



WELLINGTON
SHIRE COUNCIL

The Heart of Gippsland

COUNCIL MEETING AGENDA ORDINARY MEETING

Meeting to be held via Skype

Tuesday 7 September 2021, 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 MGP-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 17 August 2021.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That Council adopt the minutes and resolutions of the Ordinary Council Meeting of 17 August 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. GENERAL MANAGER CORPORATE SERVICES

11.1. ASSEMBLY OF COUNCILLORS

ACTION OFFICER: GENERAL MANAGER CORPORATE SERVICES

OBJECTIVE

To report on all assembly of Councillor records received for the period 9 August 2021 to 29 August 2021.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That Council note and receive the attached Assembly of Councillor records for the period 9 August 2021 to 29 August 2021.

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 9 August 2021 to 29 August 2021.

ATTACHMENTS

1. Assembly of Councillors - Council Day - 17 August 2021 [11.1.1 - 3 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 9 August 2021 to 29 August 2021.

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

The Council Plan 2017-21 Theme 6 Organisational states the following strategic objective and related strategy:

Strategic Objective 6.3: *"Maintain a well governed, transparent, high performing, ethical and accountable organisation."*

Strategy 6.3.3: *"Ensure sound governance processes that result in responsive, ethical, transparent and accountable decision making."*

This report supports the above Council Plan strategic objective and strategy.

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 – 17 AUGUST 2021

MEETING	COUNCILLORS AND OFFICERS IN ATTENDANCE (NAME AND POSITION)				CONFLICT/S OF INTEREST OR ACTION ITEMS
	Name	Attendance	Name	Attendance	
IT / Diary Meeting	Cr Bye	Yes	Cr Stephens	Yes	N/A
	Cr Crossley	Yes	Cr Tatterson	Yes	N/A
	Cr McKenzie	Yes	Cr Wood	Yes	N/A
	Cr Maher	Yes	David Morcom, CEO	Yes	N/A
	Cr Ripper	Yes	Leah Carubia, 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
	Name	Attendance	Name	Attendance	
Workshops	Cr Bye	Yes	Cr Tatterson	Yes	N/A
	Cr Crossley	Yes	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	Yes	Sharon Houlihan, GM Community & Culture	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
	BRIEF UPDATES (a) COUNCIL PLAN CONSULTATION UPDATE	(a) Bodye Darvill, Coordinator Council Plan Engagement Brent McAlister, General Manager Development Arthur Skipitaris, General Manager Corporate Services <i>Conflict of Interest: Nil</i>
	1. \$4.5M BLACK SUMMER BUSHFIRE RECOVERY GRANT PROGRAM	• Sharon Houlihan, General Manager Community and Culture <i>Conflict of Interest: Nil</i>
	2. PROPOSED SALE OF 298-310 COMMERCIAL ROAD, YARRAM	• Kate Foster, Manager Economic Development • Daniel Gall, Coordinator Commercial Property <i>Conflict of Interest: Nil</i>
	3. ARCHIBALD PRIZE 2021 UPDATE	• Simon Gregg, Director – Gippsland Art Gallery <i>Conflict of Interest: Nil</i>
	4. 2020/2021 CAPITAL REVIEW	• Chris Hastie, General Manager Built and Natural Environment • Dean Morahan, Manager Assets and Projects <i>Conflict of Interest: Nil</i>
	5. COMMUNITY SATISFACTION SURVEY 2021	• Catherine Vassiliou, Acting Manager Communities, Facilities and Emergencies <i>Conflict of Interest: Nil</i>
	6. PORT OF SALE MASTERPLAN/SLIPWAY	• Barry Hearsey, Acting Manager Land Use Planning <i>Conflict of Interest: Nil</i>
	7. SALE TO MAFFRA OFF ROAD TRAIL	• Kate Foster, Manager Economic Development • Geoff Hay, Senior Economic Development Officer <i>Conflict of Interest: Nil</i>
	8. DEVELOPMENT DIVISION UPDATE: PLANNING, MUNICIPAL SERVICES AND ECONOMIC DEVELOPMENT	• Barry Hearsey, Acting Manager Land Use Planning • Kate Foster, Manager Economic Development • Brent McAlister, General Manager Development <i>Conflict of Interest: Nil</i>
	9. PRE 'CGT QUARTERLY UPDATE WORKSHOP' COUNCILLOR UPDATE	• Kate Foster, Manager Economic Development • Ashley Smirl, Marketing Campaign Coordinator <i>Conflict of Interest: Nil</i>

	10. COMMUNITY ENGAGEMENT FOR EARLY YEARS INFRASTRUCTURE PLAN, COMMUNITY INFRASTRUCTURE PLAN & SPORTING INFRASTRUCTURE PLAN	<ul style="list-style-type: none"> • Mark Benfield, Coordinator Community Facilities Planning • Catherine Vassiliou, Acting Manager Communities, Facilities and Emergencies <i>Conflict of Interest: Nil</i>
	11. JUNE 2021 QUARTERLY PERFORMANCE UPDATE	<ul style="list-style-type: none"> • Ian Carroll, Manager Corporate Finance • Arthur Skipitaris, General Manager Corporate Services <i>Conflict of Interest: Nil</i>
	12. CGT QUARTERLY UPDATE	<ul style="list-style-type: none"> • Ben Joske, Executive Officer – Central Gippsland Tourism (external) • Trent Fairweather, Interim Chair – Central Gippsland Health (external) <i>Conflict of Interest: Nil</i>

11.2. INITIATE PROCESS TO RE-APPOINT THE CHIEF EXECUTIVE OFFICER

ACTION OFFICER: GENERAL MANAGER CORPORATE SERVICES

PURPOSE

For Council to initiate the process to re-appoint David Morcom as Council's Chief Executive Officer.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That:

- 1. In accordance with section 94(4) of the Local Government Act 1989, Council place a public notice in the Gippsland Times and on Council's Website on 14 September 2021 to advise that at the Ordinary Meeting of Wellington Shire Council scheduled for Tuesday 5 October 2021, a motion will be put that, if passed, would result in the re-appointment of Mr David Morcom as Council's Chief Executive Officer without the position being advertised.***
- 2. Re-appointment of Mr David Morcom as Council's Chief Executive Officer is to be subject to the satisfactory negotiation of a contract.***

BACKGROUND

Section 45 of the *Local Government Act 2020* details that by 31 December 2021, Councils must develop and adopt a Chief Executive Officer Employment and Remuneration Policy which provides for the recruitment and appointment process of the Chief Executive Officer. However, until that policy is developed and adopted, the relevant sections in the *Local Government Act 1989* apply.

As the CEO's contract expires in less than six months from the date of this meeting, section 94(4) of the *Local Government Act 1989* requires Council to place a public notice in a newspaper circulating in the municipal district of the Council to advise that at the Ordinary Meeting of the Wellington Shire Council scheduled for Tuesday 5 October 2021, a motion will be put that, if passed, would result in the re-appointment of Mr David Morcom as Council's Chief Executive Officer without the position being advertised.

The motion must be passed in the six months immediately before the Chief Executive Officer's contract is due to expire.

ATTACHMENTS

Nil

OPTIONS

Council has the following options available:

1. To place a public notice in the Gippsland Times and on Council's Website on 14 September 2021 that at the Ordinary Meeting of the Wellington Shire Council scheduled for Tuesday 5 October 2021, a motion will be put that, if passed, would result in the reappointment of Mr David Morcom as Council's Chief Executive Officer without the position being advertised, in accordance with section 94(4) of the *Local Government Act 1989*; or
2. To advertise and appoint a new Chief Executive Officer.

PROPOSAL

That Council initiate the process to re-appoint the Council's Chief Executive Officer. On that basis and in accordance with section 94(4) of the *Local Government Act 1989*, Council is to place a public notice in the Gippsland Times and on Council's Website on 14 September 2021 to advise that at the Ordinary Meeting of Wellington Shire Council scheduled for Tuesday 5 October 2021, a motion will be put that, if passed, would result in the re-appointment of Mr David Morcom as Council's Chief Executive Officer without the position being advertised.

Re-appointment of Mr David Morcom as Council's Chief Executive Officer is to be subject to the satisfactory negotiation of a contract.

CONFLICT OF INTEREST

The Chief Executive Officer has a conflict of interest and will excuse himself from the meeting for this item. No other 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

In accordance with section 94(4) of the *Local Government Act 1989*, in the six months immediately before the Chief Executive Officer's contract is due to expire, the Council may pass a resolution to reappoint that person as its Chief Executive Officer and at least 14 days before the resolution is passed, public notice must be given, of the intention to put the resolution. The public notice must contain a statement that the passing of the resolution would result in the reappointment of the Chief Executive Officer without the position being advertised.

COUNCIL POLICY IMPACT

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

COUNCIL PLAN IMPACT

The Council Plan 2017-21 Theme 6 Organisational states the following strategic objective and related strategy:

Strategic Objective 6.3: *“Maintain a well governed, transparent, high performing, ethical and accountable organisation.”*

Strategy 6.3.3: *“Ensure sound governance processes that result in responsive, ethical, transparent and accountable decision making.”*

This report supports the above Council Plan strategic objective and strategy.

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.

12. GENERAL MANAGER BUILT AND NATURAL ENVIRONMENT

12.1. YORK STREET REVITALISATION PROJECT (SOUTHERN SECTION)

ACTION OFFICER: MANAGER ASSETS AND PROJECTS

PURPOSE

The purpose of this report is for Council to consider entering into a contract for the revitalisation of the southern section of the York Street streetscape from Foster Street to Macalister Street, Sale.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That:

- 1. Council adopt the recommendations contained in the attached confidential Tender Evaluation Report of the Council Meeting Agenda for Contract 2022-010 York Street Streetscape Renewal Works (Southern); and***
- 2. The information contained in the confidential attachment Contract 2022-010 York Street Streetscape Renewal Works (Southern) 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 16 August 2021 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 tenderer can be made public.***

BACKGROUND

The existing footpaths, kerb and channel and road pavement in York Street (Princes Highway) are in poor condition with regular pavement failures and deformation of the parking and through lanes from the intersection of Foster Street through to the intersection of Raglan Street.

The contract, which is the subject of this report, is for the revitalisation of the southern section of York Street between Foster Street and Macalister Street.

This project builds on the work already completed in York Street, namely the undergrounding of power and the installation of centre median lighting between Macalister Street and Stawell Streets. These works are jointly funded by Wellington Shire Council in conjunction with the Federal Government through the Department of Infrastructure, Transport, Cities and Regional Development and Regional Roads Victoria.

ATTACHMENTS

1. Confidential Header York Street Streetscape Renewal Works Southern [12.1.1 - 1 page]
2. CONFIDENTIAL REDACTED - 2022-010 York Street Footpath South Tender Evaluation Report [12.1.2 - 5 pages]

OPTIONS

Council has the following options available:

1. Adopt the recommendations contained in the attached confidential Tender Evaluation Report for Contract 2022-010 York Street Streetscape Renewal Works (Southern); or
2. Not enter into a contract and not proceed with these works at this time.

PROPOSAL

That Council adopt the recommendations contained in the attached confidential Tender Evaluation Report for Contract 2022-010 York Street Streetscape Renewal Works (Southern).

CONFLICT OF INTEREST

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

FINANCIAL IMPACT

This project is budgeted for in the 2021/2022 Capital Works Program and is jointly funded by Wellington Shire Council in conjunction with the Federal Government through the Department of Infrastructure, Transport, Cities and Regional Development and Regional Roads Victoria.

COMMUNICATION IMPACT

Wellington Shire Council's standard consultation practices will be implemented on this project.

LEGISLATIVE IMPACT

Wellington Shire Council is committed to ensuring the contract tendering process complies with the Victorian *Local Government Act 1989* and the Victorian Local Government Code of Tendering.

COUNCIL POLICY IMPACT

These works are in line with Council's policies of maintaining and enhancing Council's road asset infrastructure networks.

COUNCIL PLAN IMPACT

The Council Plan 2017-21 Theme 2 Services & Infrastructure states the following strategic objective and related strategy:

Strategic Objective 2.2: *“Council assets are responsibly, socially, economically and sustainably managed.”*

Strategy 2.2.3: *“Continue to maintain and enhance Council’s built environment for public amenity and long-term sustainability.”*

This report supports the above Council Plan strategic objective and strategy.

RESOURCES AND STAFF IMPACT

This contract will be delivered with the resources of the Assets & Projects unit.

COMMUNITY IMPACT

The community will benefit from these works with an enhanced streetscape, including landscaping improvements and upgraded footpaths.

ENVIRONMENTAL IMPACT

The proposed works will have minimal environmental impact, with the contractors providing an Environmental Management Plan which will be strictly monitored.

ENGAGEMENT IMPACT

Prior to works commencing onsite Wellington Shire Council’s standard consultation practices will be implemented on this project.

RISK MANAGEMENT IMPACT

It is considered that the proposed contract works will not expose Wellington Shire Council to any significant risks as all OH&S risks will be discussed with the contractor and allocated to the party in the best position to manage each risk.



WELLINGTON

SHIRE COUNCIL

The Heart of Gippsland

ORDINARY COUNCIL MEETING 7 September 2021

On this day, 16 August 2021, 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 document **CONTRACT 2022-10 YORK STREET STREETScape RENEWAL WORKS (SOUTHERN)** 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

12.2. CONTRACTS AWARDED UNDER 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 reports considered by Council on 3 August 2021.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That:

- 1. Council note that Contract 2021-073 Seacombe Boat Ramp Upgrade and Contract 2022-001 Stephenson Park Change Room Redevelopment have been awarded by the Chief Executive Officer within budget, under delegation by Council; and***
- 2. The information contained in the confidential attachments Contract 2021-073 Seacombe Boat Ramp Upgrade and Contract 2022-001 Stephenson Park Change Room Redevelopment 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 16 August 2021 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 tenderer can be made public.***

BACKGROUND

On the 3 August 2021, Council considered reports to delegate authority to the Chief Executive Officer to award contract 2021-073 Seacombe Boat Ramp Upgrade within budget and contract 2022-001 Stephenson Park Change Room Redevelopment within budget and to provide details to Council of the contracts awarded under these delegations.

The two contracts have now been awarded and the confidential tender evaluation report for each contract is attached.

ATTACHMENTS

1. Confidential Header Delegation Contracts 2021-073 Seacombe Boat Ramp Upgrade and 2022-001 Stephenson Park Change Room Redevelopment [12.2.1 - 1 page]
2. CONFIDENTIAL REDACTED - 2021-073 Seacombe Boat Ramp Upgrade Tender Evaluation Report [12.2.2 - 5 pages]

3. CONFIDENTIAL REDACTED - 2022-001 Stephenson Park Change Room Redevelopment Tender Evaluation Report [12.2.3 - 6 pages]

OPTIONS

Council has the following options available:

1. Note that Contract 2021-073 Seacombe Boat Ramp Upgrade and Contract 2022-001 Stephenson Park Change Room Redevelopment 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 2021-073 Seacombe Boat Ramp Upgrade and Contract 2022-001 Stephenson Park Change Room Redevelopment 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 1989* 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 2017-21 Theme 2 Services & Infrastructure states the following strategic objective and related strategy:

Strategic Objective 2.2: *"Council assets are responsibly, socially, economically and*

sustainably managed."

Strategy 2.2.3: "Continue to maintain and enhance Council's built environment for public amenity and long-term sustainability."

This report supports the above Council Plan strategic objective and strategy.

RESOURCES AND STAFF IMPACT

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

COMMUNITY IMPACT

Both 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 7 September 2021

On this day, 16 August 2021, 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 2021 – 073 SEACOMBE BOAT RAMP UPGRADE TENDER EVALUATION REPORT AND CONTRACT 2022 – 001 STEPHENSON PARK CHANGEROOM REDEVELOPMENT TENDER EVALUATION REPORT** 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

12.3. AQUA ENERGY REDEVELOPMENT – DETAILED DESIGN

ACTION OFFICER: MANAGER ASSETS AND PROJECTS

PURPOSE

The purpose of this report is for Council to consider entering into a contract for architectural services for the detailed design of the proposed redevelopment of Aqua Energy, Sale.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That:

- 1. Council adopt the recommendations contained in the attached confidential Tender Evaluation Report of the Council Meeting Agenda for Contract 2021-085 Aqua Energy Redevelopment – Detailed Design; and***
- 2. The information contained in the confidential attachment Contract 2021-085 Aqua Energy Redevelopment – Detailed Design and designated confidential under Section 3(1) Confidential Information of the Local Government Act 2020 by the General Manager Built and Natural Environment on 26 August 2021 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 tenderer can be made public.***

BACKGROUND

The 'Lex Glover Swimming Centre' opened in 1972 and included a heated 25 metre indoor pool. Extensions were carried out in 2006 and the facility was renamed 'Aqua Energy'.

In 2015, the Wellington Shire Council 'Aquatic Strategy' recommended undertaking a business case for a future redevelopment of the existing indoor heated 25-metre pool and other areas of the Aqua Energy facility. Following further investigation, the business case was presented to Council in the Aqua Energy Business Case and Options Report. The recommendations adopted by Council in September 2019 had a clear direction to proceed further with planning and investigation.

The assessment of the facilities at Aqua Energy noted many issues including:

- Structural issues requiring major rectification/replacement.
- Poor programming capability due to pool depth profiles and lane widths.
- Poor disability access throughout the centre.
- Lack of Changing Places change rooms.
- No change options for school groups and no school entry.

- Outdoor change rooms require refurbishment.
- Only one dedicated family change room.
- Noncompliant, family and disabled change room.
- Non-compliant sauna.
- Poor water-play provision.
- Lack of 24-hour entry to the health and fitness area.

Architects were appointed in April 2020 to provide concepts, schematic designs and detailed costings in readiness for progressing this project to the detailed design stage and ultimately to be used for external funding.

ATTACHMENTS

1. Confidential Header Aqua Energy Redevelopment Detailed Design [**12.3.1** - 1 page]
2. CONFIDENTIAL REDACTED - 2021-085 Aqua Energy Redevelopment Detailed Design Tender Evaluation Report [**12.3.2** - 8 pages]

OPTIONS

Council has the following options available:

1. Adopt the recommendations contained in the attached confidential Tender Evaluation Report for 2021-085 Aqua Energy Redevelopment – Detailed Design; or
2. Not enter into a contract and not proceed with the design at this time.

PROPOSAL

That Council adopt the recommendations contained in the attached confidential Tender Evaluation Report for 2021-085 Aqua Energy Redevelopment – Detailed Design.

CONFLICT OF INTEREST

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

FINANCIAL IMPACT

These design works have been budgeted for under the 2021-2022 Capital Works Program, while funding for construction has not been confirmed.

COMMUNICATION IMPACT

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

LEGISLATIVE IMPACT

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

COUNCIL POLICY IMPACT

These works are in line with Council's policies of maintaining and enhancing Council's infrastructure.

COUNCIL PLAN IMPACT

The Council Plan 2017-21 Theme 2 Services & Infrastructure states the following strategic objective and related strategy:

Strategic Objective 2.2: *"Council assets are responsibly, socially, economically and sustainably managed."*

Strategy 2.2.3: *"Continue to maintain and enhance Council's built environment for public amenity and long-term sustainability."*

This report supports the above Council Plan strategic objective and strategy.

RESOURCES AND STAFF IMPACT

This project will be undertaken with the resources of the Assets and Projects team.

COMMUNITY IMPACT

These works will have a positive impact to the public and patrons who use the facilities at Aqua Energy.

ENVIRONMENTAL IMPACT

This project itself will have minimal environmental impact.

ENGAGEMENT IMPACT

Wellington Shire Council's standard consultation practices will be implemented on this project.

RISK MANAGEMENT IMPACT

It is considered that the proposed contract works will not expose Wellington Shire Council to any significant risks. All OH&S risks will be discussed with the contractor and allocated to the party in the best position to manage each risk.



WELLINGTON

SHIRE COUNCIL

The Heart of Gippsland

ORDINARY COUNCIL MEETING 7 September 2021

On this day, 26 August 2021, 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 *document* **CONTRACT 2022-085 AQUA ENERGY REDEVELOPMENT – DETAILED DESIGN** is confidential because it relates to the following grounds under Section 3(1) of the *Local Government Act 2020*:

- g) *if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage*

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

13. GENERAL MANAGER COMMUNITY AND CULTURE

13.1. IMPLEMENTATION PLAN AND COMMUNITY ENGAGEMENT FOR EARLY YEARS INFRASTRUCTURE PLAN, COMMUNITY INFRASTRUCTURE PLAN AND SPORTING INFRASTRUCTURE PLAN - APPROVAL FOR COMMUNITY CONSULTATION

ACTION OFFICER: MANAGER COMMUNITIES, FACILITIES AND EMERGENCIES

PURPOSE

For Council to approve public release of the attached draft Early Years Infrastructure Plan, Community Infrastructure Plan and Sporting Infrastructure Plan, developed under our Community Managed Facilities Strategy, for community consultation.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That Council approves public release of the attached draft Early Years Infrastructure Plan, Community Infrastructure Plan and Sporting Infrastructure Plan, developed under our Community Managed Facilities Strategy, for community consultation.

BACKGROUND

As part of the Community Managed Facilities Strategy 2021 – 2025, an action within Theme 2 'Responsible Management – Shire-wide Facility Planning' was to develop infrastructure plans for early years, sporting and other community facilities.

Over the past twelve months, three plans have been developed: Early Years Infrastructure Plan; Community Infrastructure Plan; and Sporting Infrastructure Plan.

The three plans were developed based on demographic and future demand and supply data, compliance and good practice requirements relating to community services and facilities and in consultation with users, operators and stakeholders.

The plans set out priorities, at a shire-wide level, for future development of early years, community and sporting infrastructure across all districts of the shire. The plans will guide future planning and decision-making around investment in new, expanded or upgraded facilities and maintenance and rationalisation of existing facilities.

There is a clear need to invest in new, expanded and upgraded early years facilities to cater for planned state government changes to required service levels for early years education provision over the coming decade. As early childhood education changes are implemented, many facilities must also continue to cater for the demand for childcare services, further evidencing the need for additional or expanded early years facilities.

For community and sporting infrastructure, needs relate to facility upgrades and maintenance and better activation of existing facilities.

The three draft infrastructure plans were presented to Council on 20 April 2021 and proposed implementation plan and community engagement plan were presented on 20 July 2021 and 17 August 2021 respectively.

The proposed implementation plan includes delivery of operational improvement actions, infrastructure projects and pre-planning for facilities across each of our shire's districts, time lined over the life of the Community Managed Facilities Strategy 2020-25.

The proposed engagement plan for the community consultation includes broad community engagement through our 'Your Wellington Your Say' platform and targeted engagement with direct stakeholders including private, not-for-profit and community volunteer committees of management for early years services and committees of management operating Council's community and sporting facilities.

The three infrastructure plans and their attachments and background reports are attached to this Council report.

ATTACHMENTS

1. WSC - Sporting Infrastructure Plan - Draft Final Strategy v 1.4 [**13.1.1** - 94 pages]
2. SIP Overview - 2 Pages [**13.1.2** - 2 pages]
3. Wellington CIP Main Report 1 April 2021 [**13.1.3** - 88 pages]
4. Wellington CIP Attachment A Background Report 4 March 2021 [**13.1.4** - 52 pages]
5. Wellington CIP Attachment B Consultation and Engagement Report 4 March 2021 [**13.1.5** - 53 pages]
6. Wellington CIP Attachment D Facility Hierarchy Assessment 4 March 2021 [**13.1.6** - 17 pages]
7. Draft Wellington EYIP - Report - 3 May 2021 [**13.1.7** - 67 pages]
8. Wellington EYIP - Attachment A - Background Report - 8 April 2021 [**13.1.8** - 64 pages]

OPTIONS

Council has the following options available:

1. Approve public release of the attached draft Early Years Infrastructure Plan, Community Infrastructure Plan and Sporting Infrastructure Plan, developed under our Community Managed Facilities Strategy, for community consultation, or
2. Not approve public release of the attached draft Early Years Infrastructure Plan, Community Infrastructure Plan and Sporting Infrastructure Plan, developed under our Community Managed Facilities Strategy, for community consultation and seek further information to be considered at a future Council meeting.

PROPOSAL

That Council approves public release of the attached draft Early Years Infrastructure Plan, Community Infrastructure Plan and Sporting Infrastructure Plan, developed under our Community Managed Facilities Strategy, for community consultation.

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 report is in accordance with Section 91(4) of the *Local Government Act 1989*.

COUNCIL POLICY IMPACT

This report is in accordance with Council Policy 5.1.4 which establishes a framework for the guidance of Council in relation to the roles and responsibilities of committees.

COUNCIL PLAN IMPACT

The Council Plan 2017-21 Theme 1 Communities states the following strategic objectives and related strategies:

Strategic Objective 1.1: *"Maintain friendly, safe communities providing opportunities for residents to lead healthy and active lifestyles."*

Strategy 1.1.1: *"Continue to deliver services and programs that encourage and foster community wellness and the prevention of disease."*

Strategy 1.1.3: *"Provide and manage open spaces and infrastructure that enable and encourage healthy and active lifestyles."*

Strategy 1.1.4: *"Develop and foster strong relationships with funding agencies, committees of management and local communities for the provision of appropriate recreational infrastructure, programs and services to support healthy and active lifestyles."*

Strategic Objective 1.2: *"Celebrate, recognise and acknowledge our diverse community and improve social connections among youth, aboriginal and aged communities."*

Strategy 1.2.1: *"Ensure that Council services, facilities and events promote inclusivity, social connectedness and accessibility."*

This report supports the above Council Plan strategic objectives and strategies.

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.



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

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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.

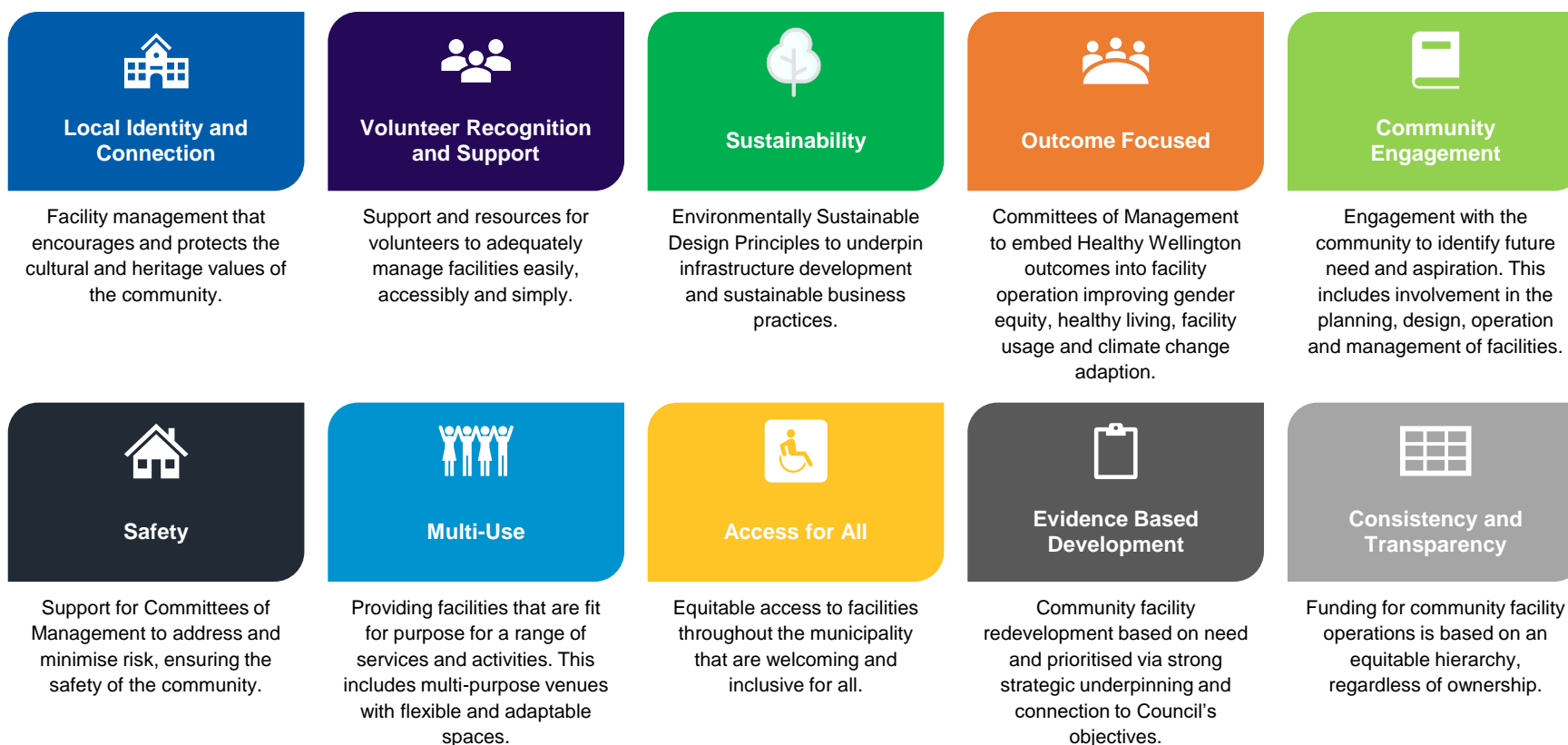
WHAT THE SIP WILL ACHIEVE?

