accessibility issues but overall, the facility is in good condition and well located.	As it is co-located with the school concurrent uses occur.	Currently co-located with Gippsland Grammar	Yes
6	Supported Playgroup (at Seed Community Garden)	Outdoor space	Sale	Occurs at Seed Community Garden	Wellington Shire Council	Uniting Vic Tas	Newly developed and in excellent condition.	N/A	N/A	N/A
7	Maternal and Child Health	2 consulting rooms	Sale	Yes – at Central Gippsland Health Community Services site.	Central Gippsland Health	Central Gippsland Health	Effectively located and easy to access. The facilities are in good condition.	Co-located with other community services delivered by Central Gippsland Health	It is already co-located with other community services	Unknown
8	Gumnuts Outside School Hours Care	Unknown	Sale	Yes – at Araluen Primary School	State Govt Dept. of Education and Training	Gumnuts	Unknown	As it is co-located with the school concurrent uses occur.	Currently co-located with Araluen Primary School	Unknown

Number	Service	Rooms	Town	Co-located	Land / Building Owner	Service Provider	Facility Condition, Accessibility, Functionality	Opportunity for Concurrent Uses	Opportunity for Co-location	Opportunity to Expand Facilities
9	Hyland Community Kindergarten	1 program room	Sale	No	Wellington Shire Council	Sale Combined Kindergarten	Overall, the facility is in poor condition, and has poor accessibility. It is located next door to some other community facilities	No	No, but the space could be used when kindergarten is not occurring.	Yes, the front garden area could be developed upon.
10	Gwenfa Hampton Kindergarten	1 program room	Sale	No	Wellington Shire Council	Sale Combined Kindergarten	Overall, the facility is in poor condition and has a number of constraints. It is located close to schools and others services.	No	No, but the space could be used when kindergarten is not occurring.	No
11	Long Daycare (at Paisley Park)	4 program rooms	Sale	No	Private ownership	Private operator	In good condition, accessible and welcoming. W	No	Unknown	No
12	Sale North Kindergarten	1 program room	Sale	No	Wellington Shire Council	Sale Combined Kindergarten	Generally in good condition and welcoming. Well located to support residents in North Sale.	No	No, but the space could be used when kindergarten is not occurring.	Unknown
13	Integrated Childcare and Kindergarten (Kath Foley Children's Centre and Kindergarten)	4 program rooms	Sale	No	Wellington Shire Council	Kath Foley Children's Centre & Kindergarten Inc	The building is in poor condition and is not functional. It's current location is not ideal.	Currently supports childcare and kindergarten services.	No	No
14	Integrated Childcare and Kindergarten (Gumnuts Early Learning Centre)	5 program rooms	Sale	No	Wellington Shire Council	Gumnuts Early Learning Centre Inc	Facility is accessible and fit for purpose but more space is needed for 3 year old kinder, especially outdoor space.	Currently supports childcare and kindergarten services.	No	Neighbouring property has been purchased to expand the service

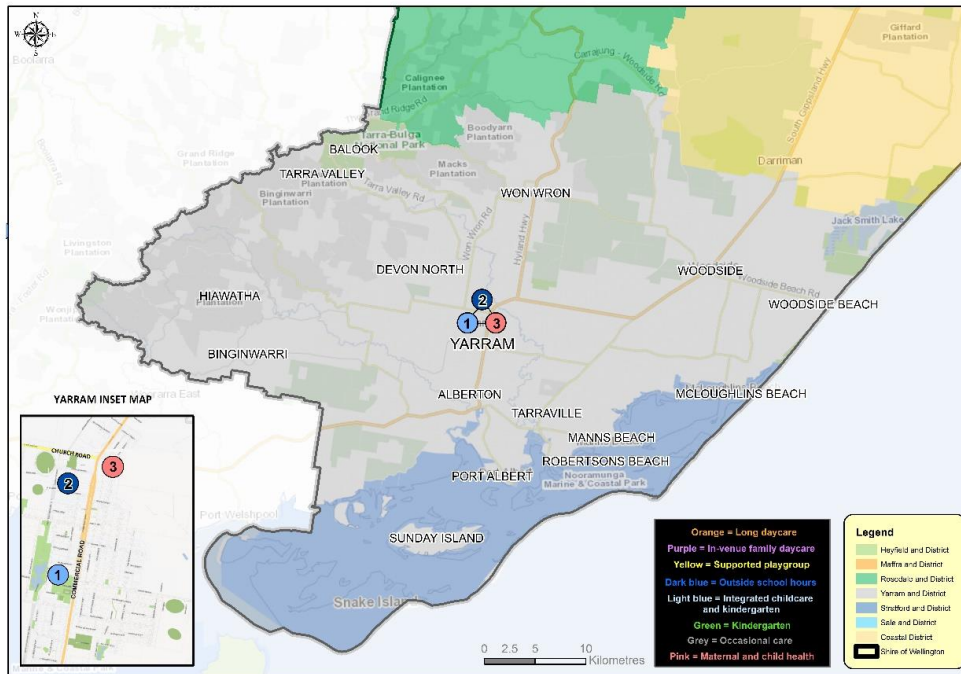
Number	Service	Rooms	Town	Co-located	Land / Building Owner	Service Provider	Facility Condition, Accessibility, Functionality	Opportunity for Concurrent Uses	Opportunity for Co-location	Opportunity to Expand Facilities
15	Long daycare (One Tree Defence Childcare Unit)	4 program rooms	East Sale	No but close to the East Sale Kindergarten	Commonwealth Govt Dept of Defence	One Tree Community Services Inc	The building is accessible and the layout is suitable, but the service is at capacity.	No	No	Possible additional land available behind the centre but this needs further investigation.
16	East Sale Kindergarten	1 program room	East Sale	No but close to the One Tree Defence Childcare Unit	Commonwealth Govt Dept of Defence	Uniting Vic Tas	Overall, the facility is in good condition, accessible and well maintained. It is well located to support families in East Sale and surrounds.	No	No	No
17	Longford Kindergarten	1 program room	Longford	No	Crown Land	Uniting Vic Tas	Unknown	Unknown	Unknown	Unknown