 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.

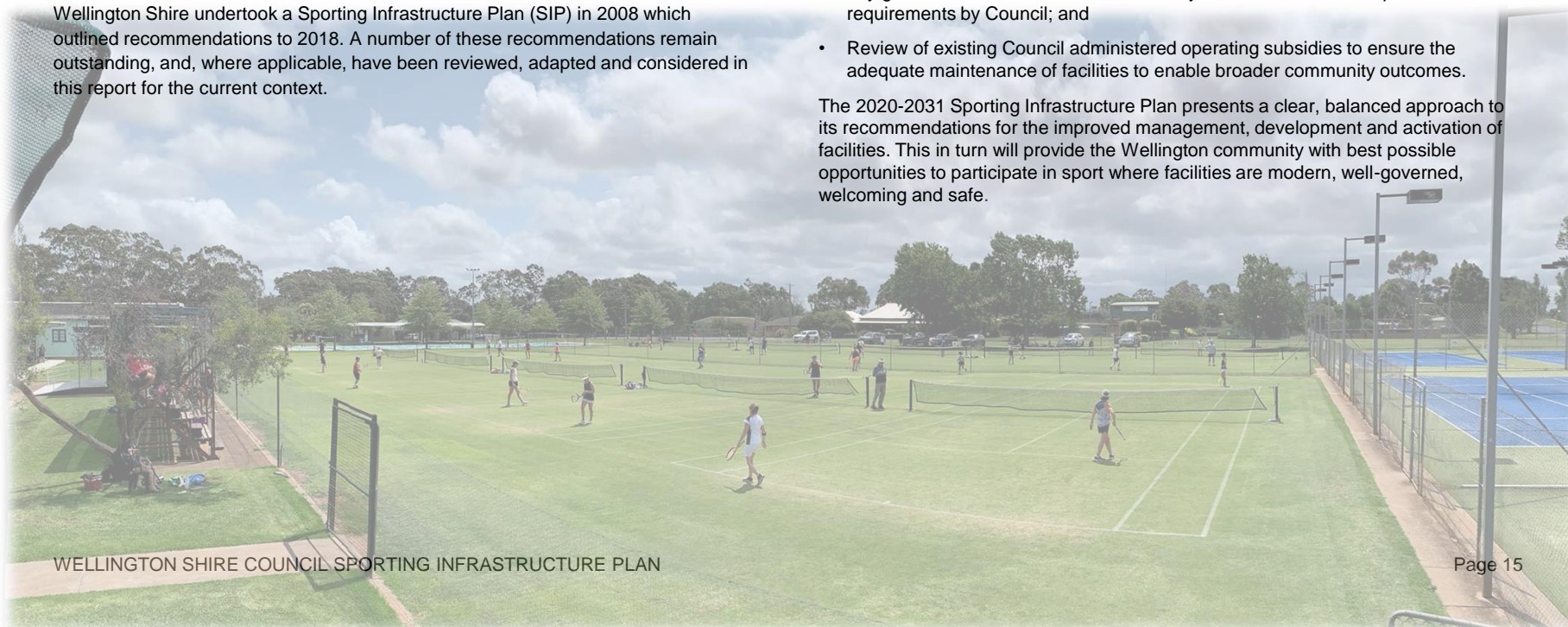
Council is responsible for a wide range of infrastructure including 3,300 kms of sealed and unsealed roads, 180 kms of footpaths, two aerodromes, six libraries (plus a mobile library service), six swimming pools, performing arts centre, art gallery, 120 social facilities, 312 hectares of sporting facilities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

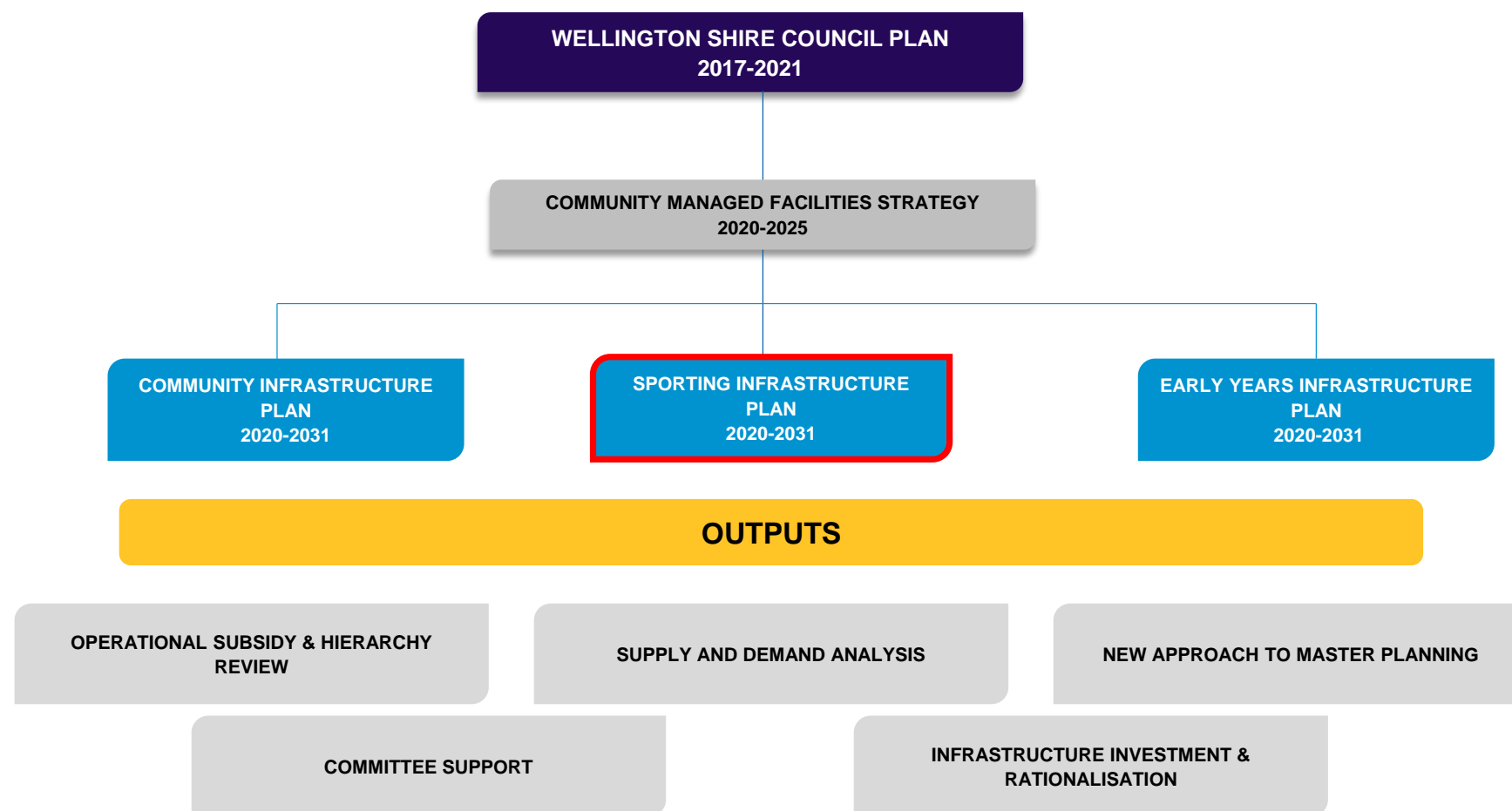
- Consider and analyse the current and future participation trends at a Shire wide level;
- Improve Council's understanding of whether existing sporting facilities meet the needs of the community, and the barriers which prevent them from delivering activities in line with governing body guidelines;
- 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%

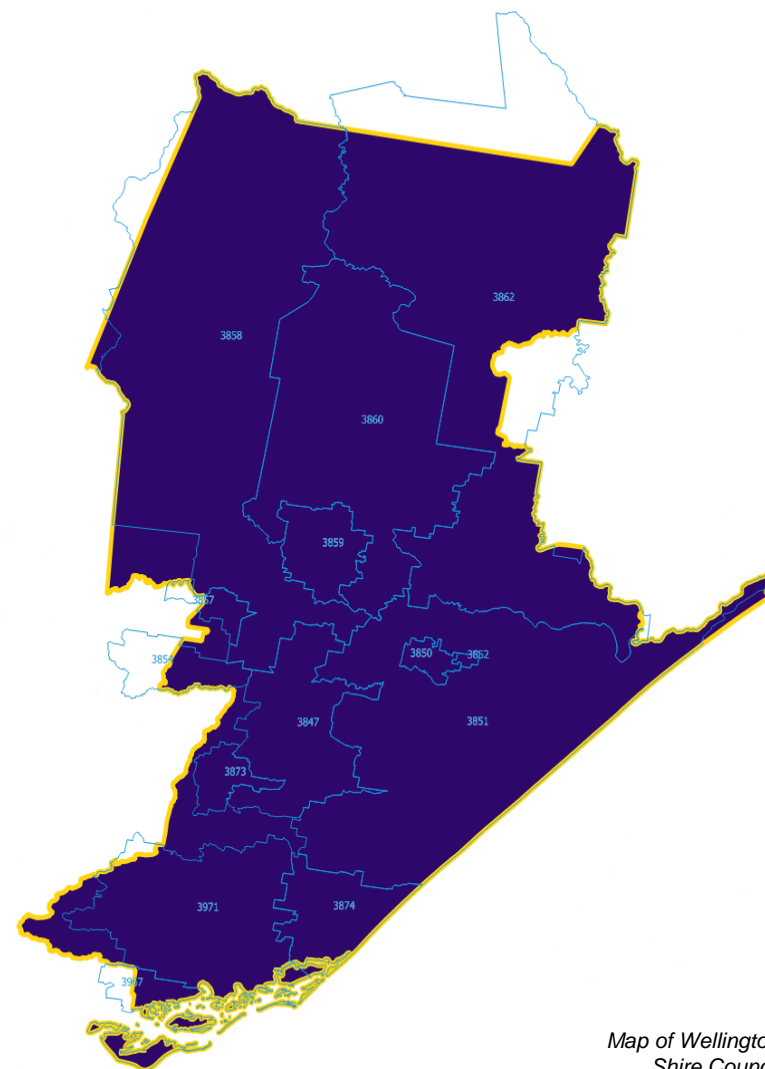
Population increase
in Heyfield-Maffra
District by 2031



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

WELLINGTON SHIRE COUNCIL SPORTING INFRASTRUCTURE PLAN

Gordon St
Recreation Reserve

Page 21

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.



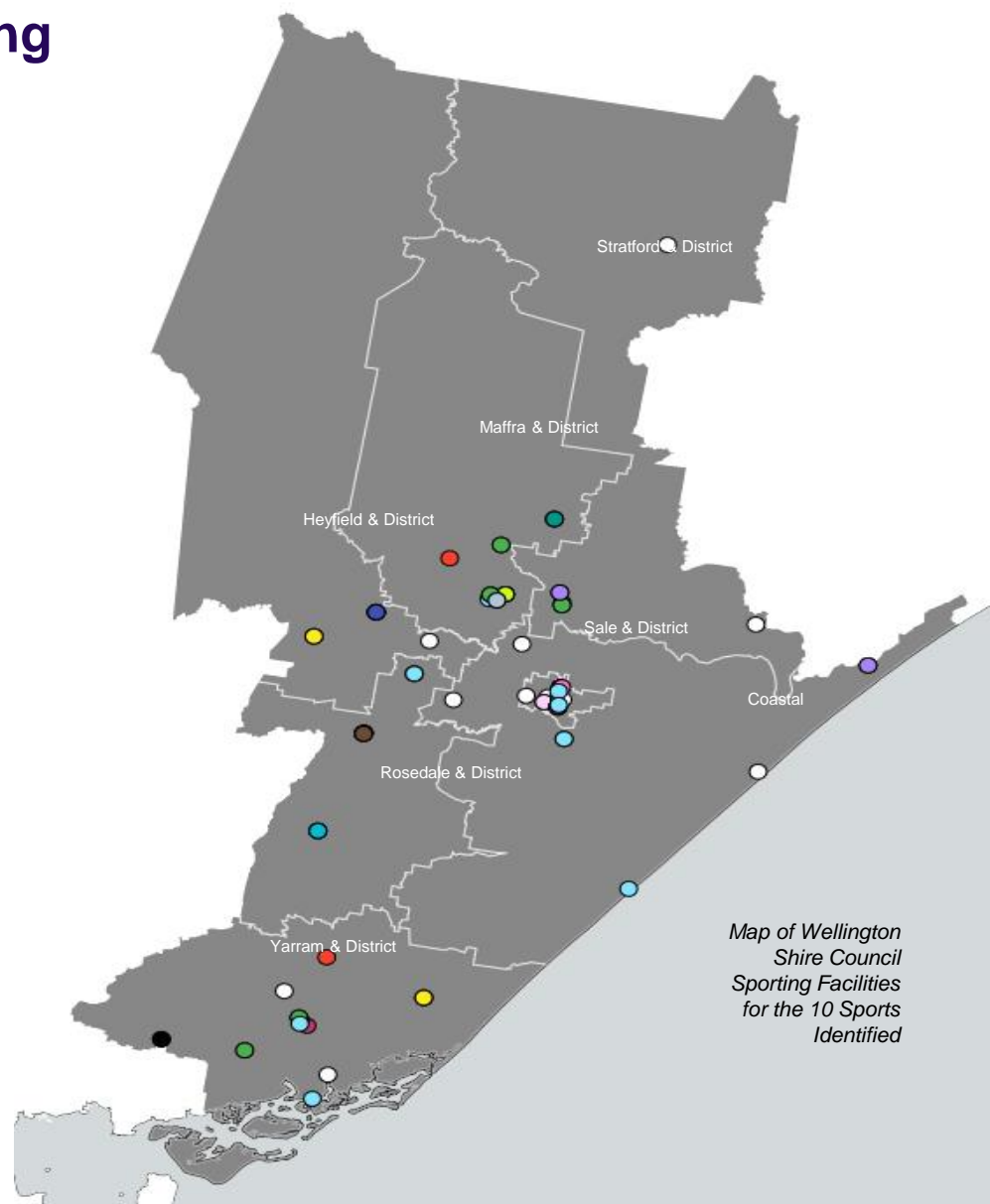
Rosedale Recreation Reserve

2.1.1 Existing Facilities Mapping

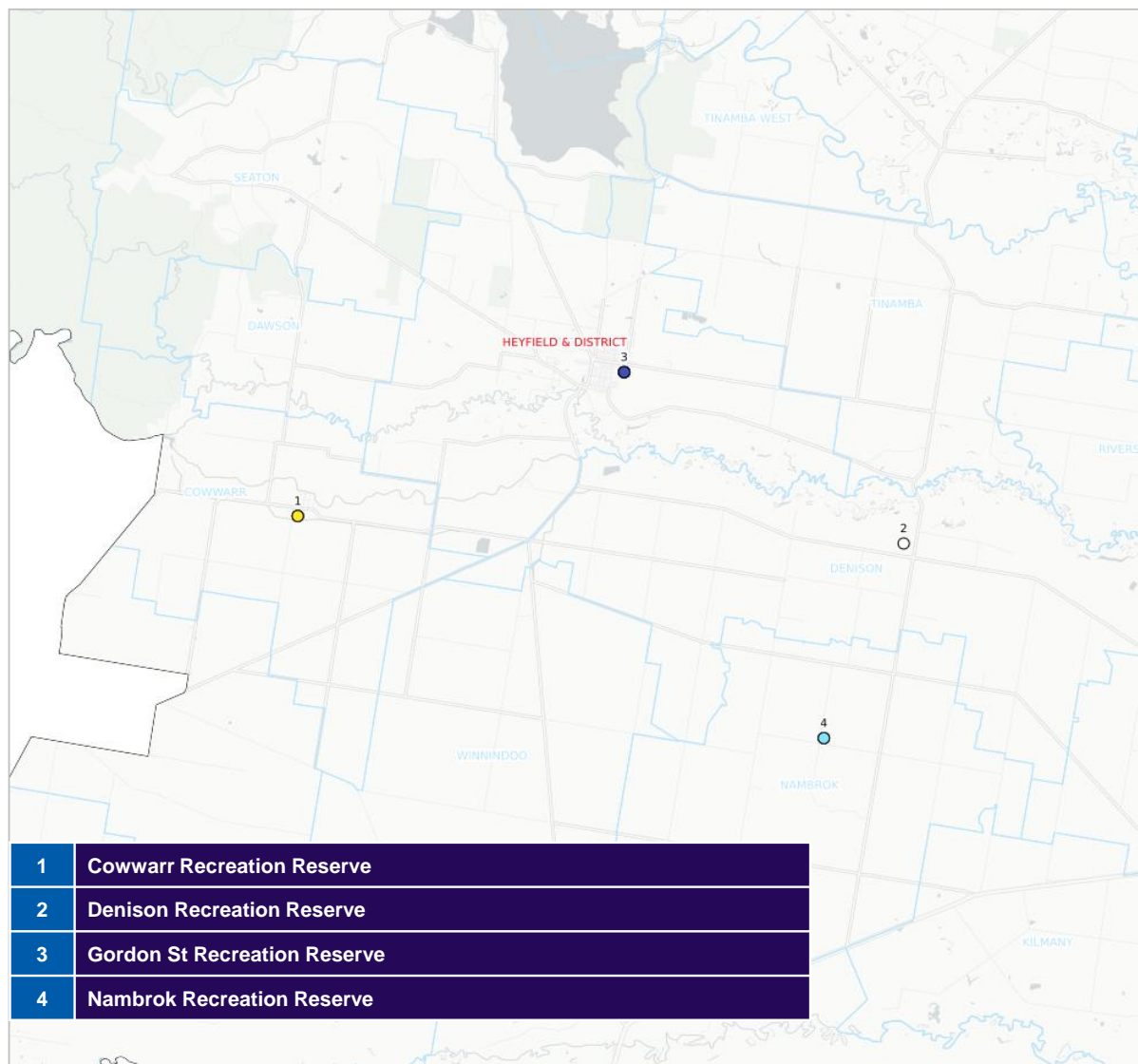
The following district maps of Wellington Shire indicate the spread of facilities for the ten sports identified. This provides a detailed overview and understanding of the quantity and geographical location of assets.

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

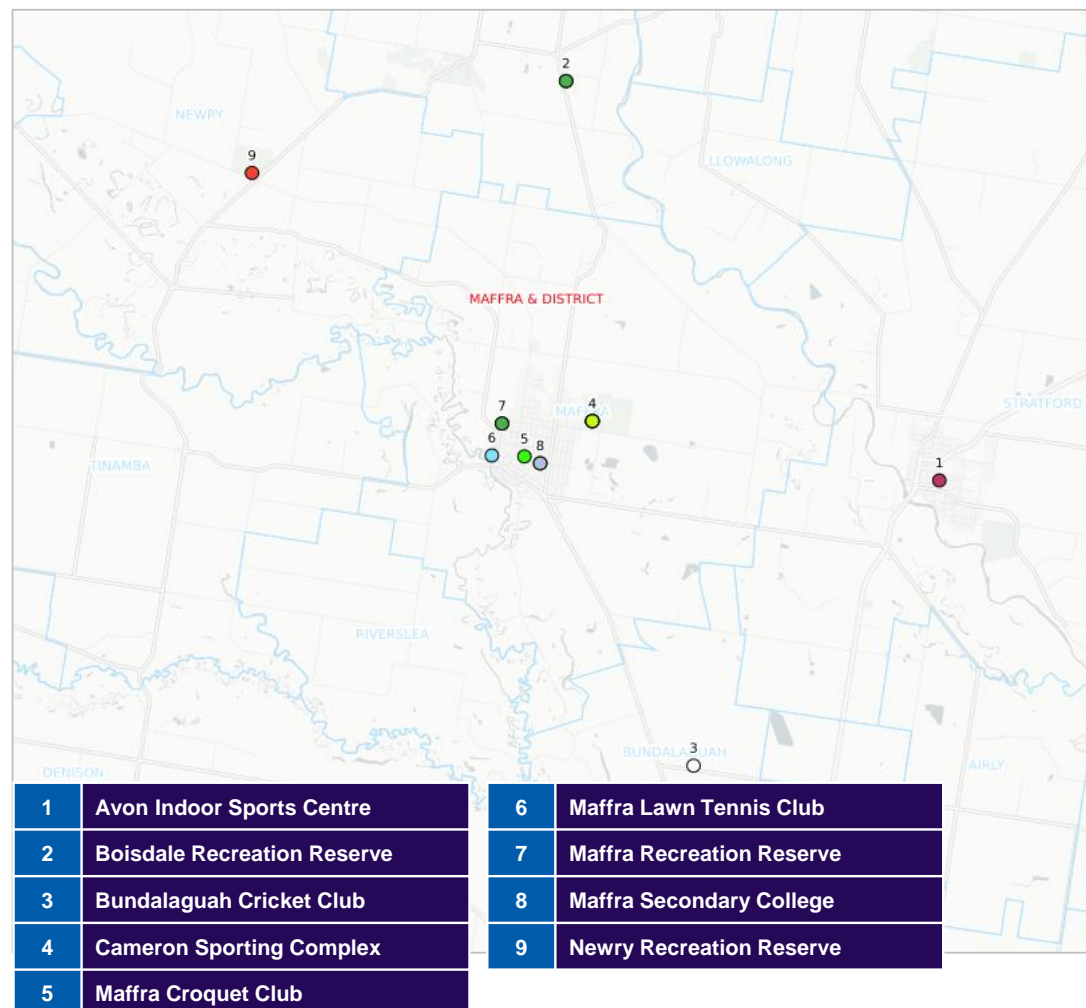
3. Gordon St Recreation Reserve

- 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

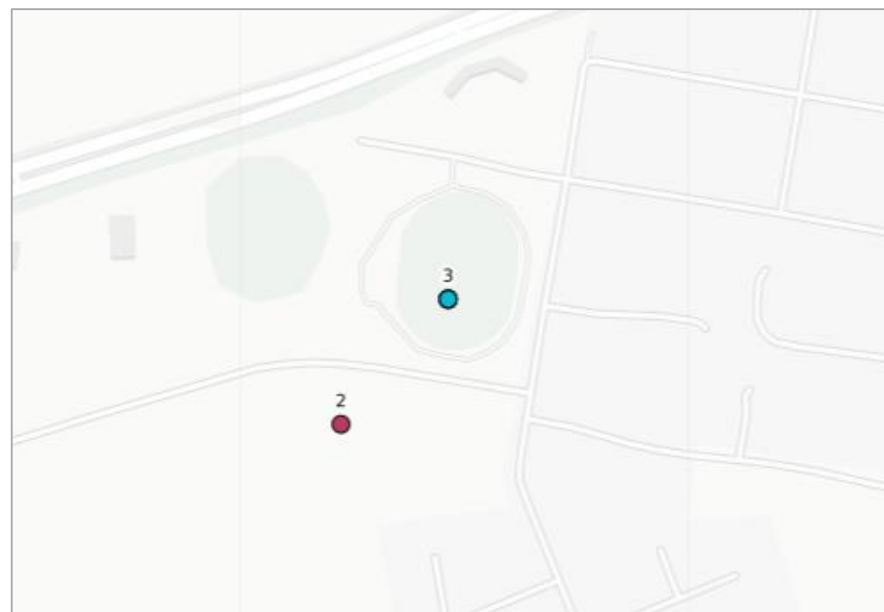
- 1 AFL Oval
- 1 Cricket/Junior AFL Oval
- 1 Netball Court
- 2 Tennis Courts

2. Rosedale Indoor Stadium

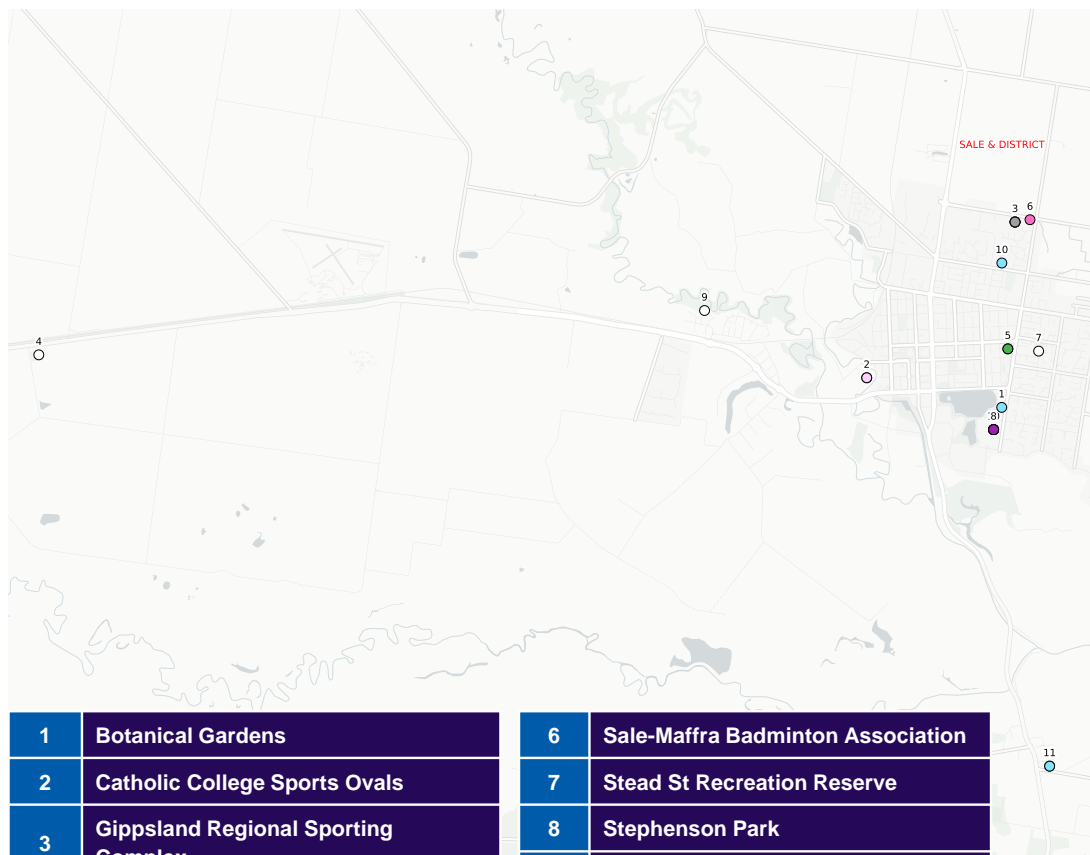
- 1 Basketball Court (indoor)

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

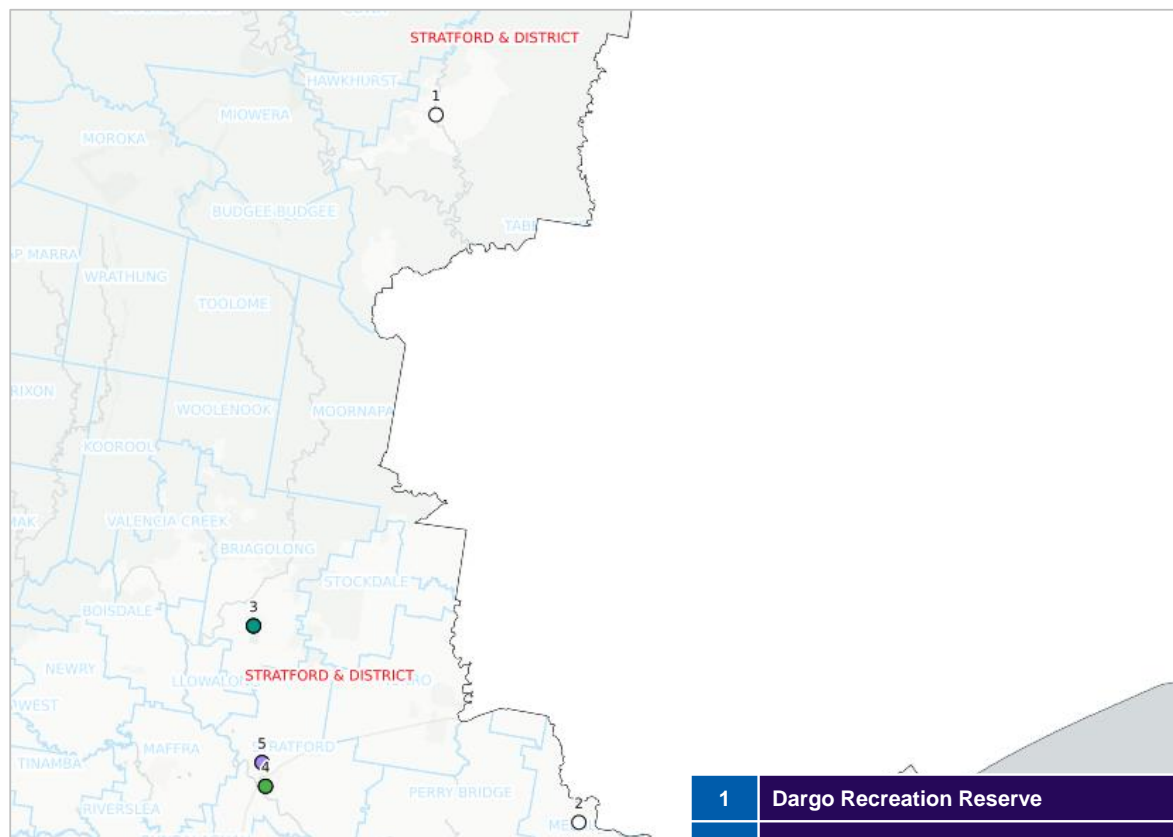
10. Lions Park

- 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

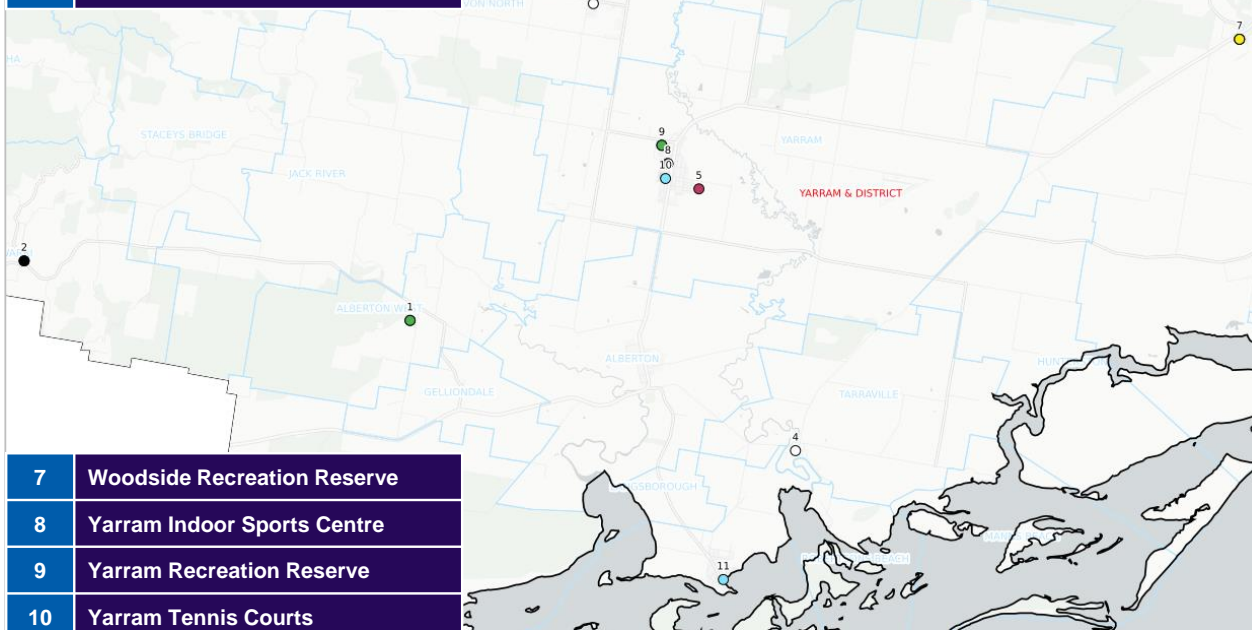
5. Pinelodge Reserve

- 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

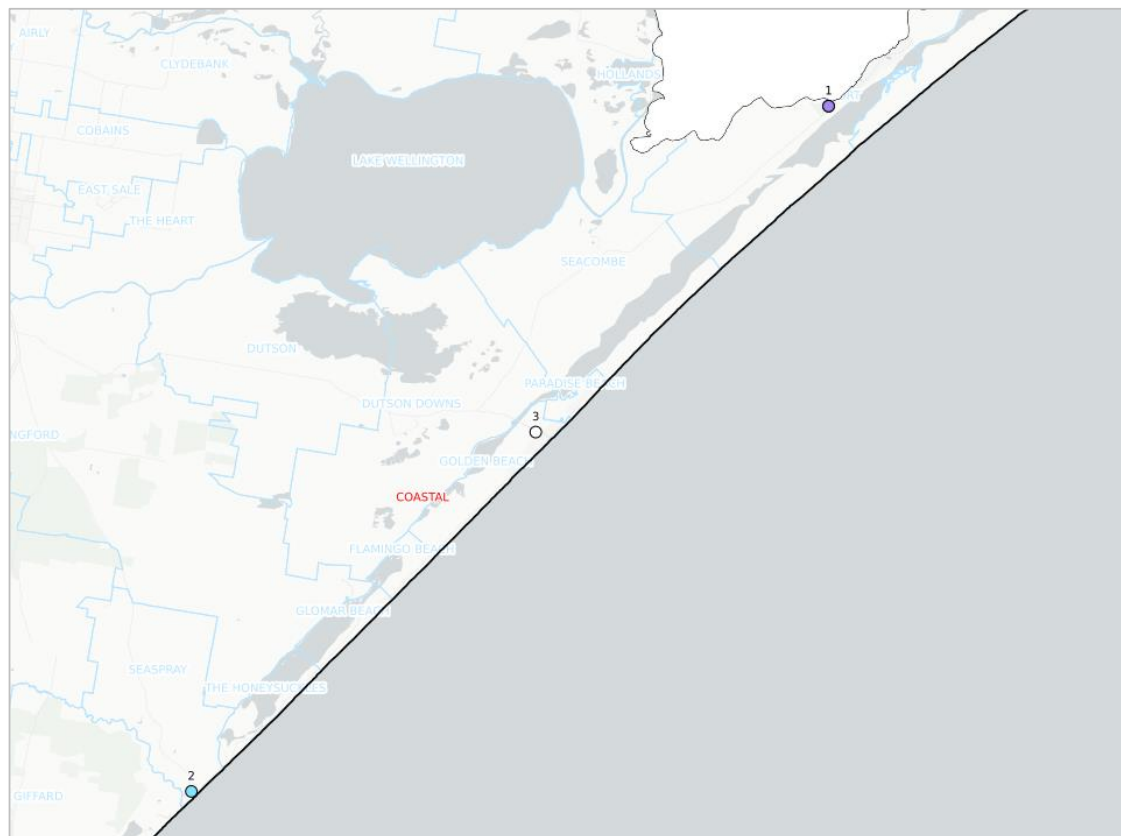
10. Yarram Tennis Courts

- 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				
Township	Demand Inputs			AFL	Cricket /Junior AFL **	Netball ****	Basketball ***	Volleyball ***	AFL	Cricket /Junior AFL	Netball	Basketball	Volleyball	AFL	Cricket /Junior AFL	Netball	Basketball	Volleyball
	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				
Township	Demand Inputs			Badminton ***	Tennis ****	Croquet	Touch Football	Baseball	Badminton	Tennis	Croquet	Touch Football	Baseball	Badminton	Tennis	Croquet	Touch Football	Baseball
	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:

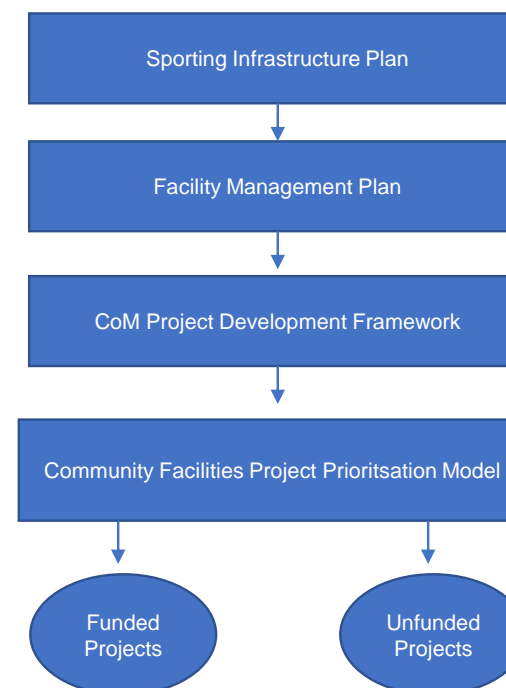
As previously outlined in Section 3.4, the Facility Management Plan (FMP) aims to create a holistic planning document for every community facility, which will be rolled out based on the areas of highest need. In terms of infrastructure investment, the FMP will outline the aspirations of the CoM and facility, 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 Childhood 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 (1 = low importance, 4 = high importance)	Weighting	Strategic Alignment
1	Hierarchy Level	Score between 1 – 4	15%	Consistent with current Community Facilities Framework
2	Asset Component Importance – Community & Council	Score between 1 – 4	20%	Consistent with Strategic Objective 1 in Council Plan 2017-21 (Communities)
3	Participation Maintained or Improved	Score between 1 – 4	20%	Consistent with Strategic Objective 1 in Council Plan 2017-21 (Communities)
4	Efficiency / Compliance / Operational Improvements	Score between 1 – 4	15%	Consistent with Strategic Objective 6 in Council Plan 2017-21 (Organisational)
5	Asset Condition Rating	Score between 1 – 4	30%	Consistent with Strategic Objective 2 in Council Plan 2017-21 (Services & Infrastructure)



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.

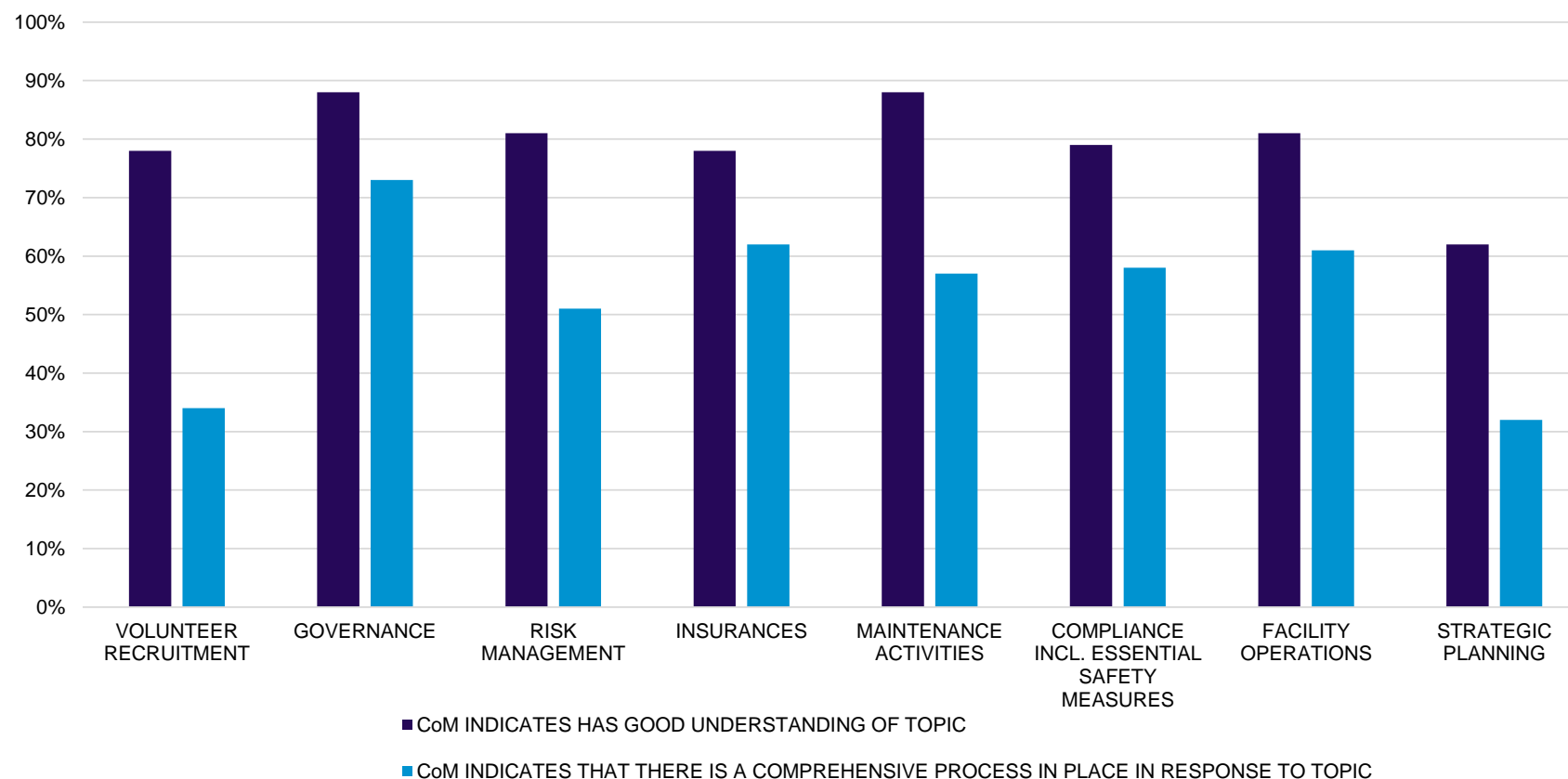
Playing Surface Maintenance Activities

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.

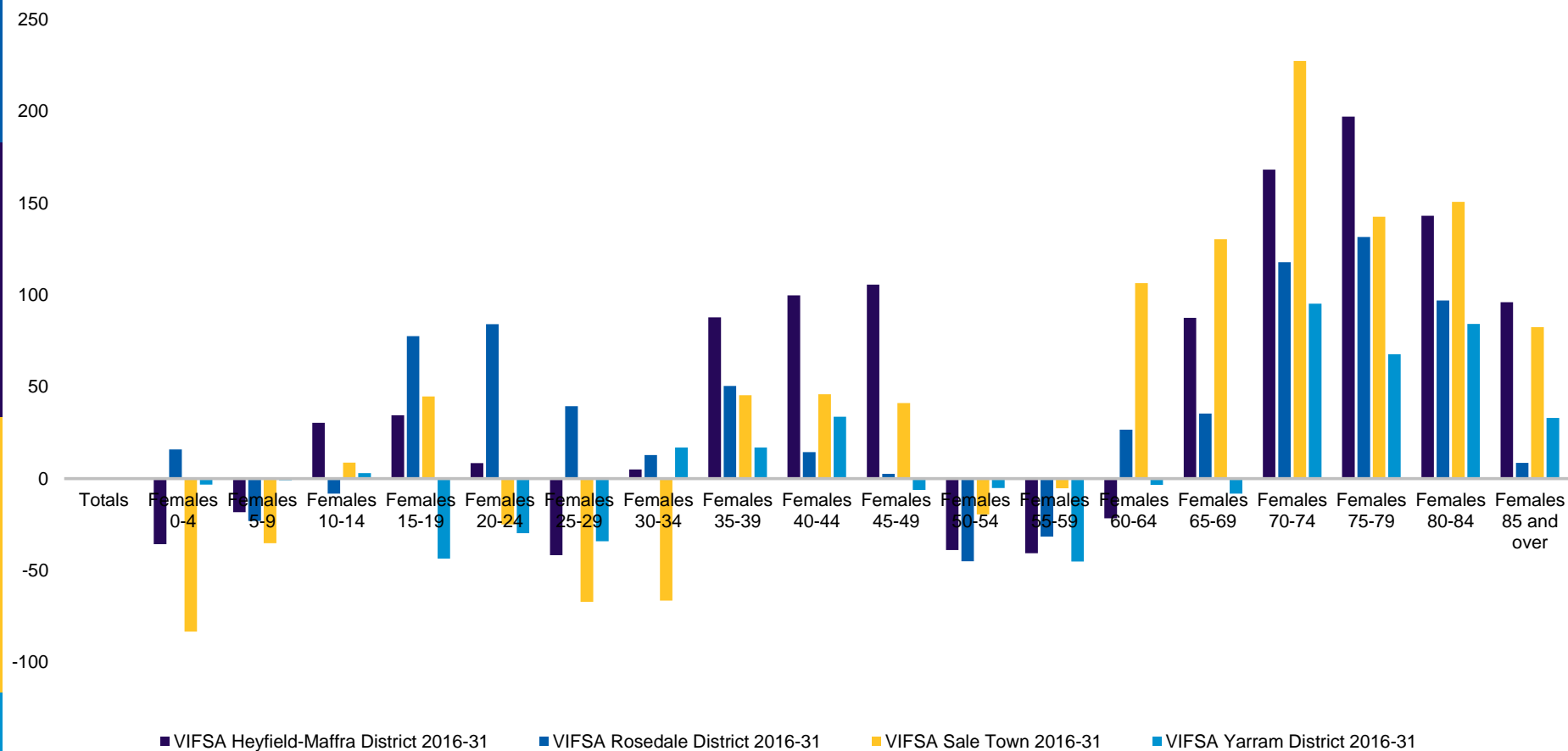
Ground classification	Irrigation	Mowing	Aeration	Fertilise	De-compaction	Over sown	Top dressed	Pest & weed control	Tree maintenance	Path maintenance	Building
Level 1A	Yes	Weekly or more (dependant on events schedule)	Yearly	Every 6-12 weeks	Yearly	Between season	Yearly	Up to 9 times per year	As required 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.

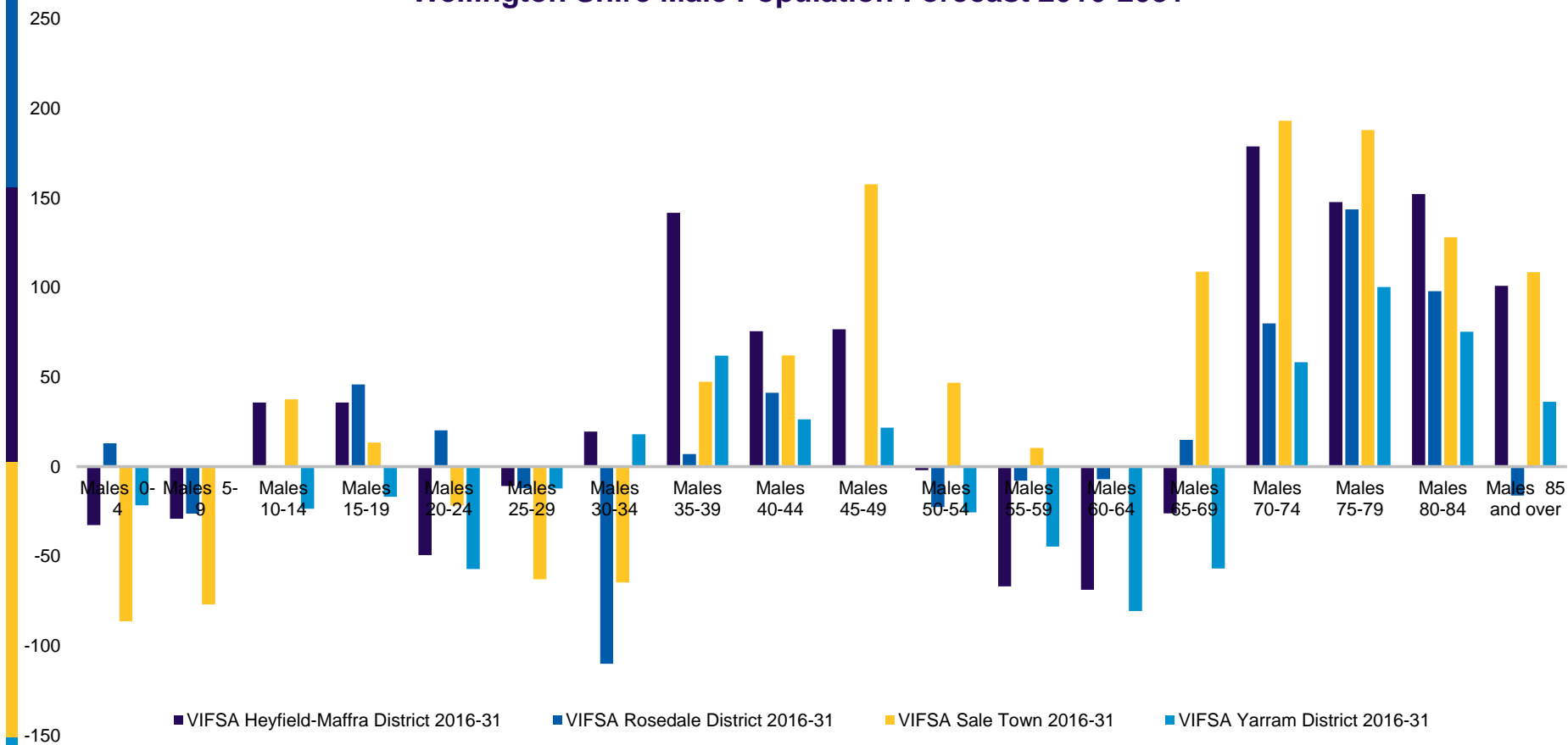


Wellington Shire Female Population Forecast 2016-2031



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 COUNCIL SPORTING INFRASTRUCTURE PLAN 2020-2031

OVERVIEW



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

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.
	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.
	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.
	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 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.
	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.
	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.
	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.
	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.

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	
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	
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	

Key Projects – 2021 to 2025

2021-2022	2022-2023	2023-2024	2024-2025
Commence roll-out of Facility Management Plan development (Yarram, Cameron, Sale)	Facility Management Plan Development (Stratford, Nambrok, Yarram Regent)	Facility Management Plan Development (Woodside, Rosedale, Heyfield War Memorial)	Facility Management Plan Development (Boisdale, Baldwin, Longford)
Delivery of Capital Projects (Sale Oval, Stephenson Park, Maffra Rec, Briagolong Rec)	Delivery of Capital Projects (Lighting upgrades at Stratford & Rosedale, Nambrok Tennis/Netball*)	Delivery of Capital Projects (Cameron Changeroom*, Yarram Traffic)	Delivery of Capital Projects (GRSC Stage 2B*, Maffra Changerooms*/Building Consolidation)
Planning for Capital Cameron Changeroom, Yarram Traffic	Planning for Maffra Rec Changerooms/Traffic Management	Planning for GRSC Stage 2B	Planning for Yarram Rec Netball Resurfacing

Wellington Shire Community Infrastructure Plan 2021 - 2031



Image: Live at the Bundy, Bundalaguah-Myrtlebank Hall

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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.

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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. Vitrally, 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.
- Population 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

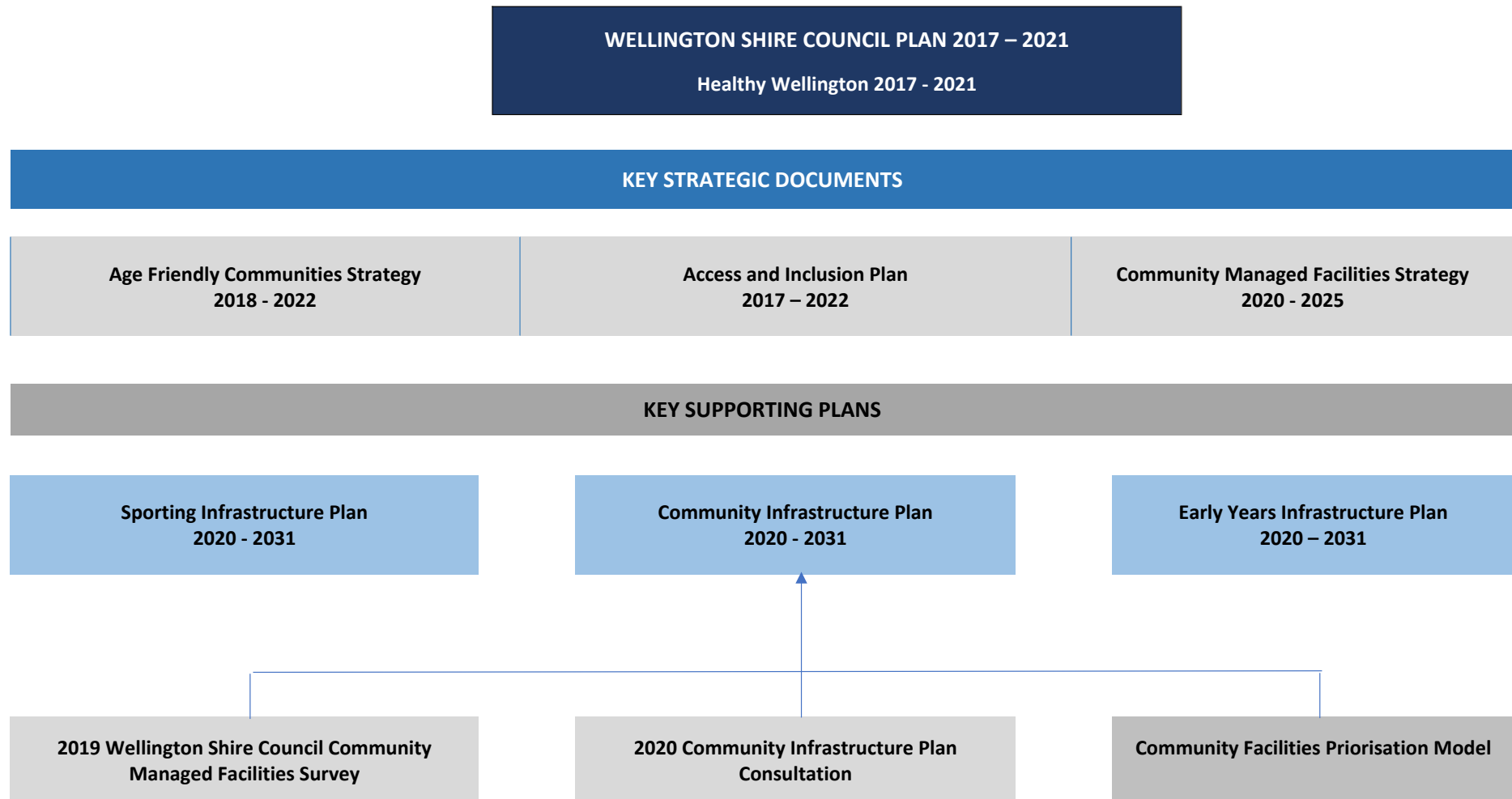
The Community Infrastructure Plan supports the directions of key Council plans and strategies such as Wellington 2030, the Council Plan 2017 - 2021, Healthy Wellington, and the Access and Inclusion Plan. Throughout these and other Council plans and strategies, there is consistency in the priorities Council 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 .