3.1.6 Stratford and District



Number	1	2	3	4
Service	Stratford Kindergarten	Maternal and Child Health	Briagolong Kindergarten	Briagolong Occasional Care (at Briagolong Kindergarten)
Rooms	1 program room	1 consulting suite	1 program room	1 program room
Town	Stratford	Stratford	Briagolong	Briagolong
Co-located	No	Yes- Stratford Hub	No	No
Land / Building Owner	Wellington Shire Council	Wellington Shire Council	Wellington Shire Council	Wellington Shire Council
Service Provider	Uniting Vic Tas	Central Gippsland Health	Uniting Vic Tas	Uniting Vic Tas
Facility Condition, Accessibility, Functionality	In good condition, functional and well located.	Newly developed facilities in excellent condition and well located.	Building is aging and in need of upgrade. It is well located.	Building is aging and in need of upgrade. It is well located.
Opportunity for Concurrent Uses	No	Concurrent uses occur in the Stratford Hub	No as it has a single program room.	No as it has a single program room.
Opportunity for Co-location	Located next door to the old kindergarten whis now supports playgroups	Servie is co-located int eh Stratford Hub	Currently occurs, although concurrent uses are not possible.	Currently occurs, although concurrent uses are not possible.
Opportunity to Expand Facilities	Yes, by repurposing the old kindergarten that is now used for playgroup.	No	Yes, but will not be needed.	Yes, but will not be needed.

3.1.7 Yarram and District



Number	1	2	3
Service	Integrated Childcare and Kindergarten (Yarram ELC)	Outside School Hours Care (Yarram P. School)	Maternal and Child Health
Rooms	4 program rooms	Unknown	1 program room
Town	Yarram	Yarram	Yarram
Co-located	Yes – Yarram Hub	Yes – Yarram Primary School	Yes – Yarram Hub
Land / Building Ownership	Wellington Shire Council	State Govt Dept. of Education and Training	Yarram and District Health
Service Provider	Yarram ELC Inc	Yarram ELC Inc	Yarram and District Health
Facility Condition, Accessibility, Functionality	Located at Yarram Hub. It is in excellent condition and well located.	Operates from Yarram Primary School	Condition unknown
Opportunity for Concurrent Uses	Currently occurs as part of the Yarram Hub.	Operates from Yarram Primary School outside school hours.	Operates from St Elmos Nursing Home and Crossley
Opportunity for Co-location	Currently occurs as part of the Yarram Hub.	The service operates from Yarram Primary School.	Currently occurs
Opportunity to Expand Facilities	No, unless an additional parcel of land is purchased.	Unknown.	No

SECTION 4: Consultation and Engagement Outcomes



Image: St Columba's Community Kindergarten. Source Uniting Victoria Tasmania

4.1 Engagement Program

The consultation and engagement program consisted of an online survey, visits to most of the sites where early years services are delivered from in Wellington Shire, conversations with early years providers and teachers during the site visits, an online workshop with Council's Early Years Network, discussions with key agencies and service providers and workshops or discussions with Council officers.

159 People from 26 Communities completed the Online Survey	23 Sites where early years services are delivered from were visited	Conversations with early years services and teachers during the site visits
Council Officers Workshops and discussions with officers from Community Wellbeing, Community Facilities Planning, Community Committees, Social Planning and Policy	Early Years Network An online workshop was held with early years teachers and service providers	Key Agency Discussions Uniting Victoria Tasmania, Sale Combined Kindergartens, Department of Education and Training, Central Gippsland Health, Yarram and District Health Service

4.2 Key Findings

There is good awareness of early years services, programs and resources in Wellington Shire

- The most well-known are swimming pools/leisure centres, libraries, kindergarten, parks and playgrounds, maternal and child health services, free immunisation session, and centre based childcare.

Universally accessible facilities and spaces are highly valued and extensively used by children and families

- Including parks and playgrounds, libraries, swimming pools and leisure centres.
- Parks and playgrounds, swimming pools and leisure centres also some of the early years infrastructure the community would most like to see improved.

Services, programs or resources families are MOST likely to experience difficulty accessing are:

- Childcare, parks and playgrounds, swimming pools / leisure centres and playgroups.
- Followed by maternal and child health services, free immunisation, toy libraries, kindergarten, community events, libraries, family / parent support and parent education sessions.

Key difficulties or challenges families experience accessing early years services, programs and resources are:

- A lack of information about services or programs, limited availability of services, the cost of accessing services, the limited opening hours of services and travel distances. But the difficulties vary depending upon the service, program or resource. Key difficulties or challenges for:
 - **Childcare (centre based and family daycare):** The limited availability of care including waiting lists, lack of places available, no or limited family daycarers and difficulty accessing places for multiple children. Also limited hours of operation for centre-based care, difficulty accessing quality services, a lack of before and after school care, the cost of accessing centre-based childcare and the lack of information about family daycare.
 - **Parks and playgrounds:** The lack of fencing, public toilet facilities and family friendly toilet/change facilities, and the limited availability of parks and playgrounds in local communities.
 - **Swimming pools / leisure centres:** The opening hours, the travel distance, the lack of heated and / or indoor water space, the cost and car parking.
 - **Kindergarten:** The short hours of operation for kindergarten programs and /or the lack of wrap around care programs to supporting working parents. A lack of information, and cost and the availability of kindergarten programs were also identified as challenges.
 - **Maternal and Child Health and immunisation services:** A lack of information about the services and when they are available, the distance required to travel to access the services or the lack of services available locally, the limited operating hours and operating hours not supporting working parents, and the limited availability of appointments.
 - **Playgroups and toy libraries:** The lack of information about when and where they are offered, the lack of availability in local communities, not being available at times to support working parents and the limited operating hours / times.
 - **Family / parenting support, parent education sessions, and social support services:** The lack of information and services available, and the travel distance to access the services.
 - **Libraries:** The opening hours of the service, programs being available at that do not suit families and children, and the travel distance.
 - **Community events:** The lack of information and events being offered at times that do not suit working parents.

Families believe it is most important to have parks and playgrounds within 20 mins drive of home

- This is followed by kindergarten, swimming pools / leisure centres, MCH, Libraries, free immunisation AND centre-based childcare.
- Generally, it is less important for families to have access to early years services, programs and resources close to where they work, study or volunteer. Although, the community still believes it is moderately important to have access to centre based childcare, parks and playgrounds, kindergarten and swimming pools / leisure centres close to where they work, study or volunteer.

Early years services and resources, families would most like to see improved

- Playgrounds, open space and walking and cycling paths.
- Kindergarten facilities in Sale.
- Maternal and child health facilities in Maffra, Heyfield and Yarram.

- Swimming pool facilities.
- An improved and more permanent home for the Toy Library.
- The availability of outside school hours care, access to childcare (particularly in Stratford) and longer kindergarten sessions.

Early years services and resources, service providers most like to see improved

- Move away from single room (e.g. kindergarten) or single purpose facilities and develop integrated community hubs incorporating multiple early years services e.g. MCH, toy library, kindergarten, childcare, playgroup etc.
- Address the poor condition, functionality and accessibility of old kindergarten facilities. Large single room facilities make programming very difficult, and make it very difficult to support children with additional needs.
- Spaces to support nature-based kindergarten programs.
- More training and development opportunities for educators, particularly in relation to understanding and responding to trauma. A community of practice approach was suggested.
- Workforce planning to increase the number of educators, especially in response to the increased demand from 3-year-old kindergarten.

Key areas of concern about the demand for early years services and infrastructure

- A lack of infrastructure to support the roll out of funded 3-year-old kindergarten in Heyfield, Stratford and Yarram.
- The limited availability of childcare to support the communities of Heyfield, Maffra, Stratford, Rosedale and Yarram.
- The poor accessibility of maternal and child health services in Heyfield and Maffra.
- The lack of early years services in Loch Sport to Seaspray and District, and particularly the lack of access to kindergarten which means kindergarten participation rates are low in these communities.

SECTION 5: Demand Analysis



Image: Stratford Kindergarten. Source Uniting Victoria Tasmania

5.1 Scope of the Demand Analysis

The demand analysis seeks to assess the current and future need for early years infrastructure in Wellington Shire. A range of evidence and research informs the demand analysis including:

- The current and projected demographic profile of the Wellington population, particularly the 0 – 8-year-old population.
- The existing early years infrastructure available in Wellington including its location, its condition, fitness for purpose and physical accessibility.
- The capacity for shared use and the extent of use the early years infrastructure receives.
- Community expectations and aspirations for early years services and infrastructure.

In addition, principles from the Community Managed Facilities Strategy underpin the demand analysis including local identity and connection, access for all, multi-use, and evidence-based development.

5.2 Overall Themes

The demand analysis has examined the need for early years infrastructure for each of the seven districts. Key findings from the analysis are:

- The increased demand for kindergarten from the roll out of funded 3-year-old kindergarten can be accommodated in Maffra, Sale and Rosedale by implementing changes to service models and programs, but **additional infrastructure will be needed in** Stratford, Heyfield and Yarram.
- There is a need to **address the inequitable access to early years services experienced by the Loch Sport to Seaspray and District communities**. In particular, these communities need access to local kindergarten services.
- Communities where the **co-location and integration of early years infrastructure should be actively pursued** are Heyfield, Maffra and Sale. The integration of maternal and child health services with other early years services is a key priority.
- **A lack of access to childcare is a key constraint** particularly in Heyfield, Maffra, Stratford, Rosedale, Sale and Yarram. A range of strategies can be explored to respond to this such as providing wrap around care with kindergarten, establishing outside school hours care programs, working in partnership with private providers to establish childcare services, or facilitating the development of childcare facilities and services.