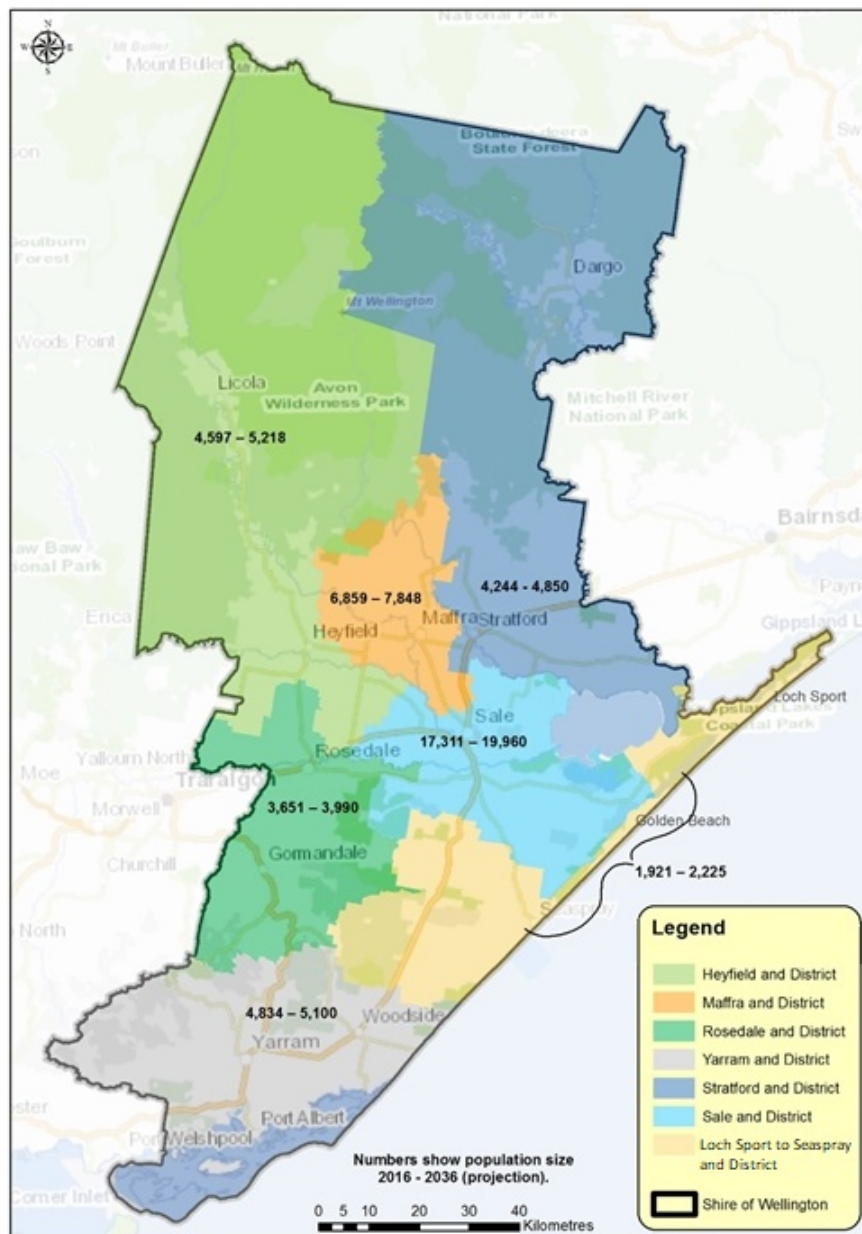



Diagram 1: Map of Wellington Shire and the 7 planning districts, and population size 2016 - 2036

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	
						Wellington	974.0
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 more than Wellington Shire (20% v 16.5%)	Loch Sport	816
						Paradise B.	824
						Golden B.	830
						Seaspray	926
						High levels of disadvantage	
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 more than Wellington Shire (21.6% v 16.5%)	Heyfield	929
						Heyfield township has higher levels of disadvantage than Wellington Shire	
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 more than Wellington Shire (20.4% v 16.5%)	Maffra	955
						Maffra township has higher levels of disadvantage than Wellington Shire	
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 more than Wellington Shire (24.6% v 16.5%)	Rosedale	955
						Rosedale township has slightly higher levels of disadvantage than Wellington Shire	
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 less than Wellington Shire (13.4% v 16.5%)	Sale	970
						All towns in the district have similar or lower levels of disadvantage than Wellington Shire	
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 more than Wellington Shire (18.5% v 16.5%)	Dargo	925.0
						Dargo township has higher levels of disadvantage than Wellington Shire	
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 less 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

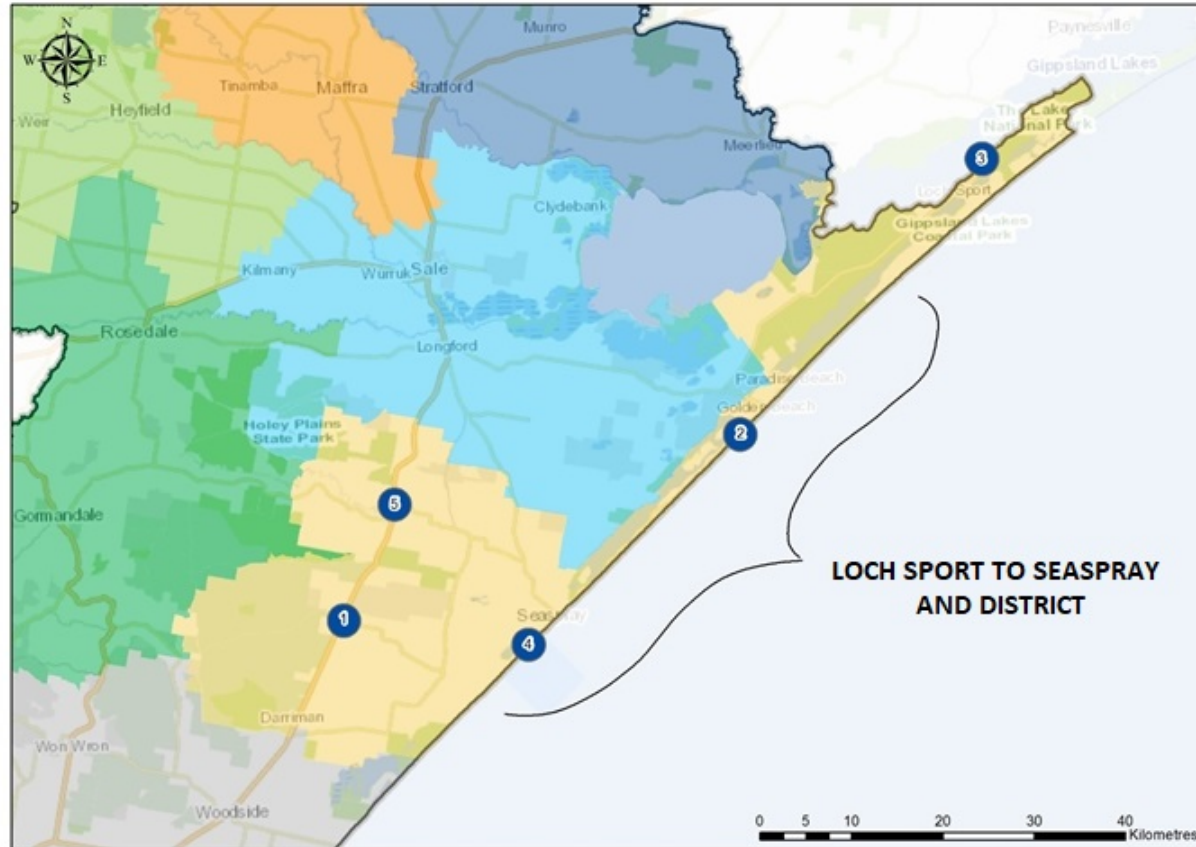
Table 3.1: Summary of Community Infrastructure in Wellington Shire, September 2020

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.

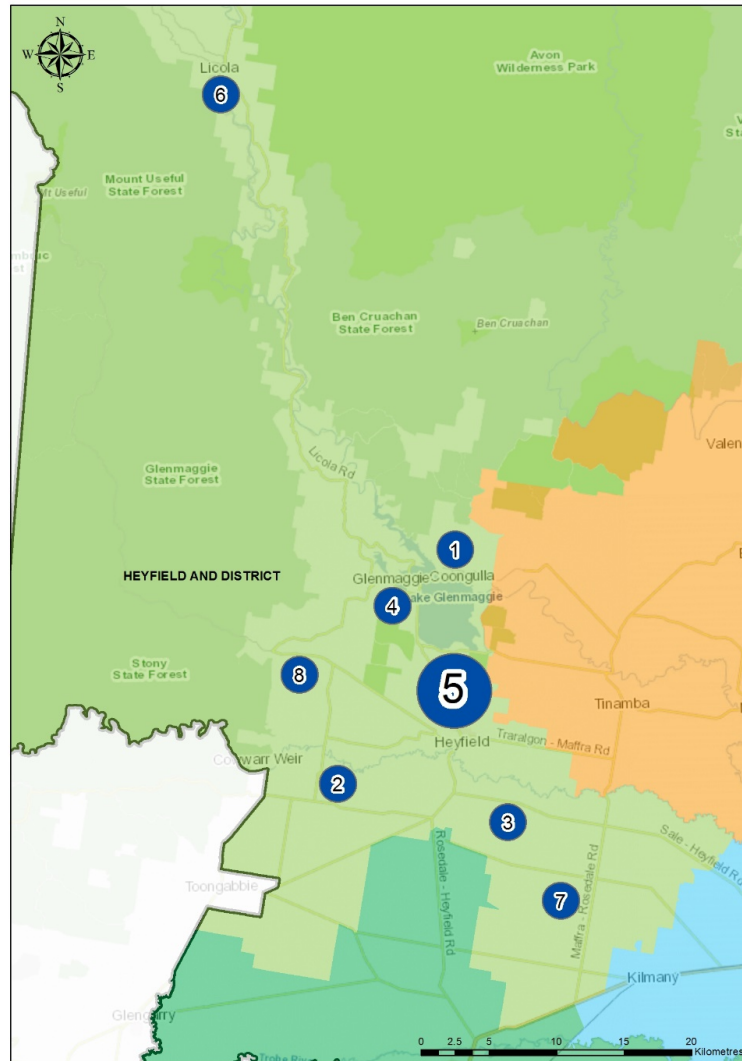
3.1.1 Loch Sport to Seaspray and district



- 1 Giffard West**
Public Hall
- 2 Golden Beach**
Mens Shed
Community Centre and Senior Citizens Centre
Clubrooms - Bowls
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 (incorporating Seniors Centre)	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	Unable to be used	Local	No connection to power so cannot be used
		Loch Sport	Regular	Local	Fit for purpose
Senior citizens building	0				
Club house – Sporting	5	Golden Beach – Bowls – VM Reserve	Regular	Local	Fit for purpose
		Golden Beach – Golf – VM 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

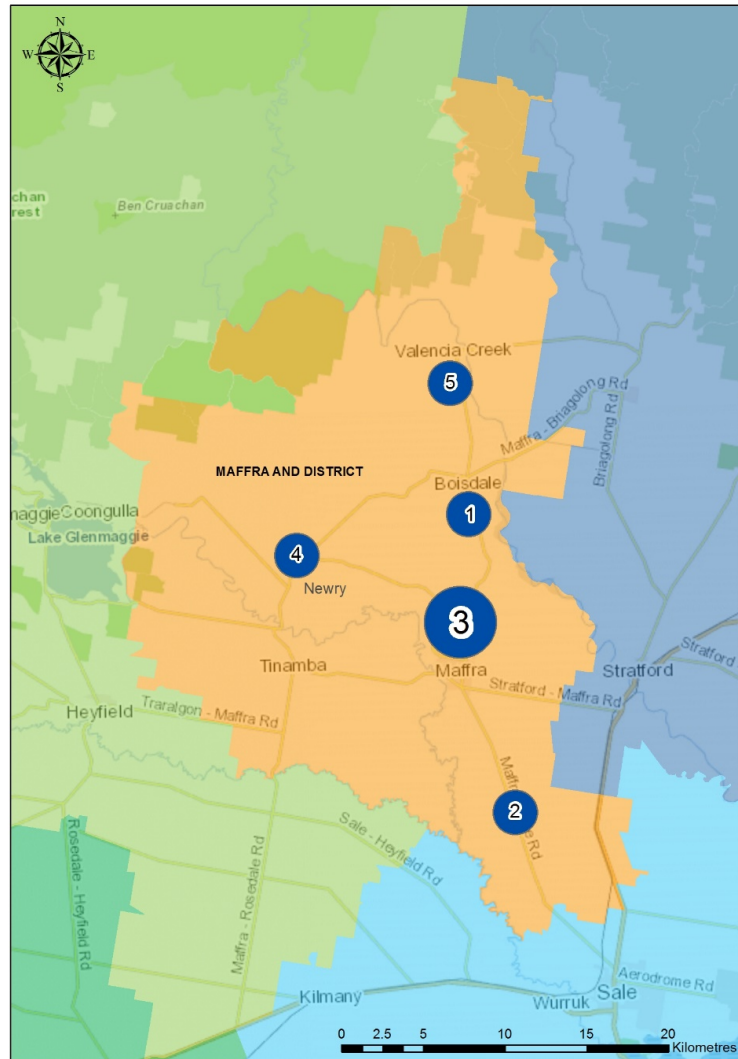


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|--|--|
| <p>1 Coongulla
Community Hall</p> <p>2 Cowwarr
Public Hall
Clubrooms – Football / Netball</p> <p>3 Dennison
Public Hall
Wandocka Rec Reserve</p> <p>4 Glenmaggie
Mechanics Institute Hall</p> <p>5 Heyfield
Vintage Engine Shed
Clubrooms – Tennis
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

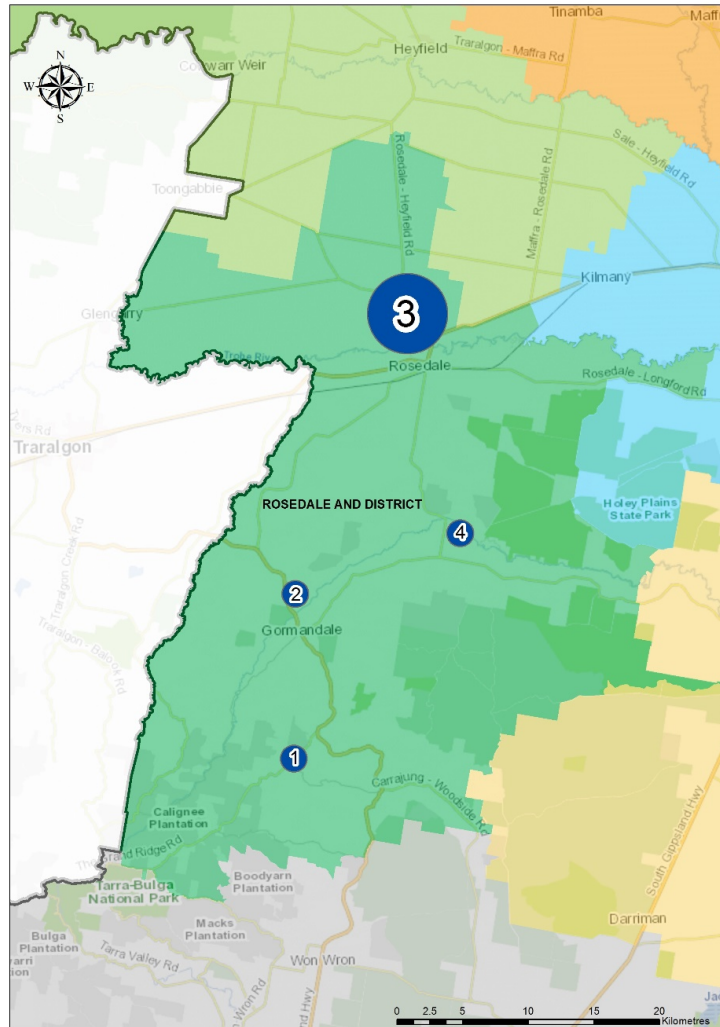


- | | |
|--|---|
| <p>1 Boisale
Clubrooms – Recreation Reserve
Public Hall
Stables</p> | <p>4 Newry
Clubrooms – Recreation Reserve
Clubrooms – Golf
Public Hall</p> |
| <p>2 Bundalagwah
Public Hall
Clubrooms - Cricket</p> | <p>5 Valencia Creek
Public Hall</p> |
| <p>3 Maffra
Clubrooms- Tennis
Clubrooms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

Asset Type	Number	Location	Extent of Use	Primary Role	Condition
Public hall	6	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
		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

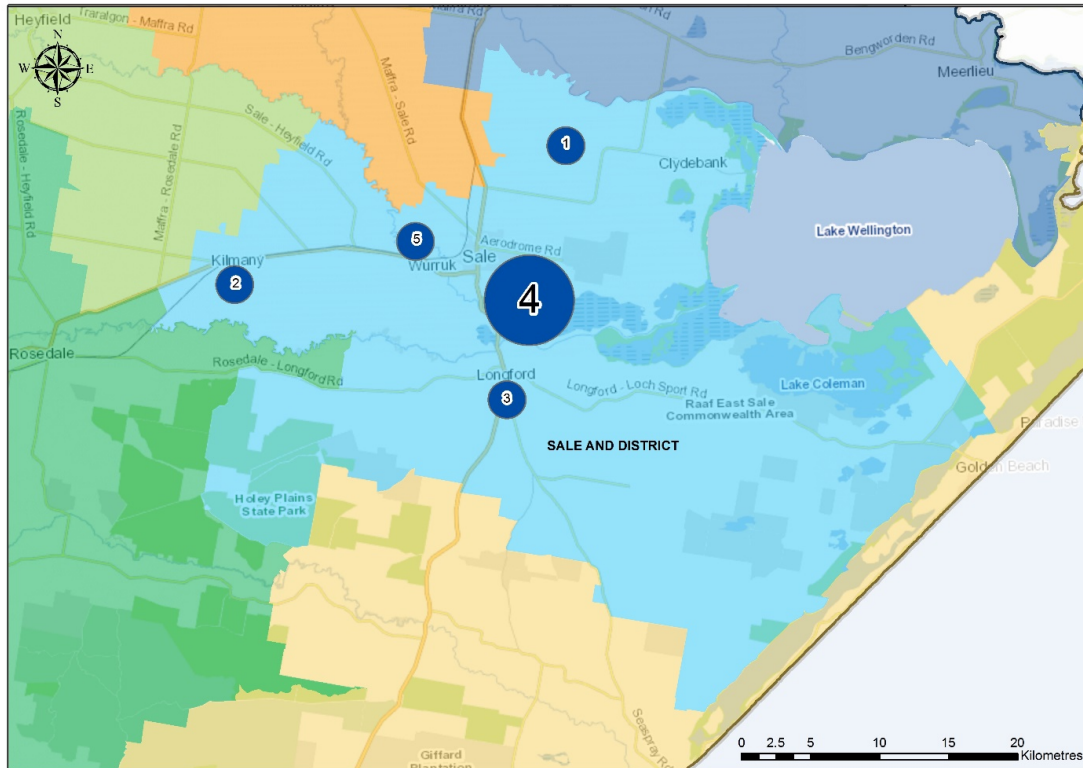
3.1.4 Rosedale and District



- 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



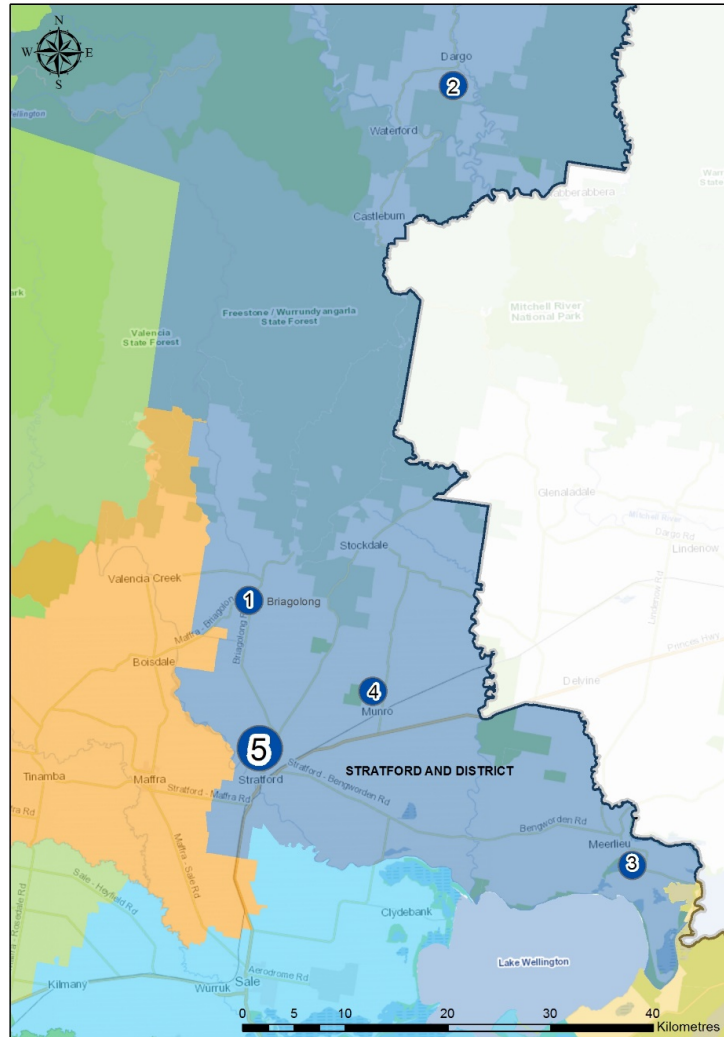
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|--|--|
| <p>1 Airlie / Clydebank
Public Hall</p> <p>2 Kilmany
Public Hall</p> <p>3 Longford
Public Hall / Clubrooms – Tennis
Golf Club</p> <p>4 Sale
Civic Centre
Clubrooms – Soccer
Clubrooms – Croquet
Clubrooms – Tennis
Clubrooms – Dog Obedience
Clubrooms- 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</p> | <p>5 Wurruk
Clubrooms – cricket
Community House</p> |
|--|--|

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

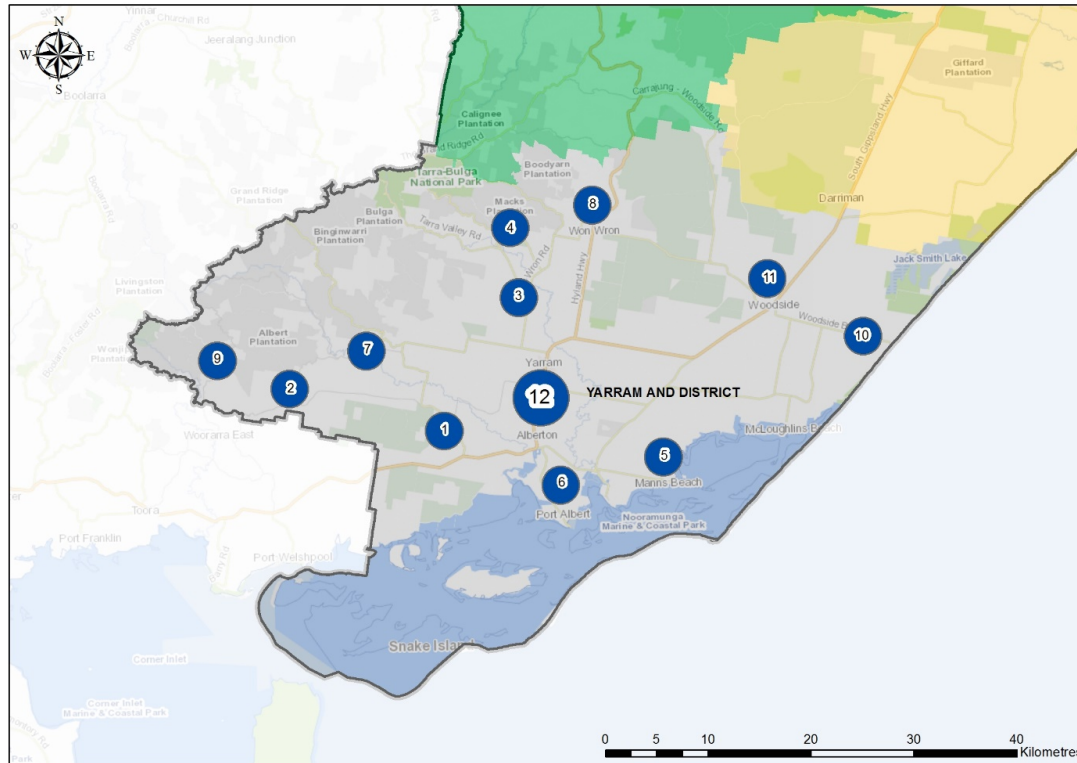
3.1.6 Stratford and District



- 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					√	
	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 E 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 2017-2021 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 (1 = low importance, 4 = high importance)	Weighting	Strategic Alignment
1	Hierarchy Level	Quantitative - measured against a 1-4 scale	15%	Consistent with current Community Facilities Framework
2	Asset Component Importance – Community & Council	Quantitative - measured against a 1-4 scale	20%	Consistent with Strategic Objective 1 in Council Plan 2017- 21 (Communities)
3	Participation Maintained or Improved	Quantitative - measured against a 1-4 scale	20%	Consistent with Strategic Objective 1 in Council Plan 2017- 21 (Communities)
4	Efficiency / Compliance / Operational Improvements	Quantitative - measured against a 1-4 scale	15%	Consistent with Strategic Objective 6 in Council Plan 2017- 21 (Communities)
5	Asset Condition Rating	Quantitative - measured against a 1-4 scale	30%	Consistent with Strategic Objective 2 in Council Plan 2017- 21 (Communities)

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 Community Infrastructure Plan 2021 – 2031 Attachment A: Background Report



Image: CFA Staging Station at Giffard West Hall

Wellington Shire
Community Infrastructure Plan
2021 – 2031
Attachment A: Background Report

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1.0 Introduction

This document is one of 6 attachments supporting the Wellington Shire Community Infrastructure Plan. The document provides:

- Detailed information about the strategic and policy context influencing the development of the Community infrastructure Plan.
- Best practice in the provision, management and development of community infrastructure around Australia.
- A detailed analysis of the current and projected community profile of the Wellington community.

2.0 Detailed Analysis of the Strategic and Policy Context

This section looks at the policy context for the Wellington Shire Council Community Infrastructure Plan. It is important to understand the issues and challenges identified and the objectives and priorities set out in relevant strategies and policies to enable the Community Infrastructure Plan to be consistent with community needs and aspirations.

Relevant strategic plans and documents developed by Wellington Shire Council have been reviewed to identify themes and priorities to be reflected in the Plan including:

- Council Plan 2017-2021
- Wellington 2030
- Healthy Wellington 2017-21 – Building Wellbeing Together
- Age-Friendly Communities Strategy 2018-22
- Arts and Culture Strategy
- Access and Inclusion Plan
- Community Facilities Framework
- Community Managed Facilities Strategy
- Open Space Plan
- Built Environment Strategy 2011-15
- Recreation Reserves Subsidies Discussion Paper 2011
- Small Cultural Facilities Review 20210
- Sporting Infrastructure Plan
- Gippsland Regional Sporting Facilities Plan (Draft) 2010-2019

2.1 Summary of Key Themes

The major themes and issues relevant to the development of the Community Infrastructure Plan are:

- Council has undertaken a significant amount of planning and policy development over recent years which seeks to understand the community's need for responsive services and facilities.
- There is a high level of consistency in the themes and priorities identified in the documents and a strong alignment with the Council Plan themes and strategies.
- All documents reflect a methodology which involves a high level of community consultation and engagement and a spirit of community involvement in decision making.
- The documents recognise 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. Wellington 2030 as an example reflects an aspiration for an active and engaged community and envisages a welcoming and inclusive Shire.
- The documents reflect a consistent awareness of the important role that community facilities play in building a friendly and safe community and in strengthening community identity. The broad range of activities undertaken in community buildings is recognised including arts and cultural pursuits, sport and recreation, early years and other community services and social activities.
- Several documents make reference to the size of the municipality and the resulting travel distances and potential isolation. The issue of community resilience in small towns and communities experiencing change is raised and the role of community facilities in providing places for community activity and celebrations is recognised. A focus on community health and wellbeing infrastructure that encourages healthy and active lifestyles is reinforced in Health Wellington.
- The principles of access and inclusion and the recognition of the diversity within the community is also evident. Healthy Wellington and Council's Age Friendly Communities Strategy are examples of documents that advocate for an inclusive community. The Access and Inclusion Plan reflects a commitment to a whole of community approach with a recognition that factors such as location, access and functionality of community facilities have to be considered in a consistent way to ensure equity. The documents demonstrate that inclusivity can be enhanced through informed and strategic planning, design and management approaches to community facilities.
- A number of documents address governance arrangements relating to community facilities. This includes land tenure, occupancy agreements, maintenance accountabilities, fees and charges and decision-making processes. A significant amount of analysis and priority setting has been undertaken regarding Council support provided to the operation and management of facilities. This includes in-kind support, financial subsidies and access to grant programs.
- The policy context reflects that Council has taken a strategic approach to the planning and management of community infrastructure. The documents variously reflect an awareness of the challenges associated with seasonal facilities, the need for support for community managed facilities and of the need to maximise the potential of existing assets prior to seeking

to develop new facilities. The Built environment Strategy by way of example recommends an evidence based approach to any proposal to expand or upgrade a facility and the use of business cases to assess the current and potential use of a facility, it's role in the community, proximity and alternatives available

- The role of community facilities and buildings in contributing to community life is addressed in numerous documents. A preference for shared use of facilities is expressed in the Community Facilities Framework, Community Managed Facilities Strategy and Built Environment Strategy and models proposed for the promotion of co-location and services integration. Wellington 2030 discusses the notion of community hubs as an approach to enhance accessibility of community services.
- Many strategies use a hierarchy to structure different levels of facility provision. Examples of this are the Open Space Plan which classifies recreation reserves according to the purpose and capability of an area and which then guides decisions in relation to maintenance standards and capital investment. The Community Facilities Framework also employs a hierarchy model which reflects the location of existing infrastructure, residential population densities and nature and extent of use envisaged. A similar approach is reflected in the Built Environment Strategy. The Gippsland Regional Sporting Facility adopts a hierarchy model from a regional perspective. Where this approach has been taken by Council a high level of data and analysis regarding the use and associated costs of assets is evident to assist decision making.
- A high level of commitment to the natural environment and the challenges posed by climate change is evident. The Council Plan proposes strategies to build community resilience and proposes actions to mitigate risks from climate change which are also reinforced in Wellington 2030. The broader notion of sustainability is also recognised with various documents advocating for improvements to public transport and acknowledging the necessity to use scarce community resources wisely.