Section 5.2 below provides the findings for each district.

5.3 Findings by District

5.3.1 Loch Sport to Seaspray and District

While the population is small and is projected to decline, families and children living in Loch Sport to Seaspray and District experience significant disadvantage accessing early years services, with maternal and child health the only early years' service offered in the District.

- Families are currently required to drive 30 – 40 minutes to access services such as kindergarten, childcare, and immunisation, and many families would need to drive further than this.
- The levels of disadvantage in the district are significant and the kindergarten participation rates are very low compared with other parts of Wellington Shire.

Over the next 10 years there will be between 30 and 40 children annually who will need access to kindergarten.

Table 5.1 below provides a high-level summary of the findings from the Demand Analysis for early years services and infrastructure in the Loch Sport to Seaspray and district. Overall, improved access to early years services and supports, particularly kindergarten services is needed for the communities of Loch Sport to Seaspray and District. Options that could be considered include:

- Having a mobile or outreach kindergarten service as a temporary measure.
- Implementing a community or public transport initiative to support families to access kindergarten or childcare services in Sale or Longford.
- Pursuing the establishment of a kindergarten service and associated infrastructure with other community infrastructure in the District.

Service	No. of Existing Services	There is unmet demand	Demand can be met with changes to service models	Existing infrastructure in poor condition or poorly located	Minor - Moderate Works on Existing Infrastructure	Additional or New Infrastructure Required	Co-location options to be pursued	No Change Required	Continue to Monitor
Kindergarten	0	X				X	X With Loch Sport Primary School		
Childcare	0	X							X
MCH	1							X	
Playgroups	0	X							X

Table 5.1: High level summary of Demand Analysis for Loch Sport to Seaspray and district, Wellington Shire Early Years Infrastructure Plan

5.3.2 Heyfield and District

The Heyfield and District community will experience a relatively small increase in the 0 – 8-year-old population and has access to core early years services in the township of Heyfield, including kindergarten, childcare (occasional care), and maternal and child health. However:

- The kindergarten facility in Heyfield will be unable to cater for the increased demand from the roll out of funded 3-year-old kindergarten. While there is some uncertainty the impact the closure of the Timber Mill will have upon the future population, the existing single room facility has no capacity to accommodate increased demand and cannot support other early years services. e.g. playgroup, wrap around care.
- The occasional care service at the Heyfield Resource Centre offers limited childcare services for families, operating 9am – 2pm weekdays during school terms only. Families in Heyfield who need more care are required to travel a minimum of 20 minutes to access childcare in Maffra and Sale.
- The maternal and child health service is located in the Heyfield Hospital, which is remote from other community services or facilities, and requires families to navigate past the emergency and inpatient area of the hospital to access the maternal and child health services.

Table 5.2 below provides a high-level summary of the findings from the Demand Analysis for early years services and infrastructure in the Heyfield and District. Overall, community infrastructure in Heyfield is fragmented and dispersed across the township, and this includes the early years infrastructure. Key steps to be taken are:

- Provide additional infrastructure to support the increased demand for kindergarten.
- Pursue opportunities to co-locate early years services and supports together and / or with other community facilities and services, including maternal and child health services.
- Explore options to increase the availability of childcare services in Heyfield such as include increasing the operating hours of the occasional care service, establishing a wraparound care service with kindergarten or establishing an outside school hours care program.

Service	No. of Existing Services	There is unmet demand	Demand can be met with changes to service models	Existing infrastructure in poor condition or poorly located	Minor - Moderate Works on Existing Infrastructure	Additional or New Infrastructure Required	Co-location options to be pursued	No Change Required	Continue to Monitor
Kindergarten	1	X				X	X		
Childcare	1	X	X				X		
MCH	1					X	X		
Playgroups	1	X					X		

Table 5.2: High level summary of Demand Analysis for Heyfield and District, Wellington Shire Early Years Infrastructure Plan

5.3.3 Maffra and District

The Maffra and District community has access to core early years services in the township of Maffra including kindergarten, childcare (long daycare and occasional care), maternal and child health and outside school hours care. With 2 kindergarten facilities including one dual room service, there is capacity in the service system to meet the increased demand for kindergarten from the roll out of funded 3-year-old kindergarten and the moderate population growth projected. Other factors impacting upon the district are:

- The maternal and child health service is located at the Maffra Hospital means and is removed from other like services, reducing accessibility for families.
- The high demand for long day childcare. The sole operator in Maffra attracts families from Heyfield, Maffra and Stratford, due to the limited services in Heyfield and no childcare services in Stratford. At January 2021, the service had a waiting list of 70 children.
- The occasional care service operating from the Maffra Queen Street Kindergarten has limited enrolments because it operates only 1 day per week (when kindergarten is not operating).

Table 5.3 below provides a high-level summary of the findings from the Demand Analysis for early years services and infrastructure in Maffra and District. Key steps to be taken are:

- Pursue opportunities to co-locate Maffra Queen Street Kindergarten and Occasional Care Service with or with other early years services and community facilities and services e.g. maternal and child health, playgroups, neighbourhood house, seniors citizens.
- Explore options to increase the availability of childcare services in Heyfield and Stratford to reduce the demand in Maffra.

Service	No. of Existing Services	There is unmet demand	Demand can be met with changes to service models	Existing infrastructure in poor condition or poorly located	Minor - Moderate Works on Existing Infrastructure	Additional or New Infrastructure Required	Co-location options to be pursued	No Change Required	Continue to Monitor
Kindergarten	3		X	X Queen St Kinder, in poor condition			X Queen St Kinder, NH, MCH, P'groups		
Childcare	1	X						Address demand in Heyfield and Stratford	
MCH	1					X	X		
Playgroups	0						X		

Table 5.3: High level summary of Demand Analysis for Maffra and District, Wellington Shire Early Years Infrastructure Plan

5.3.4 Rosedale and District

The Rosedale and District community has good access to kindergarten, maternal and child health and supported playgroup at the Rosedale Community Hub. In addition, kindergarten services operate at the Gormandale Primary School. In venue family daycare is also available at Rosedale Hub but this is very limited and means families struggle to access childcare in the district. Higher population growth, particularly amongst children aged 0 – 8 years, combined with the increased demand from the roll out of funded 3-year-old kindergarten indicates Rosedale and District will experience higher demand for early years services in the next decade. But many families access services in Sale or Traralgon, because this is where they work or because there is limited availability in Rosedale, e.g childcare.

Overall, there is sufficient infrastructure to respond to the increased demand for kindergarten in Rosedale and Gormandale, although there may need to be some changes to the way facilities are used e.g. the space currently used for in-venue family daycare at Rosedale Community Hub is made available for kindergarten. This of course has the flow on impact of removing any access to childcare in the district.

Table 5.4 below provides a high-level summary of the findings from the Demand Analysis for early years services and infrastructure in Rosedale and District. Key steps to be taken are:

- In Rosedale, monitor the demand for kindergarten services and explore options to improve the childcare offerings in the community. Changes to the existing kindergarten and in venue family daycare service models, will allow the Rosedale Community Hub to accommodate increased demand.
- In Gormandale, explore alternate service models to accommodate 3-year-old kindergarten and to provide childcare e.g. wrap around care.

Service	No. of Existing Services	There is unmet demand	Demand can be met with changes to service models	Existing infrastructure in poor condition or poorly located	Minor - Moderate Works on Existing Infrastructure	Additional or New Infrastructure Required	Co-location options to be pursued	No Change Required	Continue to Monitor
Kindergarten - Rosedale	1		X						X
Kindergarten - Gormandale	1	X	X						
Childcare - Rosedale	1	X							X
Childcare - Gormandale	0	X	X						
MCH	1							X	
Playgroups	1							X	

Table 5.4: High level summary of Demand Analysis for Rosedale and District, Wellington Shire Early Years Infrastructure Plan

5.3.5 Sale and District

As the main business and residential centre of Wellington Shire, Sale offers a wide range of early years services and supports including kindergarten, childcare (long daycare), maternal and child health services, immunisation, outside school hours care, toy library, community and supported playgroups, and parent and family support. Kindergarten services are also located at Longford and Wurruk.

High population growth, including children aged 0 – 8 years, combined with increased demand from the roll out of funded 3-year-old kindergarten, means Sale and district is likely to experience a notable increase in demand for early years services. While there is sufficient capacity to accommodate the increased demand for kindergarten, there may not be capacity to accommodate increased demand for childcare. It also remains unclear whether private childcare operates will step into the market further. Other issues be addressed or considered in Sale and District are:

- The prevalence of single room / single purpose early years facilities located close to each other, and in poor condition e.g. Hyland Community Kindergarten, Gwenfa Hampton Kindergarten, Sale North Kindergarten.
- The poor condition and location, and limited capacity of some services e.g. Kath Foley Children’s Centre and Gumnuts Early Learning Centre.
- The low enrolments at the Wurruk Kindergarten.

Table 5.5 below provides a high-level summary of the findings from the Demand Analysis for early years services and infrastructure in Sale and District. Key steps to be taken are:

- Explore opportunities to establish early years hubs in Sale itself delivering kindergarten (dual room), possibly childcare, playgroup, toy library, MCH etc. Key features of hub facilities could / should include:
 - Access to nature to support nature based play
 - Co-location with other relevant services, including early years and possibly older adults to deliver an intergenerational service model.
- Change community perceptions about the Wurruk kindergarten and surrounding area to attract increased enrolments at the kindergarten.
- Monitor demand for early years services in Wurruk as the population increases including maternal and child health, childcare and playgroups.
- No changes are needed to the kindergarten infrastructure Longford.