2.2 Key Council Plans and Strategies

Council Plan 2017-21

The Council Plan builds on the key themes and objectives set out in Wellington 2030. The Plan is structured specifically to identify the actions that are needed to achieve the community's vision as set out in Wellington 2030. The Plan is structured around six themes:

- Communities
- Services and infrastructure
- Natural environment
- Lifelong learning
- Economy
- Organisational

The Plan was developed through an extensive consultation process from which the key themes emerged. Whilst all six themes and the supporting strategic objectives and strategies directly contribute to or support the provision of community infrastructure to meet current and future community needs, the elements of most relevance are listed below:

Theme	Strategic objective
1. Communities	1.1 Maintain friendly, safe communities providing opportunities for residents to lead healthy and active lifestyles. 1.2 Celebrate, recognise and acknowledge our diverse community and improve social connections among youth, aboriginal and aged communities. 1.3 Strengthen community identity by promoting our heritage and history and appreciation for small town rural living. 1.4 Enhance resilience in our towns and our communities.
2. Services and Infrastructure	2.1 Council services and infrastructure are responsive to identified current and future community needs within budgeted parameters. 2.2 Council assets are responsibly, socially, economically and sustainably managed. 2.3 Wellington Shire is well planned, considering long term growth and sustainability. 2.4 Continued improvement to Wellington Shire's connectivity with further developed, accessible transport networks.
3. Natural Environment	3.3 Build resilience in our communities and landscapes to mitigate risks from a changing climate.
4. Lifelong Learning	4.1 Improve people's access to opportunities to challenge and extend their thinking, promote independence, stimulate ideas, further develop leadership skills and lead meaningful lives.
6. Organisational	6.4 Act and lobby on behalf of the priorities of the community.

The strategic objectives within the communities theme focus on building a connected and resilient community, recognising diversity and building the capacity of all towns and communities, small and large. There is particular emphasis on providing infrastructure that encourages healthy and active lifestyles, the importance of accessible facilities and the value of partnerships and collaboration.

The services and infrastructure theme has strategies to ensure that infrastructure is delivered in a way that meets current and future community needs, maps out strategies to support sustainable infrastructure management and recognises the role that public transport has in accessing community facilities.

The strategies in relation to climate change which are in the natural environment theme, reflect the dynamic policy environment that Council is operating in. This is also evident in the communities theme with recognition of the challenges posed by an ageing community, increased emphasis on community wellbeing and changing patterns of development across the municipality.

The lifelong learning theme reflects an aspiration that will require appropriate community infrastructure and partnerships with other organisations to achieve. This is complemented by a strategic objective around advocacy and lobbying in the organisational theme where Council commits to active advocacy on the community's behalf.

Wellington 2030

The Wellington 2030 Strategic Vision is the community's vision for the future. It was first developed in 2008 through an extensive community consultation process. It was subsequently renewed in 2016 resulting from recognition of the dynamic environment that Council and the community were facing.

The engagement process in 2016 included posing key questions to community members and the responses shaped the development of the themes. Within each theme the document captures the key messages from the community and also responses from State Government, local organisations and key issues from empirical data (including demographic data and asset information). The document's vision is "Happy people, healthy environment and thriving communities in the heart of Gippsland". Responsive and sustainable community infrastructure is a necessary part of Council's response in achieving this vision.

The document sets out five key themes and the aspirations for each theme that are relevant to the preparation of a community infrastructure plan are shown below:

Theme	Community aspiration
1 Communities	<ul style="list-style-type: none"> • Maintain a friendly, inclusive and welcoming Shire where people feel safe at home and in their community. • Provide infrastructure that enables and encourages healthy and active lifestyles.
2 Services and infrastructure	<ul style="list-style-type: none"> • Further develop networks and community hubs for people to find out more about the services available. Ensure access to a broad range of Healthcare services, community events and services for young people and waste recycling. • Improve diversity of retail outlets, an array of sporting clubs, varied leisure and entertainment options and a range of cultural pursuits that make Wellington attractive for people of all ages to visit, work and or live. • Provide appropriate services, facilities and infrastructure in seasonal towns.
3 Natural environment	<ul style="list-style-type: none"> • Change energy use within Council, by residents, business and industries to reduce impact on the environment.
4 Lifelong learning	<ul style="list-style-type: none"> • Provide formal and informal lifelong learning opportunities for personal development and wellbeing.
5 Economy	<ul style="list-style-type: none"> • Improve public transport links to ensure businesses have easy access to markets whilst enhancing the livability / attractiveness of the region for current and new residents.

Healthy Wellington 2017-21 – Building Wellbeing Together

Healthy Wellington 2017-21 is Council's Municipal Public Health and Wellbeing Plan. The Plan was developed in partnership between Council, health promotion funded agencies and Wellington Primary Care Partnership. It was developed through a highly consultative process and is a broad strategic plan aimed to achieve better health and wellbeing outcomes for the Wellington community.

The Plan identified key health priorities for the Shire and these are listed below:

- Improve mental wellbeing
- Improve gender equality
- Improve healthy living
- Address climate change.

Within the priority areas there are a number of focus areas which each have an annual action plan.

A municipal scan is included in the Plan which provides a useful preliminary understanding of the health and wellbeing status of the community and the determinants that contribute to this. The scan shows areas where further analysis and investigation needs to occur to identify priorities.

The Plan has a strong emphasis on the following directions:

- Mental wellbeing – strategies to increase resilience and improve inclusion and social connections.
- Physical environment – a recognition of the importance of well-designed settings and community facilities which support socially inclusive activities.
- Increase in physical activity – to improve individual and community wide health outcomes.
- Sporting clubs, sports, recreation, social and leisure spaces – their role in enabling participation in community life and promoting civic pride.

Age-Friendly Communities Strategy 2018-22

The Age-Friendly Communities strategy was adopted by Council in 2018. Council became a signatory to the State Government's Age-Friendly Victoria Declaration in 2016 and then proceeded to prepare the Strategy to provide direction to initiatives intended to make Wellington more age-friendly. Whilst the focus is on supporting older people, the Strategy is anticipated to have a whole of community impact through the promotion of inclusion and accessibility.

The process to develop the Strategy involved a range of consultation processes. The consultation was undertaken as part of the Wellington 2030 project and sought a wide range of views from across the community.

The Strategy has the following themes:

- A clear idea of ageing well;
- The challenges that come with ageing; and
- Building on the strengths and capacity within communities.

Elements of all the themes are relevant for the Community Infrastructure Plan and are shown below:

Themes - issues and factors supporting the themes.
<i>A clear idea of ageing well.</i> Friends and family, community, joining groups, volunteering, lifelong learning.
<i>The challenges that come with ageing.</i> Transport, access to information, losing a partner, health, not mixing with other generations, finding meeting places, personal security, mobility confidence, hearing loss, loss of community.
<i>Building on the strengths and capacity within communities.</i> Current strengths of the seniors community, formal and informal networks.

The vital role that community infrastructure plays is recognised is addressing Council's role as a provider of community buildings. Strategies include:

- Ensuring services, facilities and events promote inclusivity, social connectedness and accessibility.
- Outdoor spaces accessible to older people, people living with a disability, families and other residents with different access requirements.
- Advocacy and community leadership for accessibility issues within the community.

Specific recommendations are made in relation to community buildings for detailed accessibility features in facilities including signage, flooring, furniture and amenities.

Arts and Culture Strategy 2016

The Wellington Arts and Culture Strategy seeks to “position Wellington as a creative community and enhance the development and sustainability of arts and culture within the Shire”. The Strategy is framed around four pillars which respond to the themes in the original Wellington 2030 Strategic Vision. The pillars are:

1. Creative liveable communities.
2. Vibrant places and spaces.
3. Inspired governance.
4. Collaborative development.

The Strategy aims to identify the core elements of Wellington's cultural values, develop a strategic approach to supporting the arts, spell out local priorities and position Wellington as a creative community.

In relation to community infrastructure, the Strategy recommends a place making approach to “ensure well designed aesthetically pleasing and accessible public spaces and facilities” are available that encourage social connectedness.

The Strategy outlines the current vibrant arts and cultural community in Wellington and discusses the important cultural role played by libraries. Other cultural facilities include the Art Gallery, Wellington

Entertainment Centre and community buildings housing Historical Societies, Museums and History Groups, many of which are managed by the community, and these are highly valued.

The Strategy was developed through a thorough consultation process and reflecting the high level of community involvement, the theme around collaborative development foreshadows strengthening local capacity, promoting partnerships and encouraging an integrated approach. This focus can underpin the shared use and collaborative management of community buildings and lead to more efficient use of scarce resources.

Access and Inclusion Plan 2017-22

The Access and Inclusion Plan was developed as a whole of community approach to eliminating discrimination in the Council organisation and achieving ongoing improvement in facilitating access and equitable participation in community life by community members.

The Plan acknowledges achievements arising from the previous Plan during the period 2012 to 2015. Projects have focused on changing to Council's customer services function, communication and information initiatives and public transport advocacy. Projects relating to community buildings include input into the design of the Wellington Centre, completion of access and inclusion audits of Council's libraries and the development of an access and inclusion checklist for Community Assistance Grants.

The Plan was developed through a process of consultation and review with leadership from the Wellington Access and Inclusion Advisory Group.

The Plan sets out priorities described in six outcomes and a detailed action plan supports the outcomes. The outcomes most relevant to the Community Infrastructure Plan and relevant actions are shown below:

Outcome 1: Increase in accessible programs, services and events offered or funded by Wellington Shire Council.

1.5 Ensure that all capital works and minor projects align with relevant universal design principles to ensure equitable use and social inclusion.

1.6 Capital works projects that are in urban or public areas will seek feedback from Wellington Access and Inclusion Advisory Group.

1.9 Ensure recreational facilities implement the principles of universal design when upgrading/ redeveloping.

Outcome 2: Increase in accessible and inclusive information and communications produced by Wellington Shire Council.

2.2 Audit WSC facilities to ensure appropriate signage and visual displays and make changes as recommended.

Outcome 5: Increase in advocacy by Wellington Shire Council for improved access and inclusion within Wellington Shire community.

5.4 Wellington Shire Council will continue to advocate for accessible public transport

within and connecting to the Wellington Shire.

5.6 Wellington Shire Council will advocate to Public Transport Victoria on timetabling to ensure current and future needs of people to access education, employment and social activities inside and outside of Wellington Shire.

5.8 Wellington Shire Council will partner with the Gippsland Accessible Tourism Partnership Group to implement the relevant actions in the Gippsland Accessible Tourism Plan 2016-19.

Council's commitment to access and inclusion will need to be reflected in the Community Infrastructure Plan with factors such as location, access and functionality having to be considered in the principles and planning framework.

Community Facilities Framework 2016

The Community Facilities Framework was adopted in 2016 and is a key document to inform the Community Infrastructure Plan. The Framework sets out guiding principles, objectives and a facilities hierarchy to provide clarity in relation to Council's role and priorities for community facilities. The Framework is intended to support Council decision making regarding the following:

- Council's service level planning;
- investment in infrastructure;
- maintenance funding;
- the ongoing sustainability of facilities; and
- subsidy and grant funding.

The Framework sets out a number of guiding principles to support consistent decision making. The principles are an important element of Council demonstrating consistency, equity and fairness and transparency in decision making. The guiding principles provide direction for planning activities in relation to community facilities and are listed below:

- Community engagement;
- Community benefit and wellbeing;
- Access, inclusion and equity;
- Planning and development; and
- Heritage.

The Framework provides further detail to support the principles to explain the dimensions of the proposed approach to the provision of community facilities. The Framework emphasises the commitment to community involvement in planning for, designing, operating and managing community facilities. It also emphasises the role that community facilities play in supporting community wellbeing and foreshadows co-location and integrated service provision as objectives.

Council's commitment to the principles of access, inclusion and equity are reflected in the Framework

along with a recognition the planning, design and management of community facilities needs to be thoughtful to promote inclusivity. A commitment to the provision of facilities that meet community needs reflects an awareness that community needs and use of community facilities changes over time. The Framework also outlines the support provided by Council to community facilities and a broad facility hierarchy model which reflects the location of existing infrastructure, surrounding population and extent of use envisaged.

Community Managed Facilities Strategy 2020-25

Council developed the Community Managed Facilities Strategy to communicate the role that Council will play in supporting community management of community facilities on either Council or Crown Land. These facilities include halls, neighbourhood houses, recreation reserves and early learning centres, are highly valued and located across the municipality. The Strategy concentrates on actions to support positive community impact.

The Strategy contains principles to guide Council decision making and which are consistent with the principles in the Community Facilities Framework. Council provides arrange of supports to the community organisations managing the facilities including operating subsidies, capital works and community grants. The Strategy aims to implement a consistent framework for providing this support.

The Strategy proposes changes to the current arrangements and the initiatives of most relevance to the development of the Community Infrastructure Plan are:

- Adopt a Shire wide service delivery lens in considering the role of facilities rather than site-focused masterplans;
- Focus on sustainability of design, materials and improvements to facilities;
- Implementation of Healthy Wellington in facilities management arrangements,
- Introduction of a consistent approach to determining financial contributions to capital improvement projects;
- Introduction of standard methodology to setting of fees and charges; and
- Develop a policy and process for the allocation of funds from sale of Council owned land or facilities to operation of community facilities.

The strategies of most relevance to the development of the Community Infrastructure Plan are shown below:

Principle	Strategies
4. Local identity and connection	<p>b. The overarching objective of all investment is to support facility users to increase community participation in social activities, recreation and physical activity to positively influence the health and wellbeing of the community.</p> <p>c. Community infrastructure projects will be aligned to population growth and demographic change.</p>

5.Access for all	<ul style="list-style-type: none"> a. Facilities will be welcoming and inclusive of all people within the community including people of differing ages, abilities, genders, income levels, cultural backgrounds and interests. b. Facilities will be equitably delivered across the municipality based on identified community needs. c. Access will be affordable for members of the community.
6.Multi-use	<ul style="list-style-type: none"> a. Facilities are fit for a range of purposes and support use by multiple services and users for a range of activities. The development of single-use facilities will generally not be supported. b. New community facilities are designed and maintained to be multifunctional, flexible and adaptable to change. They support the co-location, integration, and/or clustering of complementary community activities. c. The maintenance, renewal and upgrade of existing community infrastructure is prioritised above the funding of new community infrastructure.
7.Evidence based development	<ul style="list-style-type: none"> a. Community facilities are developed or renewed based on identified community needs, demographic information and community strengths. b. Council's decision to develop new facilities or redevelop existing facilities will always be evidence based and given priority in an objective and transparent manner, utilising specific criteria and assessment. c. Facilities will be managed and maintained to an agreed service level required to sustain use of facilities and meet the demand for use.

The Strategy provides useful context for Council's support to community managed facilities, recognises the important role that these facilities play in community life and proposes a range of policies and administrative responses that will introduce more consistency and transparency in Council decision making.

Open Space Plan 2014-24

Council prepared the Open Space Plan to provide a framework for the planning and management of Wellington's parks and reserves for the medium term. The Plan addresses developed open space and natural areas but excludes sporting infrastructure. It aims to meet the community's needs and meet expectations for equity, sustainability, quality and health and wellbeing needs. Council has had previous plan space strategies and this plan seeks to adopt a more outcome focused approach.

The Plan sets out the issues and local features which the Open Space Plan is aimed to address. These challenges include the following:

- Population change and patterns of residential development;
- Significant travel distances;
- Facilities and services provided in open space areas not managed by Council (eg. Parks Victoria);
- Seasonal nature of resident population; and
- Increasing cost of providing open space.

The Plan aims to provide a diversity of open space experiences, that are well distributed across the Shire and which contribute to community health and wellbeing and enhance the liveability of the urban centres.

The Open Space Plan adopts 13 guiding principles which are applied to decision making in relation to the classification of open space assets and shaping of implementation actions. This classification process identifies the purpose and capability of an area and locates the asset in a hierarchy. Council's management inputs, maintenance standards and capital investment are then determined by the value placed on the asset.

The guiding principles are consistent with the major Council documents including the Council Plan with an emphasis on access and equity, sustainability, community engagement and quality.

Elements of the Open Space Plan which are specifically relevant to the preparation of the Community Infrastructure Plan include:

- The adoption of principles and criteria in evaluating the open space network;
- The application of a classification system and hierarchy to community assets;
- Taking into account current and projected demographic changes; and
- A focus on the potential for community assets to contribute to community health and wellbeing.

Built Environment Strategy 2011-15

Council's Built Environment Strategy provides a framework for asset management and seeks to deliver assets that meet community needs in a sustainable way. The strategy articulates four objectives:

- Structured asset management plans to reflect Council's strategic priorities;
- Responsible and sustainable expansion of community infrastructure;
- Well informed and engaged communities; and
- Improve liveability for residents.

The Strategy was informed by data and trend analysis from Council's asset management systems which

outlines renewal gap and provides perspective to sustainability considerations.

The Strategy recommends a process whereby a business case is to be developed to support any proposal to expand or upgrade a facility. The business case is to take into account the current and potential use of the facility, its role in the community, proximity and alternatives available. The Strategy also adopts a hierarchy approach to classifying buildings to assist identifying the benefits of any upgrade works and to encourage viewing buildings as part of an overall service system.

Proximity is recommended to be a key consideration a model reflecting different levels of access to facilities is included. The model has the following levels:

1. Regional facilities within one hours travel time.
2. District facilities within 30 minutes travel time.
3. Significant local facilities within 20 minutes travel time.
4. Local facilities within 20 minutes travel time.

Other factors discussed in the Strategy include:

- Accessibility – Council will promote best practice for accessible buildings and facilities.
- Optimal utilisation – Council acknowledges the increased preparedness of community members to travel which can leave smaller facilities underutilised and wise application of scarce resources will be assisted by the business case approach.
- Environmentally sustainable design (ESD) – Council is actively seeking to reduce its carbon footprint and will pursue ESD initiatives in upgrade or new capital projects.

Recreation Reserves Operational Subsidies Discussion Paper 2011

A review was undertaken into Council's financial support for Committees of Management with responsibility for managing and maintaining recreation reserves. Council directly manages a small number of reserves. Council has provided support to Committees of Management for many years and it is guided by a formal Council policy that sets out in detail what level of support is to be provided. The review was undertaken because there were concerns that inequities and inconsistencies has developed due to rising costs of maintenance and changing patterns of usage.

A hierarchy for recreation reserves has been in place and is based on the resident population in the reserve's catchment and the level of use (eg. regional, district, local, etc). The hierarchy levels that are in place are shown below:

- Level 1. Regional Facilities
- Level 2. District Facilities
- Level 3. Significant Local Facilities
- Level 4. Low Grade/Local Facilities

The review focused on maintenance standards and frequency, maintenance costs and sought to improve consistency in the classification of facilities within the hierarchy structure to address known

inequities. The review is relevant for the development of a Community Infrastructure Plan in that a hierarchy approach has been in place for many years and detailed costing information is available for all recreation reserves and a similar level detail in relation to all community infrastructure would be highly valuable.

Small Cultural Facilities Review 2010

This review was undertaken in 2010 as a research project to identify the extent of community use of facilities and buildings for cultural activities, to understand the current support provided to community cultural organisations and to prepare locality based cultural maps covering the municipality. The context for the facilities review is a broad recognition within the community of the role and value of community cultural activities and of the need to provide appropriate support to assist its sustainability.

The review covered a total of 51 small facilities and the review had a strong administrative focus. The support provided by Council includes the following:

- Annual building condition audit of Council owned buildings;
- Access to Community Grants Program;
- Access to Events Grants Program; and
- Support from Council technical and support staff.

The review discussed the current level of financial and in-kind support provided and the categorisation system in place to determine the amount of funding provided. Recommendations were made to seek an increase in the total quantum of support available.

Sporting Infrastructure Plan

The Sporting Infrastructure Plan aims to better understand how existing and future participation in sport and recreation will influence infrastructure provision and proposes guidelines for facility management, programming, facility hierarchies and Council financial support.

The Plan looked at current and projected future rates of community participation across a range of sport and recreational activities. In response to this data facility priorities and gaps were identified in line within the current facility hierarchy model and financial support arrangements.

The Plan involved an assessment of the current use and condition of sporting facilities and undertook a benchmarking exercise with comparison against a group of other local governments. The proposed sports facility hierarchy has the following levels:

- Level 1A - Premier
- Level 1B - Regional
- Level 2 - District
- Level 3 – Significant Local
- Level 4 - Local

- Level 5 - Passive Reserve

The hierarchy model is primarily centred around an assessment of physical infrastructure with a notional judgement about the catchment served by the facility. The Plan acknowledges that the classification of facilities within the model is “not a perfect science” and a best fit approach has been adopted. The financial support provided to Committees of Management and income generated by the facilities is also assessed and a recommendation made to ensure consistency in the application of any policy for financial support or subsidy.

Gippsland Regional Sporting Facilities Plan (Final Draft) 2010-2020

The Plan provides recommendations over a ten year planning horizon to implement a planned and coordinated approach to sporting facilities in the region. Recommendations are made for specific facilities and for specific sports and has been prepared considering the following:

- participation rates and associated demand;
- commitment by parent sporting organisations;
- high performance and other elite sport programs;
- imperative to enhance financial sustainability of facilities;
- links to coaching and associated support services; and
- population distribution.

The Plan aims to promote coordination and thereby reduce duplication of regional facilities which are acknowledged as being of a larger scale and increased complexity to municipal scale facilities. The higher standard performance facilities, increased spectator and media facilities and higher capital and operating costs necessitate the collaboration between local and state government, peak sporting bodies and other funding bodies.

The Regional Plan provides strategic context for Council’s sporting facility hierarchy. Council will need to consider how to enable local community use of regional facilities, the development of constructive relationships with other Councils in the region and Council’s view of the most appropriate governance arrangements for regional scale facilities.

3.0 Best Practice in Community Infrastructure

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

- It represents prudent financial management given that 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.
- Population 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, changing family structures, increased use of digital technology and different patterns of volunteerism have re-cast traditional community management of local facilities. In communities such as Wellington the aging profile of the community, the increasing number of families where both parents work, and the centralisation of activities and services in major centres, are all contributing to a reduced volunteer capacity in many small communities.

The approach of local governments is highly variable with some taking a sophisticated and responsive approach, many, particularly in growth areas being focused on development contributions plans, whilst many 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.

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.

3.1 Innovation and Leadership by State Governments

State Governments have developed a range of plans and resources to support strategic approaches to planning for and managing community infrastructure. Some initiatives of interest are discussed below.

In **Victoria** the Victorian Planning Authority has prepared guidelines for the planning for and provision of community infrastructure, particularly in growth areas. This guidance aims to ensure that growth areas are supplied with adequate community infrastructure, that it is distributed equitably and that it is configured in such a way that it will meet community needs flexibly over a long time period. The methodology utilises population forecasts and standards and ratios for determining community facility needs.

The **Tasmanian** Government has established a Community Infrastructure Fund to support community infrastructure initiatives throughout Tasmania. The infrastructure delivered by the fund will “enhance the liveability and cohesion of communities around Tasmania”. In recognition of the importance of planning for community infrastructure, funding is available to support planning and feasibility initiatives.

In **Queensland**, the State Government has prepared a [Strategy for Social Infrastructure which](#) is “a framework that encourages more integrated, accessible, multi-functional and cost-effective social infrastructure delivery, improving services to communities”. The strategy is supported by a [Best Practice Guide for Social Infrastructure](#) which outlines success factors that can be applied to assets. The guide showcases examples that collaborate and leverage funding to deliver good community outcomes.

Infrastructure **South Australia** (ISA) has been established to develop robust long-term planning for infrastructure across the state. ISA has developed a strategic plan to guide decisions about infrastructure projects which seeks to balance economic development, sustainability and liveability objectives. The plan recognises the sometimes-competing objectives for infrastructure projects need to be carefully balanced. This emphasises that local governments should consider planning and neighbourhood character implications, job creation opportunities, accessibility (including public transport), sustainability and cost implications when planning for community infrastructure.

The Local Government Performance Reporting Framework that has been implemented in **Victoria** looks at the community use of and Council’s management of community infrastructure. This is part of a broader program to “promote transparency, accountability and performance in the sector”. The framework includes facilities such as swimming pools and libraries. To be able to report on

performance, Councils are required to maintain auditable record keeping processes. Reporting for the sector is undertaken annually and reports enable comparison with similar Councils and the broader sector.

3.2 Good practice by Local Governments

Belmont City Council, WA

In 2009, the City of Belmont embarked on a comprehensive study to identify and plan for the City's future community infrastructure requirements. Council undertook an extensive audit of existing community infrastructure in 2010, the purpose of the audit was to identify what community infrastructure existing and its effectiveness and appropriateness.

The Community Infrastructure Plan was prepared to provide direction for the future provision of community infrastructure for the City. The plan uses a hierarchy approach and geographic precincts to plan for community facilities. Guiding principles were adopted to guide setting of priorities.

Strategies in the Plan include the following:

- Planning precincts based on communities of interest.
- Shared use of school facilities.
- Public/private partnerships or joint ventures.
- Mixed use developments.
- Commercial ventures.

Tweed Shire Council, NSW

Tweed Shire Council adopted the Community Infrastructure Framework in 2014 to "improve how we plan, manage and deliver community and cultural facilities across the Shire". The framework adopted a network approach which means that Council will consider how facilities are designed, located and managed to complement existing community facilities and spaces across the Shire rather than operating individual facilities.

The Community Facilities Plan which was prepared in 2019 provides direction for the location and timing of the delivery of community facilities over the next 20 years. The next steps involve Council conducting site planning and feasibility analysis and update structure plan requirements for community and cultural facilities.

This Plan is intended to be used to inform decision-making around the planning, re-purposing, financing, governance and management of new and upgraded community facilities to meet future needs. It does not formally commit Council or other providers of community infrastructure to projects, yet acts as a guide.

Yarra City Council, Vic

Council prepared the Strategic Community Infrastructure Framework in 2016 (SCIF) to ensure community infrastructure is distributed equitably, efficiently and effectively in the context of

population growth and changing community needs. This SCIF superseded the Yarra Community Infrastructure Planning Framework which was developed in 2014.

The SCIF assessed challenges and influences shaping community infrastructure planning. Council looked at the broad issues of rate capping, limited infrastructure funding from other levels of government, policy changes and changing community needs. Challenges that are more specific to Yarra included:

- High land costs.
- Infrastructure that is not fit-for-purpose.
- An ageing community infrastructure portfolio.
- Private providers operating in the space of early years and recreation and leisure.
- More people living in apartments with different community infrastructure needs.

Council is implementing a whole of Council approach in response to the challenges. It proposes that the best outcomes will be achieved through integrated planning and delivery with other levels of government, the private sector, community organisations and the community. In this context, Council commits to leading community infrastructure planning through research, engagement and advocacy using three key concepts:

- A place-based approach (sharing the value).
- Alternative models of community infrastructure provision.
- Provision of appropriate spaces that enhance community experience and usage.

City of Greater Geelong, Vic

In 2014 Council developed a Social Infrastructure Plan 2014-2031 (SIP) to provide Council with a fifteen-year plan for the planning, investment and delivery of social infrastructure that could respond to and meet the needs of a growing and changing community.

The draft SIP outlines the community's needs, guides the City's investment priorities and sets out the journey to a new way forward, ensuring people know what's planned for the place they live. It also provides council and the community with a single, simpler and more integrated summary of council's priorities and the fair, accessible and sustainable delivery of projects.

The need for a SIP was identified in 2013 in response to the Auditor General's Report, as well as Council's financial sustainability review and service planning needs. The SIP is intended to inform and assist the provision and delivery of social infrastructure through planning, partnerships and advocacy advice. It provides direction to Council for its role and acknowledges that Council does not have sole responsibility for funding all the social infrastructure requirements as identified in the plan. The plan emphasises the need for Council to partner with a range of stakeholders including funding bodies to provide the required infrastructure. It is anticipated that the SIP will:

- Provide an evidence based framework and guide for the future planning, provision and investment in Council owned social infrastructure to 2031;

- Enable Council to set priorities and recommendations for future social infrastructure development based on strong evidence and analysis;
- Inform Council's budgeting process and input into Council's 4 year resource plan;
- Provide a strong basis from which to advocate/ lobby state and federal governments for funding, grants etc for social infrastructure;
- Position Council to pursue collaborative partnerships with other levels of government, the private sector and community groups for social infrastructure planning and provision; and
- Enable Council to maximise the benefits from its existing investments in social infrastructure assets.

South Gippsland Shire Council, Vic

The Blueprint for Social Community Infrastructure was revised in 2019 and considers the “utilisation of Council and other community managed and owned facilities in the Shire with the aim of providing support for socially, economically and environmentally sustainable infrastructure into the future”. Council first developed the plan in 2014. It sets out a series of actions, guiding principles and infrastructure standards and triggers that will guide Council's and the Community's infrastructure decision making for the next fifteen years.

Council identified the need to develop an integrated planning approach for the provision of social community infrastructure in townships and localities villages in South Gippsland to ensure it is located in areas to support the region's growth and prosperity.

Strategic review of past practices and identifying future challenges and barriers revealed the following:

- There is not a large demand for new infrastructure.
- The number of facilities has potential to place a large time/organisational burden on the community resulting in the loss of volunteer support.
- There is a need for a range of multifunction facilities that allow for the co-location of a number of existing services and functions that can operate collaboratively.
- Existing non-council facilities are ageing resulting in more urgent need for condition upgrades to maintain usability and increase functionality, e.g. commercial kitchens, roofs, access and other structural deficiencies.
- There are some discrepancies in resourcing for some facilities which in most cases are historical.
- There are issues around equity of access and cost to community groups.

The Blueprint foreshadows short, medium- and long-term actions utilising the following strategies:

- Review of underutilised facilities
- Assessment of resourcing needs
- Spaces to support young people
- Specific projects in defined locations of need

- Hubs that are strategically located to promote integration of services
- Shared and multipurpose recreation facilities
- Preparation of a Shire wide recreation reserves plan.

Cessnock Shire Council, NSW

Council adopted the Community Infrastructure Plan in 2016. The purpose of the Plan is to “strategically consider future community facility needs” in the municipality and for planning to consider expected population growth. The context for the Plan is that Cessnock City Council’s population is projected to increase from 59,985 in 2016 to 68,364 in 2036 and eventually to a maximum of 101,987. Given this expected population growth, Council sought to strategically plan for the adequate availability of key community facilities.

Community facilities that are considered within the Plan are defined as indoor spaces used to engage people in social, welfare, cultural, arts or healthy lifestyle related activities and programs. The Plan has a focus on addressing single use facilities, the promotion of hubs, supporting early years services and arts facilities.

The Plan looks at facilities that support the whole community as well as facilities in four smaller planning areas. These four smaller planning areas have been selected given established communities of interest, public transport routes, access to services and facilities and proximity to nearest commercial districts.

Community planning benchmark standards to population ratios were applied in the Plan and assist to strategically place community infrastructure in locations where it is needed. In determining future community facility needs, strategies and actions are considered from the perspective that the facility predominantly services either a small township, a planning area or is a facility which supports the whole municipality.

4.0 Community Profile

4.1 Shire of Wellington

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. It has a strong and diverse local economy boasting oil and gas production industries, manufacturing, government, defence, primary industries, forestry, construction and retail industries.¹

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

Population Size

At the 2016 Census, the estimated resident population of the Shire of Wellington was 42,093. This was up from 40,291 in 2011 and represents growth of 4.5 percent.² Forecasts indicate higher levels of growth between 2016 and 2036 with the population projected to reach 46,052 people by 2026 and 48,922 by 2036 (12.2 percent growth).³ There is however, variation in the location of the growth with the highest growth projected to occur in the Loch Sport to Seaspray and district, followed by the districts of Maffra, Stratford, Sale and Heyfield. Lower levels of growth are projected in the Rosedale and Yarram districts.

	2016	2016	2036	Change 2016 - 2036	
Wellington Districts	Population		Population	Population	Percentage
Coastal	1,921	2,061	2,225	304	15.20%
Heyfield	4,597	4,900	5,218	620	13.0%
Maffra	6,859	7,337	7,848	990	13.9%
Rosedale	3,651	3,824	3,990	339	8.9%
Sale	17,311	18,420	19,690	2,380	13.3%
Stratford	4,244	4,535	4,850	606	13.6%
Yarram	4,834	4,976	5,100	266	5.3%
Total	43,417	46,052	48,922	35,505	12.2%

Table 4.1: Population size and change - Shire of Wellington and Districts, 2016 – 2036⁴

NOTE: The data used in this table is from the Victoria in Future Population Projections. This includes the 2016 data which differs slightly from the 2016 Census Data.

Age Profile

Between 2016 and 2026 in Wellington Shire, the age cohort in which the highest population growth is expected is those aged 70 years or older, with the number of people projected to increase from 5,455 to 7,818 (43 percent). By contrast, population decline is projected in some age cohorts including:

- 20 – 24 years (13.6 percent).
- 55 – 59 years (7.8 percent)
- 0 – 4 years (6.8 percent)
- 5 – 9 years (6.0 percent)
- 25 – 29 years (5.4 percent)

Looking at the longer timeframe of 2016 to 2036 in Wellington Shire, similar patterns of change are projected, with the highest population growth expected to occur in those aged 75 years or older as the population is projected to double from just over 3,400 people to nearly 7,000 people. Significant

² Remplan, Community Profile. Accessed 3 April 2020. Available online:

<https://www.communityprofile.com.au/wellington>

³ Victorian State Government, 2019, Victoria in Future: Population Projections – Data for Statistical Areas in the Australian Statistical Geography Standard. Available online: <https://www.planning.vic.gov.au/land-use-and-population-research/victoria-in-future>

⁴ Victorian State Government, 2019, Victoria in Future: Population Projections – Data for Statistical Areas in the Australian Statistical Geography Standard. Available online: <https://www.planning.vic.gov.au/land-use-and-population-research/victoria-in-future>

growth is also projected in those aged 70 – 74 years (55 percent). By contrast, the age cohorts where population decline is expected to occur are:

- 5 – 9 years (10.6 percent)
- 0 – 4 years (9.8 percent)
- 30 – 34 years (8.6 percent)
- 55 – 59 years (5.8 percent)
- 20 – 24 years (2.1 percent).⁵

Household Profile

At the 2016 Census, Wellington had a higher proportion of households with no children than regional Victoria (63.5 percent compared with 56.9 percent) and a higher proportion of lone person households (30.2 percent compared with 27 percent).

Consistent with this and the changing age profile of the community, the number of couple households without children is projected to increase between 2016 and 2026 and then further again between 2026 and 2036. In addition, the number of lone person households is projected to increase by over 30 percent between 2016 and 2026. This is very consistent with the projections in relation to the increasing number of people aged 70 years or older.

Also of note, is the projected increase in the number of single parent families with this household type projected to grow by 16.5 percent between 2016 and 2036.⁶

⁵ Victorian State Government, 2019, Victoria in Future: Population Projections – Data for Statistical Areas in the Australian Statistical Geography Standard. Available online: <https://www.planning.vic.gov.au/land-use-and-population-research/victoria-in-future>

⁶ Victorian State Government, 2019, Victoria in Future: Population Projections – Data for Statistical Areas in the Australian Statistical Geography Standard. Available online: <https://www.planning.vic.gov.au/land-use-and-population-research/victoria-in-future>

Wellbeing and Disadvantage

The SEIFA (Socio-Economic Index for Areas) index of relative disadvantage for Wellington Shire is consistent with regional Victoria but is notably higher than Victoria as a whole. This means that communities in Wellington Shire and regional Victoria are more disadvantaged than other parts of Victoria. There is however, some variability across the Shire with higher levels of disadvantage in the Coastal and Yarram districts. This is explored more fully in the analysis for individual districts.

Overall other key indicators of wellbeing and disadvantage in Wellington Shire are generally consistent with or better than regional Victoria and wider Victoria as can be seen in table X below. The exception to this is the results from the Australian Early Development Census (AEDC) which measures the vulnerability of children across 5 domains in the year a child commences school. The Census is conducted every 3 years, most recently in 2018 and shows the number of children in the Wellington community who are vulnerable:

- On 2 or more domains is higher than wider Victoria (12 percent compared with 10.1 percent)
- On 1 or more domains is significantly higher than wider Victoria (26.2 percent compared with 19.9 percent).

In addition, the number of children in Wellington Shire who are vulnerable on 2 or more domains has increased between 2012 and 2018, whereas in wider Victoria this has decreased i.e. there has been improvement.⁷

	Wellington Shire	Regional Victoria	Victoria
SEIFA	974	977	1,010
Low Income Households	13.74%	22.9	18.2
Internet access at home	76.47%	73.5	79.6
Need for assistance	5.89	6.00	5.10
No motor vehicle in a household	2.92	5.10	4.91
1 motor vehicle household	22.31	31.10	24.58

Table 4.2: Indicators of Wellbeing and Disadvantage - Shire of Wellington, Regional Victoria and Victoria, 2016⁸

⁷ Australia Early Development Census, 2019, Data Explorer. Available online: <https://www.aedc.gov.au/data/data-explorer?id=135324>

⁸ Remplan, Community Profile. Accessed 3 April 2020. Available online: <https://www.communityprofile.com.au/wellington>

4.2 Loch Sport to Seaspray and district

Coastal and district is located to the north west of Sale and includes the townships and localities of Darriman, Giffard, Giffard West, Golden Beach, Hollands Landing, Loch Sport, Paradise Beach, Seacombe, Seaspray, Stradbroke and the Honeysuckles.

Population Size

At 2016, the estimated resident population of the Loch Sport to Seaspray and district was 1,921. Forecasts indicate the population will grow by 6.9 percent between 2016 and 2026 and a further 8.0 percent between 2026 and 2036.⁹ This is notably higher than the population growth projected for the wider Shire of Wellington.

	2016	2026	2036	Change 2016 - 2026		Change 2026 - 2036	
Coastal	1,921	2,061	2,225	139	6.9%	165	8.0%

Table 4.3: Population size and change – Wellington Shire - Loch Sport to Seaspray and district, 2016 – 2036¹⁰

NOTE: The data used in this table is from the Victoria in Future Population Projections. This includes the 2016 data which differs slightly from the 2016 Census Data.

Age Profile

Between 2016 and 2026 in the Loch Sport to Seaspray and district, the age cohort where the highest population growth is expected to occur is those aged 70 – 84 years, with the number of people projected to increase from 130 to 194 (52.8 percent). In contrast, population decline is projected in the following age cohorts:

- 0 – 4 years (3.5 percent)
- 5 – 9 years (6.6 percent)
- 25 - 29 years (32 percent)
- 30 – 34 years (19 percent)
- 45 – 49 years (12.8 percent)
- 85 plus years (63.1 percent).

Looking at the longer timeframe of 2016 to 2036 in the Loch Sport to Seaspray and district, similar patterns of change are projected, with the highest population growth expected to occur in those aged 70 years or older as the population is projected to almost double from 249 people to 457 people. By contrast, the age cohorts where population decline is expected to occur are:

- 5 – 9 years (1.4 percent)
- 25 - 29 years (17.5 percent)
- 30 – 34 years (12 percent).

⁹ Remplan, Community Profile. Accessed 3 April 2020. Available online: <https://www.communityprofile.com.au/wellington>

¹⁰ Victorian State Government, 2019, Victoria in Future: Population Projections – Data for Statistical Areas in the Australian Statistical Geography Standard. Available online: <https://www.planning.vic.gov.au/land-use-and-population-research/victoria-in-future>

Household Profile

At the 2016 Census, the Loch Sport to Seaspray and district had a much higher proportion of households with no children than the wider Shire of Wellington (70.7 percent compared with 63.5 percent) and a higher proportion of lone person households (31.7 percent compared with 30.2 percent).

Consistent with the changing age profile of the community, the number and proportion of couple households without children is projected to increase between 2016 and 2026 and then further again between 2026 and 2036. In addition, the number of lone person households is projected to increase by 15.4 percent between 2016 and 2026 and a further 14.6 percent between 2026 and 2036. This is slightly lower than the wider Shire of Wellington but is generally consistent with projections in relation to the increasing number of people aged 70 years or older.

The number of single parent families is projected to grow by 20 percent between 2016 and 2036, which is a somewhat higher growth rate than the wider Shire of Wellington, but the actual numbers are very low.¹¹

Wellbeing and Disadvantage

The SEIFA (Socio-Economic Index for Areas) index of relative disadvantage is not available for the Loch Sport to Seaspray and district as a whole, however it is available for the individual localities and townships within the district. The 2016 data shows that Golden Beach, Loch Sport and Paradise Beach are experiencing high levels of disadvantage with SEIFA scores of 830, 816 and 824. This compares with 974 for the wider Shire of Wellington.

Other key indicators of wellbeing and disadvantage in the Loch Sport to Seaspray and district show by comparison to the wider Shire of Wellington, fewer households have access to the internet and more people need assistance on a daily basis (i.e. have a disability). In addition, there are fewer households with no motor vehicle, and more households with only one motor vehicle.

¹¹ Victorian State Government, 2019, Victoria in Future: Population Projections – Data for Statistical Areas in the Australian Statistical Geography Standard. Available online: <https://www.planning.vic.gov.au/land-use-and-population-research/victoria-in-future>

Place	Darriman	Giffard	Giffard West	Golden Beach	Hollands Landing	Loch Sport	Paradise Beach	Seacombe	Seaspray	Stradbroke	The Honeysuckles
Population Size	12	53	70	295	14	812	159	15	320	172	79
SEIFA	983	983	983	830	1,051	816	824	N/A	926	1,010	1,003
Internet access at home	100.00	51.72	73.53	66.43	50.00	69.91	68.63	40.00	71.25	83.13	81.32
Need for assistance	0.00	6.90	0.00	12.59	18.75	11.86	11.11	0.00	7.03	6.63	6.59
No motor vehicle household	0.00	0.00	0.00	1.40	0.00	3.20	2.61	0.00	6.07	3.01	0.00
1 motor vehicle household	20.00	25.86	8.82	36.01	50.00	42.21	32.68	13.33	23.96	19.28	41.76

Table 4.4: Indicators of Wellbeing and Disadvantage – Wellington Shire - Loch Sport to Seaspray and district, 2016¹²

¹² Remplan, Community Profile. Accessed 3 April 2020. Available online: <https://www.communityprofile.com.au/wellington>

4.3 Heyfield and District

Heyfield and district is located to the north west of Sale and includes the townships and localities of Coongulla, Cowwarr, Dawson, Denison, Glenmaggie, Heyfield, Licola, Nambrok, Seaton and Toongabbie.

Population Size

At 2016, the estimated resident population of Heyfield and district was 4,597. Forecasts indicate the population will grow by 6.3 percent between 2016 and 2026 and a further 6.5 percent between 2026 and 2036.¹³ This is slightly higher than the population growth projected for the wider Shire of Wellington.

	2016	2026	2036	Change 2016 - 2026		Change 2026 - 2036	
Heyfield	4,597	4,900	5,218	302	6.2%	620	6.9%

Table 4.5: Population size and change – Wellington Shire - Heyfield and District, 2016 – 2036¹⁴

NOTE: The data used in this table is from the Victoria in Future Population Projections. This includes the 2016 data which differs slightly from the 2016 Census Data.

Age Profile

Like the wider Shire of Wellington, between 2016 and 2026 in the Heyfield district, the age cohort in which the highest population growth is expected is those aged 70 years or older, with the number of people projected to increase from 526 to 769 (46.1 percent). In contrast, population decline is projected in the following age cohorts:

- 0 – 4 years (3.2 percent)
- 5 – 9 years (5.8 percent)
- 20 – 24 years (10.7 percent)
- 25 – 29 years (2.3 percent)
- 50 – 54 years (8.0 percent)
- 55 – 59 years (13.3 percent)
- 60 – 64 years (3.2 percent)

Looking at the longer timeframe of 2016 to 2036 in the Heyfield district, similar patterns of change are projected, with the highest population growth expected to occur in those aged 70 years or older as the population is projected to nearly double from 526 people to 980 people. While a number of age cohorts are expected to see some decline in population size, fewer age cohorts are expected to be impacted over the 20 years timeframe. Those that are likely to be impacted are:

- 0 – 4 years (4.4 percent)
- 5 – 9 years (8.6 percent)

¹³ Remplan, Community Profile. Accessed 3 April 2020. Available online: <https://www.communityprofile.com.au/wellington>

¹⁴ Victorian State Government, 2019, Victoria in Future: Population Projections – Data for Statistical Areas in the Australian Statistical Geography Standard. Available online: <https://www.planning.vic.gov.au/land-use-and-population-research/victoria-in-future>

- 55 – 59 years (5.5 percent)
- 60 – 64 years (6.5 percent).¹⁵

Household Profile

At the 2016 Census, the Heyfield district had a lower proportion of households with no children than the wider Shire of Wellington (61.1 percent compared with 63.5 percent) and a lower proportion of lone person households (27.1 percent compared with 30.2 percent).

Consistent with the changing age profile of the community, the number of couple households without children is projected to increase between 2016 and 2026 and then further again between 2026 and 2036, although the overall proportion of couple households without children will decline slightly during this time. In addition, the number of lone person households is projected to increase by 15.7 percent between 2016 and 2026 and a further 15.9 percent between 2026 and 2036. This is very consistent with the wider Shire of Wellington and projections in relation to the increasing number of people aged 70 years or older.

Also of note is the projected increase in the number of single parent families with this household type projected to grow by 21.6 percent between 2016 and 2036, which is somewhat higher than the wider Shire of Wellington.¹⁶

Wellbeing and Disadvantage

The SEIFA (Socio-Economic Index for Areas) index of relative disadvantage is not available for the Heyfield district as a whole, however it is available for the individual localities and townships within the district. The 2016 data shows the township of Heyfield is experiencing higher levels of disadvantage than other parts of the district with a lower SEIFA score (929), fewer households with access to the internet and a higher proportion of people requiring assistance on a daily basis (i.e. have a disability).

Overall, all other localities and townships in the district have lower levels of disadvantage than the wider Shire of Wellington but there are some other key indicators of note including the high proportion of people who need for assistance on a daily basis in Coongulla and the high number of households with no motor vehicles in Cowarr and Heyfield and 1 motor vehicle in Dawson and Heyfield.

¹⁵ Victorian State Government, 2019, Victoria in Future: Population Projections – Data for Statistical Areas in the Australian Statistical Geography Standard. Available online: <https://www.planning.vic.gov.au/land-use-and-population-research/victoria-in-future>

¹⁶ Victorian State Government, 2019, Victoria in Future: Population Projections – Data for Statistical Areas in the Australian Statistical Geography Standard. Available online: <https://www.planning.vic.gov.au/land-use-and-population-research/victoria-in-future>

Place	Coongulla	Cowwarr	Dawson	Denison	Glenmaggie	Heyfield	Licola	Nambrok	Seaton	Toongabbie
Population Size	180	369	40	466	279	1,991	12	298	157	992
SEIFA	1,004	1,018	1,032	1,021	982	929	N/A	1,038	1,032	1,004
Internet access at home	84.15	87.43	78.79	85.37	78.54	73.79	N/A	84.86	80.00	86.80
Need for assistance	10.37	5.19	0.00	4.21	4.60	7.62	0.00	2.11	2.00	3.60
No motor vehicle household	0.00	3.83	0.00	0.00	0.00	2.29	N/A	0.00	0.00	0.82
1 motor vehicle household	18.90	10.11	24.24	13.08	10.94	23.87	N/A	8.80	7.33	12.18

Table 4.6: Indicators of Wellbeing and Disadvantage – Wellington Shire - Heyfield and District, 2016¹⁷

¹⁷ Remplan, Community Profile. Accessed 3 April 2020. Available online: <https://www.communityprofile.com.au/wellington>

4.4 Maffra and District

Maffra and district is located to the north of Sale and includes the townships and localities of Boisdale, Bundalaguah, Bushy Park, Maffra, Maffra West Upper, Montgomery, Myrtlebank, Newry, Riverslea, Tinamba, Tinamba West and Valencia Creek.

Population Size

At 2016, the estimated resident population of Maffra and district was 6,859. Forecasts indicate the population will grow by 6.7 percent between 2016 and 2026 and a further 7.0 percent between 2026 and 2036.¹⁸ This is higher than the population growth projected for the wider Shire of Wellington.

	2016	2026	2036	Change 2016 - 2026		Change 2026 - 2036	
Maffra	6,859	7,337	7,848	478	6.7%	512	7.0%

Table 4.6: Population size and change – Wellington Shire - Maffra and District, 2016 – 2036¹⁹

NOTE: The data used in this table is from the Victoria in Future Population Projections. This includes the 2016 data which differs slightly from the 2016 Census Data.

Age Profile

Like the wider Shire of Wellington, between 2016 and 2026 in Maffra district, the age cohort in which the highest population growth is expected is those aged 70 years or older, with the number of people projected to increase from 857 to 1,284 (44 percent). In contrast, population decline is projected in the following age cohorts:

- 0 – 4 years (5.8 percent)
- 5 – 9 years (4.7 percent)
- 20 – 24 years (18.1 percent)
- 50 – 54 years (6.1 percent)
- 55 – 59 years (12.9 percent)
- 60 – 64 years (2.3 percent)

Looking at the longer timeframe of 2016 to 2036 in the Maffra district, similar patterns of change are projected, with the highest population growth expected to occur in those aged 75 years or older as the population is projected to double from 538 people to 1,104 people. Significant growth is also projected in those aged 70 – 74 years (48 percent). By contrast, the age cohorts where population decline is expected to occur are:

- 0 – 4 years (8.8 percent)
- 5 – 9 years (7.2 percent)
- 20 – 24 years (6.1 percent)
- 30 – 34 years (4.8 percent)

¹⁸ Remplan, Community Profile. Accessed 3 April 2020. Available online:

<https://www.communityprofile.com.au/wellington>

¹⁹ Victorian State Government, 2019, Victoria in Future: Population Projections – Data for Statistical Areas in the Australian Statistical Geography Standard. Available online: <https://www.planning.vic.gov.au/land-use-and-population-research/victoria-in-future>

- 55 – 59 (7.5 percent)
- 60 – 64 years (5.1 percent).

Household Profile

At the 2016 Census, the Maffra district had a slightly lower proportion of households with no children than the wider Shire of Wellington (61.7 percent compared with 63.5 percent) and a lower proportion of lone person households (28.1 percent compared with 30.2 percent).

Consistent with the changing age profile of the community, the number of couple households without children is projected to increase between 2016 and 2026 and then further again between 2026 and 2036, although the overall proportion of couple households without children will decline slightly during this time. In addition, the number of lone person households is projected to increase by just over 16 percent between 2016 and 2026 and a further 16.4 percent between 2026 and 2036. This is very consistent with the projections in relation to the increasing number of people aged 70 years or older.

Also of note is the projected increase in the number of single parent families with this household type projected to grow by 20.4 percent between 2016 and 2036 which is somewhat higher than the wider Shire of Wellington.²⁰

Wellbeing and Disadvantage

The SEIFA (Socio-Economic Index for Areas) index of relative disadvantage is not available for the Maffra district as a whole, however it is available for the individual localities and townships within the district. The 2016 data shows nearly all localities and townships within the Maffra district have lower levels of disadvantage than the wider Shire of Wellington. The exception to this is the township of Maffra which is experiencing slightly higher levels of disadvantage (SEIFA 966 in Maffra compared with 974 for the Shire of Wellington).

Other key indicators of wellbeing and disadvantage in the Maffra district show that compared with the wider Shire of Wellington, there are more people who need assistance on a daily basis (i.e. have a disability) in the township of Maffra and more households without a motor vehicle in Maffra, Maffra West, Newry and Tinamba. There are also a very high proportion of households with only one motor vehicle in Tinamba West.

²⁰ Victorian State Government, 2019, Victoria in Future: Population Projections – Data for Statistical Areas in the Australian Statistical Geography Standard. Available online: <https://www.planning.vic.gov.au/land-use-and-population-research/victoria-in-future>

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	Boisdale	Bundalaguah	Bushy Park	Maffra	Maffra West Upper	Montgomery	Myrtlebank	Newry	Riverslea	Tinamba	Tinamba West	Valencia Creek
Population Size	275	194	47	5,282	77	66	127	426	149	271	53	152
SEIFA	990	1,024	1,049	966	1,004	1,036	1,024	1,009	1,045	1,045	1,004	990
Internet access at home	80.51	84.57	94.12	78.47	85.19	87.30	78.63	79.90	97.79	85.61	88.89	85.71
Need for assistance	2.53	4.26	0.00	6.31	4.94	0.00	2.56	2.94	2.21	3.96	0.00	4.08
No motor vehicle household	0.00	0.00	0.00	2.68	4.91	0.00	0.00	1.72	0.00	4.00	0.00	0.00
1 motor vehicle household	18.05	10.11	5.88	21.98	0.00	0.00	17.09	12.01	12.50	19.64	33.33	12.24

Table 4.7: Indicators of Wellbeing and Disadvantage – Wellington Shire - Maffra and District, 2016²¹

²¹ Remplan, Community Profile. Accessed 3 April 2020. Available online: <https://www.communityprofile.com.au/wellington>

4.5 Rosedale and District

Rosedale and district is located to the north west of Sale and includes the townships and localities of Blackwarry, Callignee North, Callignee South, Carrajung, Carrajung South, Flynn, Glengarry, Gormandale, Hiamdale, Rosedale, Willung, Willung South and Winnindoo.

Population Size

At 2016, the estimated resident population of Rosedale and district was 3,651. Forecasts indicate the population will grow by 4.6 percent between 2016 and 2026 and a further 4.3 percent between 2026 and 2036.²² This is somewhat lower than the population growth projected for the wider Shire of Wellington.

	2016	2026	2036	Change 2016 - 2026		Change 2026 - 2036	
Rosedale	3,651	3,824	3,990	173	4.6%	166	4.3%

Table 4.8: Population size and change - Shire of Wellington - Rosedale District, 2016 – 2036²³

NOTE: The data used in this table is from the Victoria in Future Population Projections. This includes the 2016 data which differs slightly from the 2016 Census Data.

Age Profile

Between 2016 and 2026 in the Rosedale district, the age cohort where the highest population growth is expected to occur is those aged 70 – 84 years, with the number of people projected to increase from 277 to 466 (68.4 percent). In contrast, population decline is projected in the following age cohorts:

- 5 – 9 years (9.2 percent)
- 25 - 29 years (10.5 percent)
- 45 – 49 years (1.1 percent)
- 50 – 54 years (13.9 percent)
- 60 – 64 years (9 percent)
- 85 plus years (27.7 percent).

Looking at the longer timeframe of 2016 to 2036 in the Rosedale district, similar patterns of change are projected, with the highest population growth expected to occur in those aged 70 years or older as the population is projected to almost double from 318 people to 616 people. By contrast, the age cohorts where population decline is expected to occur are:

- 5 – 9 years (14 percent)
- 10 – 14 years (6.7 percent)
- 35 - 39 years (5 percent)
- 45 – 49 years (6.7 percent)
- 50 – 54 years (17 percent)

²² Remplan, Community Profile. Accessed 3 April 2020. Available online:

<https://www.communityprofile.com.au/wellington>

²³ Victorian State Government, 2019, Victoria in Future: Population Projections – Data for Statistical Areas in the Australian Statistical Geography Standard. Available online: <https://www.planning.vic.gov.au/land-use-and-population-research/victoria-in-future>

- 55 – 59 years (18.7 percent)
- 60 – 64 years (13.7 percent).

Household Profile

At the 2016 Census, the Rosedale district had a lower proportion of households with no children than the wider Shire of Wellington (60.7 percent compared with 63.5 percent) and a notably lower proportion of lone person households (24.7 percent compared with 30.2 percent).

Consistent with the changing age profile of the community, the number and proportion of couple households without children is projected to increase between 2016 and 2026 and then further again between 2026 and 2036. In addition, the number of lone person households is projected to increase by 12.4 percent between 2016 and 2026 and a further 12.8 percent between 2026 and 2036. This is somewhat lower than the wider Shire of Wellington.

The number of single parent families is projected to grow by 24.6 percent between 2016 and 2036, which is a somewhat higher growth rate than the wider Shire of Wellington, but the actual numbers are very low.²⁴

Wellbeing and Disadvantage

The SEIFA (Socio-Economic Index for Areas) index of relative disadvantage is not available for the Rosedale district as a whole, however it is available for the individual localities and townships within the district. The 2016 data shows all of the localities and townships within the Rosedale district have lower levels of disadvantage than the wider Shire of Wellington with the exception of the Rosedale Township which has slightly higher levels of disadvantage.