Service	No. of Existing Services	There is unmet demand	Demand can be met with changes to service models	Existing infrastructure in poor condition or poorly located	Minor - Moderate Works on Existing Infrastructure	Additional or New Infrastructure Required	Co-location options to be pursued	No Change Required	Continue to Monitor
Kindergarten - Sale	8		X	X		X	X		
Kindergarten - Wurruk	1		X						X
Kindergarten - Longford	1		X					X	
Childcare - Sale	5	X		X		X	X		
Childcare - Wurruk	0								X
Childcare - Longford	0							X	
MCH - Sale	1						X		
MCH - Wurruk	0								X
MCH - Longford	0							X	
Playgroups – Sale	2						X		
Playgroups – Wurruk	0								X
Playgroups - Longford	0							X	

Table 5.5: High level summary of Demand Analysis for Sale and District, Wellington Shire Early Years Infrastructure Plan

5.3.6 Stratford and District

The Stratford and District community has access to kindergarten, maternal and child health and community playgroup in Stratford, and to kindergarten and occasional care (1 day a week) in Briagolong. Outreach maternal and child health services operate from Briagolong irregularly. There are no childcare services available in Stratford itself with families accessing childcare in Maffra or Sale. The district will experience high population growth in the next decade, particularly amongst 0 – 8-year-olds, along with increased demand for kindergarten because of funded 3-year-old kindergarten. Overall, the district will have capacity to respond to the increased demand for kindergarten, but only because of capacity in the Briagolong service, and unless families live close by, they are unlikely to access the service. The kindergarten in Stratford is a single room facility already operating close to capacity. The key areas of need in Stratford are:

- Infrastructure to support the increased demand for kindergarten services.
- Access to childcare services.

Table 5.6 below provides a high-level summary of the findings from the Demand Analysis for early years services and infrastructure in Stratford and District. Key steps to be taken are:

- Upgrade the former kindergarten facility in Stratford (which is now used for playgroups) to support the increased demand for kindergarten services.
- Upgrade the infrastructure in Briagolong to address its poor condition and support the delivery of contemporary kindergarten, MCH and occasional care services.
- Explore options to increase the availability of childcare services in Stratford e.g. provide wrap around care with kindergarten services, establish outside school hours care, work with a private operator to develop childcare services in Stratford or Maffra, or increase the availability of childcare in Maffra.

Service	No. of Existing Services	There is unmet demand	Demand can be met with changes to service models	Existing infrastructure in poor condition or poorly located	Minor - Moderate Works on Existing Infrastructure	Additional or New Infrastructure Required	Co-location options to be pursued	No Change Required	Continue to Monitor
Kindergarten - Stratford	1	X			X		X		
Kindergarten- Briagolong	1		X	X	X				
Childcare - Stratford	0	X				X	X		
Childcare – Briagolong	1			X	X				
MCH – Stratford	1							X	
MCH – Briagolong	1			X	X				
Playgroups - Stratford	1								X
Playgroup - Briagolong	1			X	X				

Table 5.5: High level summary of Demand Analysis for Sale and District, Wellington Shire Early Years Infrastructure Plan

5.3.7 Yarram and District

The Yarram and District community has access to kindergarten, childcare, maternal and child health, and outside school hours care in Yarram. Kindergarten and childcare operates as an integrated model and is located at Yarram Hub which also houses maternal and child health, the Library, community meeting spaces and Council customer service.

While population growth in Yarram will be moderate in the next decade, families living in the district have limited access to childcare and kindergarten services. The single childcare / kindergarten provider is already operating at capacity and cannot accommodate the increased demand which will occur from 3-year-old kindergarten. The existing site does not have the capacity to accommodate additional infrastructure.

Table 5.7 below provides a high-level summary of the findings from the Demand Analysis for early years services and infrastructure in Yarram and District. Key steps to be taken are:

- As a priority, facilitate the development of additional infrastructure to respond to the kindergarten and childcare needs of the community. Three possible options are:
 - Add onto the existing Yarram Hub by purchasing additional land to accommodate 2 program rooms for kindergarten.
 - Develop kindergarten facilities at the Yarram Primary School.
 - Work with another provider to establish kindergarten and / or childcare facilities in Yarram.

Service	No. of Existing Services	There is unmet demand	Demand can be met with changes to service models	Existing infrastructure in poor condition or poorly located	Minor - Moderate Works on Existing Infrastructure	Additional or New Infrastructure Required	Co-location options to be pursued	No Change Required	Continue to Monitor
Kindergarten	1	X				X	X		
Childcare	1	X				X	X		
MCH	1							X	
Playgroups	1							X	

Table 5.7: High level summary of Demand Analysis for Yarram and District, Wellington Shire Early Years Infrastructure Plan

SECTION 6: EYIP Framework



Image: Kath Foley Children's Centre and Kindergarten. Source:

6.1 Overview

The framework that will guide future decision making about the provision, management, and development of early years infrastructure includes:

- Guiding Principles
- Project Prioritisation Model
- Priority Areas.

6.2 Guiding Principles

The following principles will guide Council decision making around community facilities management, investment, support and operations. The principles were developed as part of preparing the Community Managed Facilities Strategy 2020 – 2025, the Sporting Infrastructure Plan 2020 – 2030 and the Community Infrastructure Plan 2021 - 2031.



6.3 Project Prioritisation Model

The project prioritization model has been developed by Council to ensure a consistent approach is taken to prioritising the selection and delivery of community projects. The model outlines the principles, criteria and parameters that projects will be assessed against.

Projects are considered against 5 quantitative and qualitative criteria with associated weightings. The resultant scores are used to determine the investment in maintenance, refurbishment, safety and redevelopment of community facilities. These criteria align with the 2017-2021 Council Plan and are outlined in table 6.1 below.