Other key indicators of wellbeing and disadvantage in the Rosedale district show that compared with the wider Shire of Wellington, Blackwarry, Callignee North and Winnindoo have notably fewer households with access to the internet; Carrajung, Carrajung South, Rosedale and Willung have more people who need assistance on a daily basis (i.e. have a disability); and Gormandale and Carrajung have more households that do not have a motor vehicle.

²⁴ Victorian State Government, 2019, Victoria in Future: Population Projections – Data for Statistical Areas in the Australian Statistical Geography Standard. Available online: <https://www.planning.vic.gov.au/land-use-and-population-research/victoria-in-future>

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Place	Blackwarry	Callignee North	Callignee South	Carrajung	Carrajung South	Flynn	Glengarry	Gorman-dale	Hiamdale	Rosedale	Willung	Willung South	Winnindoo
Population Size	24	50	11	100	45	180	1,086	323	31	1,658	71	143	75
SEIFA	981	1,023	981	981	983	1,041	1,038	1,023	1,023	964	1,023	983	1,016
Internet access at home	66.67	65.31	100.00	79.79	73.17	88.71	90.68	77.35	75.86	78.85	70.83	82.88	70.67
Need for assistance	0.00	0.00	0.00	9.57	19.51	5.91	2.95	4.85	0.00	6.68	8.33	4.11	4.00
No motor vehicle household	0.00	0.00	0.00	3.19	0.00	0.00	0.29	4.21	0.00	1.48	0.00	0.00	0.00
1 motor vehicle household	33.33	20.41	0.00	4.26	7.32	1.61	11.50	10.36	24.14	18.00	11.11	6.85	14.29

Table 4.9: Indicators of Wellbeing and Disadvantage – Shire of Wellington - Rosedale and District, 2016²⁵

²⁵ Remplan, Community Profile. Accessed 3 April 2020. Available online: <https://www.communityprofile.com.au/wellington>

4.6 Sale and District

Sale is located in the centre of the municipality and includes the townships and localities of Cobains, Dutson, East Sale, Fulham, Kilmany, Longford, Pearsondale, Sale, The Heart and Wurruck.

Population Size

At 2016, the estimated resident population of Sale and district was 17,311. Forecasts indicate the population will grow by 6.2 percent between 2016 and 2026 and a further 6.9 percent between 2026 and 2036.²⁶ This is higher than the population growth projected for the wider Shire of Wellington.

	2016	2026	2036	Change 2016 - 2026		Change 2026 - 2036	
Sale	17,311	18,420	19,690	1,109	6.2%	1,271	6.9%

Table 4.10: Population size and change – Wellington Shire - Sale and District, 2016 – 2036²⁷

NOTE: The data used in this table is from the Victoria in Future Population Projections. This includes the 2016 data which differs slightly from the 2016 Census Data.

Age Profile

Between 2016 and 2026 in the Sale district, the age cohort where the highest population growth is expected to occur is those aged 70 - 84 years, with the number of people projected to increase from 1,723 to 2,530 (47 percent). In contrast, population decline is projected in the following age cohorts:

- 0 – 4 years (11.2 percent)
- 5 – 9 years (7.6 percent)
- 20 – 24 years (15.4 percent)
- 30 – 34 years (7.0 percent)
- 50 – 54 years (1.8 percent)
- 55 – 59 years (1.3 percent)

Looking at the longer timeframe of 2016 to 2036 in the Sale district, similar patterns of change are projected, with the highest population growth expected to occur in those aged 70 years or older as the population is projected to almost double from 2,183 people to 4,056 people. By contrast, the age cohorts where population decline is expected to occur are:

- 0 – 4 years (14.3 percent)
- 5 – 9 years (13.4 percent)
- 20 – 24 years (1.3 percent)
- 25 – 29 years (2 percent)

²⁶ Remplan, Community Profile. Accessed 3 April 2020. Available online:

<https://www.communityprofile.com.au/wellington>

²⁷ Victorian State Government, 2019, Victoria in Future: Population Projections – Data for Statistical Areas in the Australian Statistical Geography Standard. Available online: <https://www.planning.vic.gov.au/land-use-and-population-research/victoria-in-future>

- 30 – 34 years (17 percent).

Household Profile

At the 2016 Census, the Sale district had similar proportion of households with no children to the wider Shire of Wellington (63 percent compared with 63.5 percent) and a higher proportion of lone person households (31.7 percent compared with 30.2 percent).

The number of couple households without children is projected to increase notably between 2016 and 2026 and further again between 2026 and 2036. In addition, the overall proportion of couple households without children will increase during this time.

The number of lone person households is projected to increase by 16 percent between 2016 and 2026 and a further 17 percent between 2026 and 2036. This is very consistent with the wider Shire of Wellington and projections in relation to the increasing number of people aged 70 years or older.

While the number of single parent families is projected to increase, this will be at a lower rate than the wider Shire of Wellington and other districts within the Shire. Only the Yarram district is expected to see a lower increase in the number of single parent families.²⁸

Wellbeing and Disadvantage

The SEIFA (Socio-Economic Index for Areas) index of relative disadvantage is not available for the Sale district as a whole, however it is available for the individual localities and townships within the district. The 2016 data shows that Sale and Wurruck are experiencing relatively high levels of disadvantage with SEIFA scores of 970 and 973 respectively. All of the other localities and townships within the Sale district have lower levels of disadvantage than the wider Shire of Wellington.

Other key indicators of wellbeing and disadvantage in the Sale district show more people have a need for assistance in their daily life (i.e. have a disability) in Sale and Pearsondale compared with other parts of the district and wider Sale. Of note also, is the proportion of households in Sale that do not have a motor vehicle and the high number of households in East Sale and Sale with only one motor vehicle.

²⁸ Victorian State Government, 2019, Victoria in Future: Population Projections – Data for Statistical Areas in the Australian Statistical Geography Standard. Available online: <https://www.planning.vic.gov.au/land-use-and-population-research/victoria-in-future>

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Place	Cobains	Dutson	East Sale	Fulham	Kilmany	Longford	Pearsondale	Sale	The Heart	Wurruck
Population Size	235	29	92	955	177	1,499	129	13,672	29	1,109
	1,070	1,003	1,051	1,023	1,023	1,065	1,014	970	1,070	973
Internet access at home	76.92	100.00	7.42	14.78	82.21	83.10	86.26	77.34	85.19	85.10
Need for assistance	2.14	0.00	3.49	0.00	3.68	2.95	7.63	6.71	0.00	5.68
No motor vehicle household	0.00	0.00	0.00	0.00	0.00	1.03	0.00	4.87	0.00	1.60
1 motor vehicle household	12.39	13.79	26.09	6.08	13.50	9.68	14.50	28.67	14.81	20.66

Table 4.11: Indicators of Wellbeing and Disadvantage – Wellington Shire - Sale and District, 2016²⁹

²⁹ Remplan, Community Profile. Accessed 3 April 2020. Available online: <https://www.communityprofile.com.au/wellington>

4.7 Stratford and District

Stratford and district is located to the north east of Sale and includes the townships and localities of Airly, Brigalong, Clydebank, Dargo, Llowalong, Meerlieu, Munro, Perry Bridge, Stockdale and Stratford.

Population Size

At 2016, the estimated resident population of Stratford and district was 4,244. Forecasts indicate the population will grow by 6.5 percent between 2016 and 2026 and a further 6.9 percent between 2026 and 2036.³⁰ This is slightly higher than the population growth projected for the wider Shire of Wellington.

	2016	2026	2036	Change 2016 - 2026		Change 2026 - 2036	
Stratford	4,244	4,535	4,850	291	6.5%	315	6.9%

Table 4.12: Population size and change – Wellington Shire - Stratford and District, 2016 – 2036³¹

NOTE: The data used in this table is from the Victoria in Future Population Projections. This includes the 2016 data which differs slightly from the 2016 Census Data.

Age Profile

Like the wider Shire of Wellington, between 2016 and 2026 in Stratford district, the age cohort in which the highest population growth is expected is those aged 70 years or older, with the number of people projected to increase from 533 to 763 (43 percent). In contrast, population decline is projected in the following age cohorts:

- 0 – 4 years (7.2 percent)
- 5 – 9 years (5.2 percent)
- 20 – 24 years (18.3 percent)
- 50 – 54 years (5.4 percent)
- 55 – 59 years (11.3 percent)
- 60 – 64 years (2.3 percent)

Looking at the longer timeframe of 2016 to 2036 in the Stratford district, similar patterns of change are projected, with the highest population growth expected to occur in those aged 75 years or older as the population is projected to double from 340 people to 713 people. Significant growth is also projected in those aged 70 – 74 years (52.4 percent). By contrast, the age cohorts where population decline is expected to occur are:

- 0 – 4 years (10.4 percent)
- 5 – 9 years (8.5 percent)
- 30 – 34 years (7.7 percent)
- 55 – 59 years (5.5 percent)

³⁰ Remplan, Community Profile. Accessed 3 April 2020. Available online:

<https://www.communityprofile.com.au/wellington>

³¹ Victorian State Government, 2019, Victoria in Future: Population Projections – Data for Statistical Areas in the Australian Statistical Geography Standard. Available online: <https://www.planning.vic.gov.au/land-use-and-population-research/victoria-in-future>

- 20 – 24 years (5.7 percent)
- 60 – 64 years (3.3 percent).³²

Household Profile

At the 2016 Census, the Stratford district had a slightly lower proportion of households with no children than the wider Shire of Wellington (61.9 percent compared with 63.5 percent) and a slightly lower proportion of lone person households (28.8 percent compared with 30.2 percent).

Consistent with the changing age profile of the community, the number of couple households without children is projected to increase between 2016 and 2026 and then further again between 2026 and 2036, although the overall proportion of couple households without children will decline slightly during this time. In addition, the number of lone person households is projected to increase by over 16 percent between 2016 and 2026 and a further 16 percent between 2026 and 2036. This is very consistent with the projections in relation to the increasing number of people aged 70 years or older.

Also of note, is the projected increase in the number of single parent families with this household type projected to grow by 18 percent between 2016 and 2036 which is slightly higher than the wider Shire of Wellington.³³

Wellbeing and Disadvantage

The SEIFA (Socio-Economic Index for Areas) index of relative disadvantage is not available for the Stratford district as a whole, however it is available for the individual localities and townships within the district. The 2016 data shows all of the localities and townships within the Stratford district have lower levels of disadvantage than the wider Shire of Wellington with the exception of Dargo, which has a SEIFA score of 925 compared with 974 for Wellington Shire. In addition, Dargo has a very high proportion of households with no motor vehicle.

Overall other indicators of wellbeing and disadvantage in the Stratford district are consistent with or better than Wellington Shire.

³² Victorian State Government, 2019, Victoria in Future: Population Projections – Data for Statistical Areas in the Australian Statistical Geography Standard. Available online: <https://www.planning.vic.gov.au/land-use-and-population-research/victoria-in-future>

³³ Victorian State Government, 2019, Victoria in Future: Population Projections – Data for Statistical Areas in the Australian Statistical Geography Standard. Available online: <https://www.planning.vic.gov.au/land-use-and-population-research/victoria-in-future>

	Airly	Brigalong	Clydebank	Dargo	Llowalong	Meerlieu	Munro	Perry Bridge	Stockdale	Stratford
Population Size	143	1,086	109	99	44	79	145	82	57	2,621
SEIFA	1,036	1,014	1,070	925	1,049	1,051	994	1,051	994	1,006
Internet access at home	83.69	83.41	96.40	N/A	77.78	84.52	88.11	81.48	83.64	84.18
Need for assistance	4.96	3.60	0.00	0.07	0.00	0.00	2.10	0.00	0.00	4.70
No motor vehicle in a household	0.00	0.38	0.00	8.79	0.00	0.00	0.00	0.00	0.00	1.80
1 motor vehicle household	9.22	17.63	13.51	14.29	13.89	8.33	4.90	13.58	14.55	18.27

Table 4.13: Indicators of Wellbeing and Disadvantage – Wellington Shire - Stratford and District, 2016³⁴

³⁴ Remplan, Community Profile. Accessed 3 April 2020. Available online: <https://www.communityprofile.com.au/wellington>

4.8 Yarram and District

Yarram and district is located to the south west of Sale and includes the townships and localities of Alberton, Alberton West, Binginwarri, Calrossie, Devon North, Gelliondale, Hedley, Hiawatha, Hunterston, Jack River, Langsborough, Macks Creek, Madalya, Mann's Beach, McLoughlin Beach, Port Albert, Robertsons Beach, Staceys Bridge, Tarra Valley, Tarraville, Won Wron, Wonyip, Woodside, Woodside Beach and Yarram.

Population Size

At 2016, the estimated resident population of Yarram and district was 4,834. Forecasts indicate the population will grow by 2.8 percent between 2016 and 2026 and a further 2.5 percent between 2026 and 2036.³⁵ This is significantly lower than the population growth projected for the wider Shire of Wellington.

	2016	2026	2036	Change 2016 - 2026		Change 2026 - 2036	
Yarram	4,834	4,976	5,100	142	2.8%	124	2.5%

Table 4.14: Population size and change - Shire of Wellington - Yarram and District, 2016 – 2036³⁶

NOTE: The data used in this table is from the Victoria in Future Population Projections. This includes the 2016 data which differs slightly from the 2016 Census Data.

Age Profile

Between 2016 and 2026 in the Yarram district, the age cohort where the highest population growth is expected to occur is those aged 70 years and 85 years, with the number of people projected to increase from 631 to 956 (51.6 percent). In contrast, population decline is projected in the following age cohorts:

- 0 – 4 years (4.1 percent)
- 10 – 14 years (7.6 percent)
- 15 – 19 years (22.8 percent)
- 45 – 49 years (13 percent)
- 50 – 54 years (4.5 percent)
- 55 – 59 years (13.9 percent)
- 60 – 64 years (18.7 percent).

Looking at the longer timeframe of 2016 to 2036 in the Yarram district, similar patterns of change are projected, with the highest population growth expected to occur in those aged 75 years or older as the population is projected to almost double from 497 people to 965 people. By contrast, the age cohorts where population decline is expected to occur are:

- 0– 4 years (18.3 percent)
- 5 – 9 years (5.7 percent)

³⁵ Remplan, Community Profile. Accessed 3 April 2020. Available online:

<https://www.communityprofile.com.au/wellington>

³⁶ Victorian State Government, 2019, Victoria in Future: Population Projections – Data for Statistical Areas in the Australian Statistical Geography Standard. Available online: <https://www.planning.vic.gov.au/land-use-and-population-research/victoria-in-future>

- 10 – 14 years (7.7 percent)
- 15 – 19 years (18.6 percent)
- 20 – 24 years (39 percent)
- 25 – 29 years (34.9 percent)
- 30 – 34 years (11 percent)
- 55 – 59 years (5.8 percent)
- 65 – 69 years (9 percent)

Household Profile

At the 2016 Census, the Yarram district had a much higher proportion of households with no children than the wider Shire of Wellington (70.3 percent compared with 63.5 percent) and a notably higher proportion of lone person households (34.3 percent compared with 30.2 percent).

Consistent with the changing age profile of the community, the number and proportion of couple households without children is projected to increase between 2016 and 2026 and then further again between 2026 and 2036, although the growth is low compared with the wider Shire of Wellington. In addition, the number of lone person households is projected to increase by 11.3 percent between 2016 and 2026 and a further 12.6 percent between 2026 and 2036. This is somewhat lower than the wider Shire of Wellington.

The number of single parent families is projected to grow by 11.4 percent between 2016 and 2036. This is a much lower growth rate than the wider Shire of Wellington and reflects the aging profile of the community.

Wellbeing and Disadvantage

The SEIFA (Socio-Economic Index for Areas) index of relative disadvantage is not available for the Yarram district as a whole, however it is available for the individual localities and townships in the district. The 2016 data shows out of a total of 25 localities and townships, 17 have a SEIFA score lower than the wider Shire of Wellington. This means 17 localities and townships are more disadvantaged than wider Wellington Shire, demonstrating overall, the Yarram district is very disadvantaged.

Other key indicators of wellbeing and disadvantage support the SEIFA data. Of note are the low levels of access to internet at home and the high proportions of people who need assistance on a daily basis (i.e. have a disability) compared with the wider Shire of Wellington. Alberton, Jack River, Langsborough, Port Albert, Won Wron and Yarram also have a high proportion of households without a motor vehicle, and McLoughlin Beach, Port Albert and Yarram have a high proportion of households with only one motor vehicle.

Place	Alberton	Albertson West	Bing-inwarri	Calrossie	Devon North	Gellion-dale	Hedley	Hiawatha	Hunter-ston	Jack River	Langs-borough	Macks Creek	Madalya
Population Size	262	81	132	25	347	34	127	23	24	132	117	27	18
SEIFA	953	987	953	1,019	1,019	987	962	952	943	987	943	1,019	952
Internet access at home	73.22	75.00	82.40	76.00	87.80	75.86	71.31	54.55	100.00	81.82	64.91	56.41	72.22
Need for assistance	2.93	11.11	7.20	0.00	5.63	0.00	2.46	18.18	0.00	2.27	6.14	7.69	0.00
No motor vehicle household	2.09	0.00	0.00	0.00	0.89	0.00	0.00	0.00	0.00	2.27	4.39	0.00	0.00
1 motor vehicle household	19.67	8.33	20.80	16.00	11.31	10.34	12.30	22.73	23.08	10.61	20.18	0.00	16.67

Place	Mann's Beach	McLoughlin Beach	Port Albert	Rob'sons Beach	Staceys Bridge	Tarra Valley	Tarraville	Won Wron	Wonyip	Woodside	Woodside Beach	Yarram
Population Size	28	103	294	58	35	77	81	222	34	361	90	2,135
SEIFA	943	944	891	943	952	1,019	943	985	952	944	944	906
Internet access at home	42.86	70.79	73.02	70.83	81.25	67.86	74.68	71.69	90.00	79.31	79.31	70.79
Need for assistance	23.81	12.36	5.04	6.25	0.00	3.57	0.00	6.85	16.67	5.32	10.34	8.48
No motor vehicle household	0.00	0.00	2.94	0.00	0.00	0.00	0.00	1.37	0.00	0.00	0.00	5.11
1 motor vehicle household	0.00	33.71	27.94	20.83	18.75	15.48	10.13	8.22	16.67	12.32	27.59	30.70

Table 4.15: Indicators of Wellbeing and Disadvantage –Shire of Wellington - Yarram and District, 2016³⁷

³⁷ Remplan, Community Profile. Accessed 3 April 2020. Available online: <https://www.communityprofile.com.au/wellington>

Wellington Shire Community Infrastructure Plan

2021 – 2031

Attachment B: Consultation and Engagement Report



Image: Won Wron Hall

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1.0 Introduction

This Report presents the results from the community consultation and engagement undertaken to inform the development of the Wellington Shire Community Infrastructure Plan.

Key elements explored through the consultation were:

- Issues and opportunities with the current provision and management of community infrastructure.
- The type, location and extent of community infrastructure (including private facilities) available to the community.
- How community infrastructure is used, and the links and connections between facilities, and how the community uses them.
- Factors which impact upon the capacity of the community to use or access infrastructure e.g. distance from home, poor condition of the infrastructure, lack of information etc.
- Opportunities to change or consolidate infrastructure and provide infrastructure that will meet future community needs.
- Priorities for improving or investing in community infrastructure.

The Covid-19 pandemic meant it was not possible to engage with the community in person, so instead consultation consisted of online and telephone interactions including:

- **An Online Community Survey** available through the Council's website. In total 587 surveys were completed.
- **15 Online Community Forums** held over 5 weeks between 12 May and 17 June 2020:
 1. Loch Sport to Seaspray and district x 2
 2. Heyfield and District x 2
 3. Maffra and District x 2
 4. Rosedale and District x2
 5. Sale and District x 3
 6. Stratford and District x 2
 7. Yarram and District x 2
 8. Youth Council x 1

Note: Additional forums were scheduled for Sale and District (1 forum), Heyfield and District (1 forum) and Loch Sport to Seaspray and district (1 forum), but as no participants registered, they did not proceed.

- **Telephone Interviews** with 41 community leaders from 29 different communities across Wellington Shire.
- **Telephone Discussions** with key stakeholder agencies including DWELP, Yarram and District Health Service and Central Gippsland Health.

- **Discussions with Council Officers**, to understand the key issues and opportunities that are important to consider and respond to in developing the Community Infrastructure Plan.

To make the community aware of the consultation and engagement program, a large-scale marketing and promotion strategy was implemented running from 29 April – 22 June 2020. The strategy included:

- Use of online tools including the Council’s website and social media feeds.
- Emails to community organisations and committees of management.
- Telephone calls to committees of management and key community leaders, many of whom were instrumental in helping to make the community aware of the forums and surveys through circulating information to their contacts and members.

2.0 Key Findings

The consultation and engagement program has identified some clear messages and themes to consider in preparing the Wellington Shire Community Infrastructure Plan. A summary of the findings from consultation is outlined below with more detailed information provided in the sections 3 – 6 and in the appendices.

Key factors influencing how community infrastructure is used

Local community buildings are highly valued but the extent of use they receive is variable and is impacted by the size of the community they support, their proximity to each other, and the condition of the facilities. Where facilities receive low levels of use, it is typically associated with facilities being in poor condition, located close to other facilities and / or in communities with small populations. Where investment has been made to upgrade or improve facilities, 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, and Heyfield Memorial Hall and Newry Hall and their focus upon the performing arts.

Older members of the community and people without children are more likely to primarily access activities and facilities in their local community, while 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 may be in Wellington Shire, particularly in Sale, but if their work or study takes them outside the Shire, they will access facilities, services and activities in places such as Traralgon or Bairnsdale. 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. Places such as the Botanical Gardens, Lake Guthridge and Lake Gyuatt in Sale, the wetlands in Heyfield, and the rail trail between Stratford, Maffra and Heyfield are just some of the examples identified as being highly valued by the community. But parks, sporting reserves, playgrounds, walking and cycling tracks and trails are also some of the infrastructure the community would most like to see improved including:

- Developing pathways and linkages that support people to be physically active and move easily and safely around local communities and between towns. Examples include developing an off-road trail between Stratford and Sale, improving footpaths and aprons alongside roadways in Rosedale to make it easier for people to walk around Rosedale, providing footpaths around Yarram Secondary College.
- Improving the playground facilities available, with a particular focus upon developing universally accessible play spaces.
- Locate skateparks in more open and visible places with more foot traffic and increased lighting.

- Improving amenities in open spaces such as providing shade, picnic tables, seating areas, barbecues and public toilet facilities.
- Continued investment in the maintenance and upgrade of sporting infrastructure.

Maintaining and upgrading existing community infrastructure

The key message from the community about existing community infrastructure is that it needs to be maintained, otherwise it will fall into disrepair and its use will decline. In addition, community members aspire to upgrade or improve existing infrastructure, with public swimming pools raised most consistently. These aspirations have significant resource implications for Council and the State Government (DELWP), with hundreds of community facilities located across the Shire. DELWP is responsible for over 50 sites in Wellington Shire that are under community management and they have indicated they have limited resources available to support community facilities.

One issue raised a number of times about upgrading community infrastructure, is that when this occurs, this can have a detrimental impact upon how other spaces are used, particularly when the remaining infrastructure is in poor condition.

Some community members, particularly in small communities, are concerned about the potential loss of community infrastructure if it is not maintained, and also identified the challenge small communities face raising sufficient funds to maintain or upgrade infrastructure.

While there was acknowledgement some community facilities receive limited use, there were very few examples where community members acknowledged facilities were no longer required.

Integrating or co-locating facilities and community precincts

There are examples across Wellington Shire where facilities are integrated, co-located or a part of a precinct. Examples identified by the community that are well regarded 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
- Heyfield and Loch Sport where community facilities are located in a precinct.

There were, however, very few opportunities identified by the community about integrating or co-locating existing facilities or services. Those identified, were generally only raised once, with one exception. The opportunity to relocate the Sugar Beet Museum and Information Centre to the site of the Gippsland Vehicle Collection and Men's Shed in Maffra, was raised multiple times.

The potential exists for stronger collaboration and cooperation with health services providers and Community and Neighbourhood Houses, although there were no specific examples identified through discussions with stakeholder agencies.

A number of people acknowledged 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.

Improving universal accessibility of spaces and places

Ensuring spaces and places are accessible for all members of the community was identified as being important. This includes 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.

As noted previously, community members would like to see universally accessible, safe play spaces provided throughout Wellington Shire. In particular, fencing around play spaces is important to the community especially for children with a disability but it is also important for all families and children.

The Aqua Energy Centre was identified as a specific facility where improvements are needed to make the water spaces more accessible for children with a disability, through providing more engaging water play facilities.

Support for Volunteer Committees of Management

While grant programs and initiatives and the quarterly combined halls meetings supported 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 to the community. Specific areas where community members believe support is needed are:

- Access to affordable and easy to administer public liability insurance
- Access to clear information about who owns / has responsibility for land or buildings, and how committees can engage with the right authority
- Reducing the administrative burden associated with grant funding applications.
- Strengthening the sustainability and viability of community facilities through initiatives such as installing solar panels and battery storage to reduce operating costs or investing in infrastructure that could be hired out commercially e.g. commercial kitchen as occurs at the Heyfield Memorial Hall.
- Providing clearer guidance to committees about balancing operational costs with pricing that will not prohibit use of facilities.
- Implementing a more equitable approach to subsidies for committees managing community infrastructure including higher subsidies that acknowledge the real cost of maintaining infrastructure and careful consideration of the reduced capacity in smaller communities.
- Strengthening volunteer involvement in committees of management and community organisations. This includes educating the community about the importance and benefits of volunteering in their local community and helping committees of management and community organisations to develop and implement strategies to recruit more volunteers.

Co-operation between committees and community groups

In many communities there are multiple committees responsible for different community infrastructure, for example in Golden Paradise Beach there are 5 committees all responsible for different infrastructure. While in some communities there are strong connections between the various committees and community groups, in others this is less evident and at times results in competition between them.

Some community members believe having multiple committees is advantageous, particularly when people are involved in multiple committees as it helps to facilitate co-operation. Most however, see it as a frustration and a significant challenge, with small numbers of volunteers who are often older members of the community, responsible for multiple community buildings or places.

Community members have identified there is opportunity to facilitate greater co-operation and networking between committees and community groups, including sharing resources and facilities and reducing the number of 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. Initiatives such as improved information being available online and more or different signage about where facilities are located, activities that are offered and how to access them were key suggestions identified.

Communication and Community Engagement

A persistent message through the survey results and online forums 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 a high level of concern in the community about the need for improved supports, services and places for young people. In particular, the need for improved mental health services, more places that are welcoming and comfortable for young people, and activities that will engage young people were all consistently identified. Wellington's Youth Council members were very vocal about the need for places where young people feel welcome, safe and comfortable. Spaces currently providing this include libraries, the Gallery at the Port of Sale, McDonalds, and some open spaces such as the Botanical Gardens', Lake Guthridge and Lake Guyatt. Most of these facilities are located in Sale, highlighting the importance of Sale as a regional centre for young people.

Key areas for change or improvement suggested by community members were having skate parks in more open and visible locations to improve safety, providing more small green spaces in Sale, especially around the CBD area, improving paths, trails and connections to make it easier for young people to move around, and developing spaces specifically for young people.

In relation to supports and services for children, the primary message from the community was the need for activities for children 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. It is simply not safe to drive between Loch Sport and Sale from dusk onwards because of the road conditions and hazards of wildlife.

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

While not one of the most frequently identified issues, the importance of the visitor economy and concern about the impact of the Covid-19 pandemic was raised throughout the consultation. Key messages were:

- Infrastructure located in communities where high levels of visitation occur during warmer months, receives a high level of wear and tear during these times, and the cost to maintain them increases significantly, but this is not currently acknowledged in the support received from Council or the State Government.
- Infrastructure improvements are needed to support high visitation areas with specific examples including playgrounds, barbecues, pathways, outdoor showers etc.
- The importance of focusing upon actions to encourage people to visit Wellington Shire and strengthen the visitor economy.

3.0 Online Community Survey

The survey of community members was open between 4 May and 22 June 2020 and was available through the Council's website. In total 587 people completed the survey.

The survey asked respondents to reflect on their use and experience of community places and spaces both in their local community and more broadly across Wellington Shire or the wider region. The survey specifically sought information about:

- The activities they have undertaken IN their local community in the past 12 months and the community buildings or places where this occurred.
- The community building or place they have used the most in the past 12 months IN their local community, why they use that building or place and how often.
- How long it takes to travel to the community building or place they use the most IN their local community and how they get there.
- The activities they have undertaken OUTSIDE their local community in the past 12 months and the community buildings or places where this occurred.
- The community building or place they have used the most in the past 12 months OUTSIDE their local community, why they use that building or place and how often.
- How long it takes to travel to the community building or place they use the most OUTSIDE their local community and how they get there.
- For those who have not used community buildings or places IN or OUTSIDE their local community in the past 12 months, why haven't they.
- Whether there are opportunities for community infrastructure, services and organisations to be brought together in one location.
- Short, medium, and long-term priorities for improving community infrastructure IN your local community and in Wellington Shire.
- Any other comments or information it is important for Council to consider as part of planning for future community infrastructure in Wellington Shire.