Strategic inputs guiding how projects are identified include Council's maintenance and accessibility audits, facility condition summaries and the 2019 Committees of Management Survey. Future strategic inputs will come from the Community Infrastructure Plan, Sporting Infrastructure Plan, Early Years Infrastructure Plan, Community Management Facilities Strategy and Facility Management Plans. Other considerations will include service planning changes, legislative requirements and community/customer requests.

No.	Criteria	Assessment Measure (0 = low importance, 100 = high importance)	Weighting
1	Hierarchy Level	Quantitative - measured against a score of 0-100	25%
2	Asset Component Importance – Community & Council	Quantitative - measured against a score of 0-100	10%
3	Level of Participation and if Maintained or Improved	Quantitative - measured against a score of 0-100	20%
4	Efficiency / Compliance / Operational Improvements	Quantitative - measured against a score of 0-100	15%
5	Asset Condition Rating	Quantitative - measured against a score of 0-100	25%

Table 6.1: Community Facilities Project Prioritisation Model, Wellington Shire, 2020

6.4 Facility Hierarchy

In relation to criteria 1 - hierarchy level, early years infrastructure is not subject to the same hierarchy model applied in the Sporting Infrastructure Plan and Community Infrastructure Plan. Early years services are critical to the healthy development of children and families and if they are not available in communities, the social, developmental and wellbeing outcomes for children are poor. In addition, Wellington Shire has a number of legislative and funding obligations and is a party to sector wide agreements between State and Local Governments. These along with community need for early years services and supports place a different obligation upon Council to make infrastructure available to support early years services within communities.

For services offered within Wellington Shire Council buildings a hierarchy model was developed so

infrastructure projects can be assessed in the Prioritisation Model.

Consistent with the Council's facility hierarchy model, the model assesses:

- The catchment of each facility in relation to other facilities in Wellington Shire
- The features or attributes of each facility
- The extent of use the facility has the capacity to support / does support
- The governance model.

This underpins the maintenance and risk funding provided by Council to committees of management for the facilities they manage.

Table 6.2 below provides a detailed description of each facility type while table 6.2 provides a matrix summary.

Level	Name	Catchment	Services and Provision	Services in WSC Facilities
1a	Premier	Not Applicable for Early Years Facilities		
1b	Regional	Located in larger town Attracts use from multiple districts	8 – 12 hours per day 2-4 Programs	Gumnuts, Kath Foley, Yarram Early Learning Centre
2	District	Located in larger or smaller town Attracts use from multiple towns	4 – 7 hours per day 3 Programs	Queen St Kindergarten, Stratford Kindergarten, Stratford Kindergarten, Briagolong Kindergarten
3	Significant Local	Located in small town or locality Attract some use from multiple towns	4-7 hours per day 2 Programs	Hyland Kindergarten, Glassford Kindergarten, Heyfield Kindergarten
4	Local	Supports the immediate town or locality	4-7 hours per day 1 Program	Sale North Kindergarten
5	Minor Local	Not Applicable for Early Years Facilities		

Table 6.2: Facility Hierarchy for Early Years Services within Wellington Shire Council Facilities

6.5 Priorities Areas

The following Priority Areas are underpinned by detailed research completed to support the development of the Community Infrastructure Plan. The strategic priorities from Council's Community Managed Facilities Strategy and the Community Infrastructure Plan have been considered as part of identifying the priority areas.

Priority Area		What Does This Mean?
1	Child and Family Friendly Communities	Actively pursue initiatives which will improve the livability of local communities for children and families.
2	Contemporary and Integrated Services and Facilities	Prioritise infrastructure improvements which will deliver contemporary and integrated early years' service and facility outcomes.
3	Flexible Responses to Meet Community Need	Pursue alternate service models and programming initiatives to respond to changing community needs.
4	Advocacy and Partnerships	Advocate for and partner with others to deliver infrastructure which improves access to early years services and supports.
5	Equitable Access	Actively pursue initiatives which will remove barriers to accessing early years services and supports.

SECTION 7: Recommendations and Measuring Outcomes



Image: Heyfield Kindergarten. Source: Uniting Victoria Tasmania

Priority Area 1 Child and Family Friendly Communities		Prioritise initiatives which will improve the livability of local communities for children and families.
	Recommendation	Measuring Outcomes
1.1	Increase opportunities for children and families to travel safely around their communities with a focus upon increasing opportunities for walking and cycling, through implementing Council plans such as the Healthy Wellington Plan and Urban Paths Plan.	Evidence of investment in initiatives which make it easier for children and families to travel safely around their communities.
1.2	Develop more contemporary, accessible, and safe play spaces for children and families, particularly nature-based play opportunities that reflect the priorities of plans such as Council's Open Space Plan and Access and Inclusion Plan and the changing needs and expectations of the community.	Community satisfaction with the quality, accessibility and safety of play spaces is demonstrably increased.
1.3	Consistent with Council's Community Engagement Strategy, actively involve children and families in the planning and development of community and early years places and spaces.	Evidence of increased involvement of families and children in decision making and priority setting for community places and spaces.

Priority Area 2 Contemporary and Integrated Services and Facilities		Prioritise infrastructure improvements which will deliver contemporary and integrated early years' service and facility outcomes.
	Recommendation	Measuring Outcomes
2.1	Develop service standards to confirm the size, quality, condition, and functionality requirements for infrastructure to support the delivery of early years services.	<p>Service standards developed.</p> <p>The extent of capital investment annually in the upgrade of early years facilities to address condition and functionality issues.</p>
2.2	<p>Review Council's Project Prioritisation Model to determine how early years infrastructure will be captured and assessed within the Model. Aspects to be addressed are:</p> <ul style="list-style-type: none"> • Responding to increased demand for kindergarten services by developing multi-room early years facilities that can support kindergarten and other early years services and activities such as occasional care, playgroups, toy libraries and maternal and child health. • The importance of actively pursuing opportunities to integrate, co-locate and rationalise early years services and infrastructure, and explore opportunities to locate early years services with complementary community facilities and activities. • The need to improve access to early years services, support the financial viability of service providers, and deliver positive environmental benefits. 	<p>Review of the Project Prioritisation Model is completed.</p> <p>Planning for and the development of early years hubs or community hubs incorporating early years services is occurring.</p> <p>The extent of annual investment in projects that increase access to early years services and improve the financial viability, environmental outcomes of early years infrastructure.</p>

Priority Area 3 Collaborative and Flexible Responses		Work collaboratively with service providers to respond to changing community needs.
	Recommendation	Measuring Outcomes
3.1	Support service providers to identify and implement alternate service models and programming initiatives to respond to the increasing demand for kindergarten.	Evidence of increased capacity in the kindergarten service system that is not related to investment in infrastructure. Kindergarten participation rates for children eligible to attend kindergarten are improved.
3.2	Work with service providers to pursue options to increase the availability of childcare through service initiatives such increasing operating hours and days of existing services, identifying opportunities for in venue family daycare services, and offering wrap around care associated with kindergarten.	Evidence of increased availability of childcare in communities where the need is highest.
3.3	Support service providers to pursue options to increase the availability of outside school hours care.	Evidence of increased availability of outside school hours care in communities where the need is highest.
3.4	Review and update lease, license, and service system agreements to support and facilitate change in early years' service models and programming.	Evidence of increased capacity in the early years' service system (particularly for kindergarten and childcare) that is not related to investment in infrastructure.

Priority Area 4 Advocacy and Equitable Access		Advocate for and partner with others to provide equitable and accessible early years services and supports.
	Recommendation	Measuring Outcomes
4.1	In partnership with early years managers and service providers, advocate to the State Government to increase the investment in early years infrastructure, where community and service needs are not being met.	Constructive relationships with Local MPs and key decision makers. Increased investment by the State Government in early years infrastructure.
4.2	Work with current and potential service providers to respond to the childcare needs of smaller and more remote communities.	Evidence of increased availability of childcare through partnerships with community and private operators.
4.3	Work with service providers to ensure infrastructure and service models are responsive to the needs of all families and children.	Maternal and child health services are co-located with other early years services. Service models are implemented which increase the capacity of childcare and kindergarten. Planning for and the development of early years hubs or community hubs incorporating early years services is occurring.

SECTION 8: Attachments



Image: Glassford Kindergarten, Maffra. Source: Uniting Victoria Tasmania

8.1 List of Attachments

Attachment A: Background Research

Attachment B: Infrastructure Inventory by District - Excel Spreadsheets

ATTACHMENT 15.1.3

Wellington Shire Early Years Infrastructure Plan

16. FURTHER GALLERY AND ONLINE COMMENTS

Gallery comments are an opportunity for members of the public to raise any particular matter they wish. This allows those in the gallery to speak directly to Councillors but is not a forum designed for open discussion or debate. We will listen respectfully to what you have to say and make the commitment that if your query requires a written response, we will advise you that a response will be forthcoming, and a copy of that response will be circulated to all Councillors.

This is not a forum for members of the public to lodge complaints against individuals, including Councillors and staff, particularly as that individual gets no public right of reply to any matter raised. We take complaints seriously, and in line with the guidance from the Victorian Ombudsman and the local Government Inspectorate, we request that any specific complaint against an individual be put in writing. This way, your concern can be properly dealt with while ensuring fairness to all parties concerned.

If you wish to speak, we remind you that this part of the meeting is being recorded and broadcast on our website. Council's official Minutes will record that you have spoken to Council and the subject you spoke to Council about but will not record specific comments. We ask you to state your name in full, where you are from, and you have three minutes.

ONLINE COMMENTS –

FURTHER GALLERY COMMENTS –

Meeting declared closed at:

The live streaming of this Council meeting will now come to a close.

17. IN CLOSED SESSION

COUNCILLOR

That the meeting be closed to the public pursuant to Section 66(2) of the Local Government Act 2020 to consider matters under Section 66(5)(b) as defined by Section 3(1) being:

- a) Council business information*
- b) Security information*
- c) Land use planning information*
- d) Law enforcement information*
- e) Legal privileged information*
- f) Personal information*
- g) Private commercial information*
- h) Confidential meeting information*
- i) Internal arbitration information*
- j) Councillor Conduct Panel confidential information*
- k) Information prescribed by the regulations to be confidential information*
- l) Information that was confidential information for the purposes of section 77 of the Local Government Act 1989*

IN CLOSED SESSION

COUNCILLOR

That Council move into open session and ratify the decision made in closed session.