The survey also collected key demographic data to assist in understanding how representative survey respondents were of the Wellington community.

It is important to note, the response rates for some questions were as low as 50 percent. This was almost wholly for questions about community buildings and places outside their local community and for some of the demographic questions.

Detailed survey results are provided in Appendix A as a separate attachment to this document.

3.1 Key Findings from Survey Results

Who Completed the Survey

The highest proportion of survey respondents live in:

- Sale (21.8 percent)
- Maffra (13.8 percent),
- Rosedale (11.1 percent)
- Stratford (8.7 percent)
- Yarram (8.5 percent).

While this accounts for 64 percent of all responses, survey respondents came from 64 different towns or localities including a small number from outside the Shire of Wellington.

- Close to half (47.7 percent) of all survey respondents did not answer the question about gender, but for those who did, **a much higher proportion were female (69 percent)** than male (28 percent).
- Similarly, there was a low response rate for the question about the age of survey respondents. For those who answered the question about age, the highest proportion were aged
 - **60 – 69 years (23.1 percent) and 40 – 49 years (21.8 percent),**
 - followed 50 – 59 years (18.6 percent) and 30 – 39 years (18.3 percent).
 - The proportion of those under 30 years old was low (5.6 percent) and similarly those 80 years or older was low (1.3 percent).

Compared with the wider Shire of Wellington (5.9 percent)¹, a high proportion of survey respondents identified as having a disability or someone in their household having a disability (17.5 percent). This most likely reflects the age profile of survey respondents, as the rates of disability increase significantly as people age, and over 35 percent of survey respondents who completed the question about their age, indicated they were 60 years or older. **This highlights the importance of incorporating universal design and inclusion principles into the design and operation of community infrastructure.**

Use of Community Infrastructure IN Local Communities

The survey has been effective in engaging people who use a range of community infrastructure IN their local communities, with nearly 90 percent of all survey respondents indicating they have undertaken a range of activities IN their local community in the past 12 months. The activities they are most likely to have participated in are:

- Socialising with friends or family through an event or activity
- Attending an event, function or concert
- A social recreation activity or hobby
- Attending a meeting.

¹ Remplan, Community Profile. Accessed 3 April 2020. Available online: <https://www.communityprofile.com.au/wellington>

Survey respondents have used a range of community buildings or places to undertake these activities IN their local community. Those identified most frequently were:

- A park or public open space
- A café, restaurant or pub
- Club houses (sporting)
- Arts and cultural venue e.g. community theatre or museum
- Town / community hall or mechanics institutes
- Library.

The community buildings or places survey respondents have used the MOST to participate in activities IN their local communities are:

- Public open space including parks, recreation reserves, playgrounds and trails
- Public halls and meeting spaces
- Sporting facilities that support football, cricket, netball, tennis, bowls, badminton, golf, gymnastics, shooting, basketball, cycling, sailing and rowing.

The primary reasons survey respondents use community buildings and places IN their local community are it is close to my home; I feel comfortable using the community building or place; or car parking is easy. Other reasons also identified consistently but less frequently were I can travel by private transport to get there; and the programs and activities offered suit my needs or the needs of my family.

Many survey respondents use the community building or place they access the most IN their local community at least once a week, with notable proportions also using them fortnightly or monthly. Consistent with the high level of use, many survey respondents travel less than 10 minutes to use the community building or place, with much smaller proportions travelling more than 10 minutes. They are also most likely to travel to the community building or place by motor vehicle and to a much lesser extent by walking. No survey respondents travel by public transport to access community buildings or places IN their local community.

Use of Community Infrastructure OUTSIDE Local Communities

In total 75 percent of survey respondents indicated they have undertaken a range of activities OUTSIDE their local community in the past 12 months. The activities they are most likely to have participated in are:

- Socialising with friends or family through an event or activity
- Attending an event, function or concert
- A social recreation activity or hobby
- Attending a meeting.

This is very consistent with the type of activities survey respondents have participated in, IN their local community in the past 12 months.

Survey respondents have used a range of community buildings or places for undertaking these

activities IN their local community. Those identified most frequently were:

- A park or public open space
- A café, restaurant or pub.

Those community buildings or places also identified consistently but less frequently were club house (sporting); arts and cultural venue e.g. community theatre or museum; town / community hall or mechanics institutes; and Library.

The community buildings or places survey respondents have used the MOST to participate in activities OUTSIDE their local communities are:

- Public open space including parks, recreation reserves, playgrounds and trails
- Sporting facilities that support football, cricket, netball, tennis, bowls, badminton, golf, gymnastics, shooting, basketball, cycling, sailing and rowing
- Private venues such as pubs, cafes and restaurants.

The primary reason survey respondents use community buildings and places OUTSIDE their local community is I can travel by private transport to the community building or place. Other reasons identified less frequently were I feel comfortable using the community building or place; the programs and activities offered suit my needs or the needs of my family; and car parking is easy.

Survey respondents tend to travel further to use community buildings or places OUTSIDE their local community than those IN their local community. For example, they are more likely to travel 20 minutes or more to access community buildings or places OUTSIDE their local community, compared with 0 -10 minutes IN their local community. Consistent with this, they tend to use community buildings or places OUTSIDE their local community much less frequently. For example, they are more likely to use community buildings or places OUTSIDE their local community monthly or 3 – 4 times a year, compared with weekly or fortnightly IN their local community.

Survey respondents are almost wholly reliant upon private motor vehicle to travel to community places or buildings OUTSIDE their local community, with very few indicating they travel by public transport or walking, and none by bicycle.

Non-Use of Community Infrastructure IN and OUTSIDE Local Communities

A small proportion of survey respondents (4.4 percent) indicated they have not undertaken activities IN their local community in the past 12 months, and the main reasons are; the programs and activities do not suit their needs or the needs of their family; they have no need to access the community buildings or places; and they access community buildings and places outside their community.

A larger proportion of survey respondents (9.7) indicated they have not undertaken activities OUTSIDE their local community in the past 12 months, and the main reasons are; I have had no need to access community buildings or places outside my local community; and distance from my home.

Opportunities for Bringing Infrastructure, Services or Organisations Together

There were only a relatively small number of opportunities identified by survey respondents about how infrastructure, services or organisations could be brought together, and they tended to be identified by only one or a small number of survey respondents. These included:

- Relocating the Sale Neighbourhood House. Suggestions included relocating to the new TAFE site, co-locating with other like services or at the Port of Sale.
- Developing a community hub in Stratford rather than having buildings dispersed across the town.
- Locating childcare, kinder, toy library and maternal child health services together, to enable families to access services easily and meet others in the community.
- Co-locating the Toy Library and Indoor Play Centre in Sale, and perhaps even the children section from the library, to create a children's hub.
- Strengthen connections between sporting clubs and Council's aquatic and leisure facilities, providing discounted access to encourage use and improve health and wellbeing outcomes for the community.
- Having a dedicated area for all performing arts groups in the Shire to work from rather than separate facilities in various townships. This would provide an opportunity for shared storage, costumes, administration, facility maintenance and hire, reducing costs significantly and delivering a more effective and efficient performing arts sector.
- Combining Woodside Hall and Woodside football netball club social rooms at the Woodside Recreation Reserve.
- For the Maffra Men's Shed and Gippsland Vehicle Collection to be more closely aligned, and to possibly locate the Sugar Beet Factory and Information Centre on the same site, to create an historical precinct. It was also suggested these organisations could work more closely together to offer a better experience for visitors.
- Developing a large boat shed facility as part of the Port of Sale and TAFE campus development to support the Sale Rowing Club, Seaspray Surf life Saving Club, Sale Kayak Club and Gippsland Grammar Rowing. Currently these organisations operate out of 2 sheds on the Sale Canal.
- Establishing a weekly rotation of markets that are held in various communities each month.
- Increasing use of the Port Albert Water Sports Centre which is currently very underutilised. Having a broader representation from the community on the committee would assist with this, but improvements are also needed to the infrastructure.
- Various clubs and groups who have individual premises in Maffra. Sharing facilities creates many opportunities for joint memberships and more effective use of resources.
- Consolidation of the Open Garden RV site and the new Tourist Information and Art Centre at Golden Beach as part of the town centre open space. This will help to build local tourism and underpin local services.

Priorities for Improving Community Infrastructure IN Local Communities

There was strong consistency in the broad priorities identified by survey respondents about community infrastructure in their **local communities** across priorities 1, 2 and 3 (Community members were asked to identify their top three priorities about community infrastructure). Consistent themes were:

- **Improving the accessibility of facilities** including the physical accessibility of infrastructure such as paths and trails, car parking, playgrounds and buildings. Other priorities in relation to access include reducing the cost of accessing community facilities, ensuring spaces are welcoming for all members of the community and ease of booking venues.
- **Improving access to services, activities and programs** for specific cohorts particularly young people and children, delivering improved health services including mental health services and providing opportunities for people to connect and socialise.
- **Improving communication, signage and advertising** about the services or facilities available in local communities.
- **Consulting and engaging with the community** to understand their needs and respond effectively. The need for continued or more support for community groups and committees of management including financial support was consistently raised as a priority. In addition, the need for increased co-operation between groups and with council was also identified.
- **Improving footpaths and walking and cycling trails** including providing more of them, connecting and linking to existing trails or paths, making them wider, and providing more lighting to make them safer.
- **Investing more in the maintenance and upkeep of existing sporting and non-sporting community infrastructure.**
- **Upgrading or building new community infrastructure** including neighbourhood houses, community hubs, arts and cultural facilities, sporting infrastructure and associated clubroom or pavilion facilities.
- **Improvements to swimming pools** including longer opening hours, heating existing pools, providing an indoor pool outside Sale, and addressing the condition of existing swimming pools, particularly the Sale facility.
- **Upgrading and building more public toilet facilities or amenity facilities** associated with community and sporting infrastructure.
- **Addressing the limited and infrequent public transport services** in the area.
- **Improvements to open space and playgrounds** including associated amenities such as shade, picnic tables and seating areas, and BBQ areas. The need for universally accessible play facilities and exercise equipment were also identified.
- **Addressing the condition and availability of car parking** in various locations or communities throughout the Shire.

The responses around priorities for community infrastructure IN local communities were also examined more closely by location. This was examined for towns or localities where there was a

minimum of 10 survey respondents.

- **For survey respondents from Sale**, top priorities include improving accessibility of community infrastructure, particularly in relation to disability access. There were also many responses regarding maintaining and upgrading facilities, such as older buildings, the swimming pool, and local wetlands.
- **For survey respondents from Maffra**, there was strong consistency in the top priorities identified including improving public transport, toilet facilities, footpaths and walking/bike tracks.
- **For survey respondents from Rosedale**, the priorities identified most frequently were improving footpaths and tracks, open spaces and parks. This included making improvements to Recreation Reserves, maintaining local parks, dog and caravan parks, and/or implementing outdoor exercise equipment.
- **For survey respondents from Stratford**, the priorities were quite varied. Those mentioned multiple times include increasing footpaths and walking track and developing toilet blocks at facilities like the train station and skate park.
- **For survey respondents from Yarram**, the priorities for their local community were varied, with improving the Yarram Pool, and upgrading and maintaining existing infrastructure identified most frequently.
- **For survey respondents from Briagolong**, the priorities identified most frequently were upgrading existing facilities in open spaces such as adding a BBQ area, shade, new fences, and also improving landscaping.
- **For survey respondents from Heyfield**, the priorities for their local community were varied, with improving sports infrastructure (e.g. tennis courts), improving public transport and improving footpaths identified most consistently.
- **For survey respondents from Loch Sport**, the key priorities are to upgrade the public hall as a standalone Neighbourhood/Community house, and improve footpaths and walking tracks.
- **For survey respondents from Longford**, the key priorities are to improve the Longford Recreation Reserve and establish a place where people can meet and mingle. Note: A very small number of survey respondents from Longford answered this question.
- **For survey respondents from Port Albert**, the priorities were varied with establishing a safe swimming area and improving footpaths and park areas mentioned most frequently.
- **For survey respondents from Woodside**, the priorities were varied with priorities that focused on improving social connection and the visitor economy raised the most consistently e.g. improving family friendly facilities, community support for youth, and encouraging visitors and tourism.

Priorities for Improving Community Infrastructure OUTSIDE Local Communities

Overall, the priorities identified for Wellington Shire were more general in nature compared with the priorities identified for local communities, but there was also a different emphasis with issues such as:

- funding

- public transport
- roads
- support for community organisations and committees
- engagement and consultation with the community
- being responsive to community needs
- access to services and supports
- focusing upon small towns and not just the regional centre of Sale
- supporting the visitor economy and commercial areas,

identified much more frequently. Specific priorities raised frequently and consistently across priorities 1,2 and 3 were:

- **Maintaining and upgrading existing community infrastructure (both general and sporting).** While some specific sites or facilities were identified, as noted above, priorities tended to be more general e.g. improved upkeep of community halls, installing solar panels on community buildings to reduce operating costs, and renovating historical buildings.
- **Community engagement, support and planning** including listening to communities and responding to community needs, supporting communities, volunteer committees and supporting localised community planning.
- **Improving access to services, activities and programs** for different cohorts and to respond to different issues. Issues or cohorts raised consistently were young people, health including mental health, housing and education.

Other Considerations for Council in Planning for Future Community Infrastructure

A very wide range of considerations were raised by survey respondents, although there was significant consistency between the issues or ideas raised through this question and those identified through the previous questions about priorities. Key areas of focus were:

- **The importance of community spaces and places being universally accessible** for all members of the community. This includes physical accessibility, making spaces welcoming for all and reducing the barriers which can make it difficult to use spaces.
- **Improving the communication between Council and community groups.**
- **Actively consulting with the community** and listening and responding to community needs and aspirations.
- **Improvements to roads, footpaths, tracks and trails**, with a particular focus upon cycling and pedestrian connections between towns.
- **Increase the resourcing for and focus upon small towns** and retaining or improving infrastructure within small towns.
- **Maintaining and improving existing infrastructure.**
- **Recognising and celebrating the history of the area**, particularly the indigenous history.
- **Increasing the activities, services and supports for young people.**
- **Improving public transport across the Shire.**

4.0 Online Community Forums

As noted previously, 14 Online Community Forums were held between 12 May and 17 June 2020, with each forum targeted at a particular district, with the exception of the Youth Council Forum. The timetable for the forums and the number of participants is outlined in table 4.1 below.

Focus / Locality	Date	No. of Forums	No. Participants
Loch Sport to Seaspray and district	12 May 2020	1	4
Heyfield and District	14 May 2020	2	8
Yarram and District	28 May 2020	2	4
Rosedale and District	1 June 2020	2	11
Sale and District	3 June 2020 9 June 2020	3	9
Maffra and District	11 June 2020	2	4
Stratford and District	15 June 2020	2	7
Youth Council	17 June 2020	1	14
Total Participants		14	61

Table 4.1: Number of Online Community Forums and Number of Participants, Wellington Shire CIP Consultation, June 2020

The forums explored:

- The community buildings and places people use IN their local community, why they use them, how important is for them to be available locally and if there is anything that needs to be changed or improved to better support the community.
- The community buildings and places people use OUTSIDE their local community, why they use them and if there is anything that needs to be changed or improved to better support the community.
- Priorities for changing or improving the operation and condition of community infrastructure IN their local community and in wider Wellington Shire.

A wide range of information was gathered through the forums. A summary of the key issues, opportunities for change and priorities are outlined in sections 4.1 – 4.3 with more detailed information provided by district in section 4.4.

4.1 Key Issues

- Many community buildings have a largely local role, particularly when they are located in smaller towns and the travel distance or road conditions are challenging. Where they have a district or regional role, it is likely to be because of sporting competitions, supporting the visitor economy, or where a facility has been developed to support the wider region e.g. the Port of Sale.
- Community facilities are highly valued by the local community, particularly in smaller communities where they may be the only community infrastructure available. A key challenge is smaller communities have fewer financial resources to maintain or improve community

- infrastructure, and fewer people with the time and skill required to complete grant applications to assist with improving facilities. Consequently, small communities feel disadvantaged.
- Often the same people are involved in multiple committees of management. While some believe this encourages co-operation between committees, most others see it as a frustration and a significant challenge, with small numbers of volunteers who are often older members of the community, responsible for multiple community buildings or places. In addition, in some communities, there is little connection between community organisations and at times competition between them, resulting in a lack of co-operation around community infrastructure.
 - The cost to maintain and upgrade community infrastructure is a key challenge for Committees of Management. Coupled with this, there is often an expectation there will be no cost to use community buildings. While the cost of maintaining and operating community buildings is substantial, equally, the cost of hiring community buildings can be a barrier to using them.
 - Facilities that are well maintained or undergo significant improvement works often attract a high level of use. The increased investment by Council, DWELP and LVA in community infrastructure in recent years has made a considerable difference to the maintenance / upgrade of facilities and consequently the use of some facilities. However, the development or upgrade of community buildings can have a detrimental impact upon how other buildings are used in a community. This was raised particularly in the Coastal, Heyfield and Rosedale districts.
 - Outdoor spaces are highly valued by the community and there has been a noticeable increase in the number of people using parks, playgrounds, skate parks, walking and cycling paths since the COVID-19 pandemic commenced. Multiple issues related to specific walking and cycling paths or connections were identified in various communities about safety or the limited access to public spaces and places.
 - Older members of the community tend to use facilities more locally, whereas people with children or young people who need to be driven places, are much more likely to be using community infrastructure outside their local community. In particular they tend to be accessing infrastructure where sporting activities are occurring e.g. tennis, football, basketball.
 - While it is acknowledged children's involvement in sporting activities is very good for physical and mental wellbeing, opportunities for children that are not sport related are very limited in Wellington Shire and consequently families are travelling outside Wellington Shire to access opportunities in Latrobe City or East Gippsland Shire. This is particularly an issue for families who have a child with a disability. The lack of universally accessible playground facilities in Sale and across Wellington Shire, and the poor quality of the water play opportunities at the Aqua Energy Centre is a particular frustration. Families are travelling to Traralgon and Bairnsdale to access universally accessible fenced playgrounds and aquatic facilities.
 - The poor public and community transport options available in Wellington Shire and consequently the high reliance upon private transport. This can result in significant social isolation for people who do not have access to private transport.

4.2 Opportunities for Change

- To increase the use of community facilities and places, particularly those in smaller towns. Key to this is maintaining community facilities to a good standard so they remain attractive to use.
- Looking more carefully at the impact upon surrounding infrastructure when community facilities are upgraded i.e. consider how significant the impact will be upon use of the remaining infrastructure.
- Increase support to committees of management responsible for community infrastructure including implementing a more equitable approach to the allocation of funding and access to waste disposal and recycling services.
- Increase co-operation between committees through sharing of resources and reducing the number of committees e.g. one committee overseeing multiple facilities, particularly in small communities.
- Increase the marketing and promotion of community facilities, making more information available online and increasing signage about the location of community facilities and the activities they offer.
- Use technology to increase access to facilities, collections and resources e.g. the Sugar Beet Museum in Maffra, the Port Albert Maritime Museum, development of an app showing the location of defib machines throughout Wellington Shire.
- Increased understanding by Council about how critical bike paths and rail trails are, and how valued they are by the local community.
- Develop universally accessible, safe playgrounds to support children of all abilities. Sale and District Special School has a strong interest in partnering with Council to develop a high-quality all abilities playground.
- Install solar panels and battery units on community facilities to help reduce the resourcing burden for Council and committees of management.
- Improved facilities to support older members of the community.
- Improvements to specific buildings or places including opportunities to co-locate facilities. The specific opportunities identified are detailed on the following pages.
- Provide better quality playground equipment and play experiences for children across the Shire.
- Continuous upgrade of sporting clubroom facilities to support sporting activity but also to promote / support use for a broader range of activities.
- Improve access to services and facilities including extending the hours of operation for the Heyfield childcare service, improving promotion of the library in Heyfield and improving access to the long jump and triple jump facilities in Sale.
- Implement a clearer process for sporting clubs to communicate with Council about issues, particularly safety issues that need to be addressed.

4.3 Priorities

A range of priorities were identified for community infrastructure in specific communities and these are outlined in detail below. A summary of the priorities is grouped under ‘support priorities’ and ‘infrastructure priorities.’

Support Priorities

- **Increased support from Council for the volunteer Committees of Management** and recognition of their valuable contribution. Specific areas where support is required for are:
 - Access to and the cost of insurance
 - Clear information about who owns / has responsibility for land or buildings and how to engage with the right authority
 - Strengthening the sustainability and viability of community facilities e.g. solar panels and battery storage
 - Guidance about balancing operational costs with pricing that will not prohibit use of facilities
 - A more equitable approach to subsidies for committees managing community infrastructure including higher subsidies that acknowledge the real cost of maintaining infrastructure and careful consideration of the reduced capacity in smaller communities.
- **Facilitate greater co-operation and networking between committees and community groups** including sharing resources and facilities and reducing the number of committees. This was identified specifically for Golden Paradise Beach, Heyfield, Rosedale, Sale and Stratford.
- **Increase the awareness of volunteers and the contribution they make to communities** including teaching everyone that they have a role as a community member to be involved in community organisations and groups. Look at strategies to increase volunteering levels and / or regenerate volunteer committees.
- **More actively engage the community (particularly local committees and clubs) in decision making** about how funds are invested into community infrastructure and reduce ‘red tape’ / requirements Council has for works on community infrastructure.
- **Maintain different forms of communication** to reach and support all members of the community. Not everyone has access to technology.
- **Focus upon actions that will encourage visitors to visit the district** and strengthen the visitor economy.
- **Improved communication between Council and community organisations**, ensuring community organisations are consulted with about planning for new infrastructure affecting them, and there is a clear process for sporting clubs to raise safety issues with Council.
- **Improve information and communication about the facilities and activities available within communities.**

Infrastructure Priorities

- **Address the sightlines and visibility of skateparks** locating them more open and visible places with more foot traffic and increased the lighting.
- **Provide more parks / green spaces in the Sale CBD and closer to schools.**
- **Address the variable quality of sportsgrounds and associated facilities.** Clubs with only junior players have significant difficulty attracting support for improvements compared with senior clubs.
- **Develop pathways and linkages that support people to be physically active** and to move easily around local communities and between towns.
- **Continue to invest in infrastructure in smaller communities** to ensure facilities are able to be used effectively.
- **Address the poor condition and usability of swimming pools across Wellington Shire.** Most are old outdoor facilities with limited seasons and unreliable opening hours.
- **Develop spaces specifically for young people that are warm, welcoming and comfortable,** and can be accessed by bike or walking.
- **Cease patching up outdated infrastructure** that cannot be properly repaired and cannot meet community needs.
- **Ensuring spaces are accessible for people with a disability,** including providing universally accessible, safe playgrounds in Wellington Shire, especially in Sale. Fencing around playgrounds is particularly important for children with a disability, but is a feature that helps support all families and children.
- **Provide places and activities that engage children and young people** e.g. water play facilities at Aqua Energy Leisure Centre, arts and cultural programs.
- **Advocate to the State government for improved road conditions and public and community transport** throughout the Shire, to assist people to move safely around the Shire to access services, community facilities, employment and education opportunities.
- **Advocate to the Federal government for improvements to the phone and internet coverage** across the Shire, particularly in areas where there is no phone reception.

4.4 District Level Information

District	Community Identified Key Issues	Community Identified Opportunities for Change	Community Identified Priorities for Change	Location
Coastal	Community buildings primarily have a local role because of the often-large distances and challenging road conditions between communities. They are highly valued by the local community, especially where they may be the only community infrastructure.	For community facilities to be used more extensively.	Power to be connected to the Men's Shed.	Golden Paradise Beach
	A number of the community buildings and places are used more extensively during the warmer months of the year when the visitor population grows. The increased use creates significant wear and tear on the buildings.	Ensuring community facilities are maintained to a good standard so they remain attractive as a venue for community use.	Council to work with the local community to establish one committee overseeing all community facilities	
	The development or upgrade of community buildings can have a detrimental impact upon how other buildings are used in a community e.g. development of the Seaspray Surf Club has significantly reduced use of the Seaspray Public Hall.	Implementing a model in small communities where one committee oversees multiple community buildings and places.	Maintain the Giffard West Public Hall to a good standard so it can continue supporting the large geographic area it services.	Giffard West
	The high cost of maintaining, operating and developing community buildings and the expectation there will be no cost to use community buildings.	When investing in new or upgraded infrastructure, give careful consideration to the impact upon other community infrastructure in the town or area.	Develop strategies to address the reduced use of the Seaspray Public Hall as a consequence of the Seaspray Surf Club development.	Seaspray
	Having multiple committees in small communities who are all responsible for different community buildings or places.		Council to support Committees of Management to address insurance requirements / costs.	Non-Specific
			Increased support from Council for the volunteer Committees of Management and recognition of their valuable contribution.	

District	Community Identified Key Issues	Community Identified Opportunities for Change	Community Identified Priorities for Change	Location
Heyfield	<p>The development / upgrade of community buildings can negatively impact how other community buildings are used e.g. development of the Wetlands Info. Centre in Heyfield has reduced use of the Heyfield Memorial Hall because the Wetlands offers a smaller, newer and more attractive venue.</p> <p>A lot of the community infrastructure in Heyfield has a district level role, particularly sporting facilities that support competitions in Wellington Shire or across the wider region.</p> <p>The maintenance and upkeep of community infrastructure is very challenging for committees of management. This is essential for ensuring facilities are appealing to use.</p> <p>Smaller, local infrastructure is just as critical as large infrastructure that attracts more use. Investment in smaller infrastructure is critical for supporting continued use.</p> <p>Concern funding support from Council for the maintenance and upkeep of community infrastructure is not equitable.</p> <p>Accessing childcare in Wellington Shire is difficult. In particular the childcare services in Heyfield do not effectively support working parents e.g. the service located at the Resource Centre operates 9am – 2pm weekdays.</p> <p>A lack of storage for large scale equipment that supports major community events and activities.</p> <p>It is difficult to get people involved in managing facilities. Often the same people are active in multiple committees or organisations, plus many are aging and younger community members are not stepping forward to become involved.</p> <p>The increased investment by Council, DELWP and LVA in community infrastructure in recent years has made a significant difference to maintenance / upgrade of facilities.</p> <p>There is a view Heyfield does not need more community infrastructure but also interest in a warm water indoor pool.</p>	<p>For Council to implement a more equitable approach to the funding and support provided to committees of management responsible for community infrastructure.</p> <p>Increase the promotion of the Library in Heyfield.</p> <p>Extend the operating hours of the childcare service to better support working parents.</p> <p>Increase the use of community facilities, particularly those in smaller towns or locations by attracting people from outside the town to participate in activities occurring in the buildings.</p> <p>Increased co-operation between committees including sharing of resources and reducing the number of committees.</p>	<p>Facilitate greater co-operation between committees e.g. sharing resources, reducing the number of committees.</p> <p>Address the poor condition of the Heyfield Tennis Courts. While improvement works have occurred, the outcome is poor.</p> <p>Improved public transport throughout the Shire to assist people to travel between community facilities and to access employment and education opportunities.</p> <p>Increase the awareness of volunteers and the contribution they make to communities i.e. teaching everyone that they have a role as a community member. Look at strategies to increase volunteering levels and / or regenerate volunteer committees.</p> <p>Implement a more equitable approach to providing subsidies to committees managing community infrastructure. Higher subsidies that acknowledge the work of volunteers and the real cost of maintaining infrastructure is critical.</p>	<p>Heyfield</p> <p>Non-Specific</p>

District	Community Identified Key Issues	Community Identified Opportunities for Change	Community Identified Priorities for Change	Location
Maffra	<p>Maintaining community facilities is resource intensive and is a key challenge for committees of management.</p> <p>The lack of access to Council's waste disposal services, especially recycling services is a key area of frustration for the Maffra Recreation Reserve Committee.</p> <p>It is important to make the Historical Society Collection (Maffra Sugar Beet Museum) more readily available. This opportunity is very limited in its current location and with an aging and small group of volunteers.</p> <p>Many of the same people are active in multiple committees in Boisdale. While this means there is a big impost on committee members time, there is an energy and benefit that comes from having different committees that work closely together.</p> <p>The community is expected to volunteer to clean the public toilet in Boisdale while in other communities such as Sale public toilets are cleaned by contractors. The public toilet is also old and inaccessible. A modern, unisex, accessible toilet is needed to support the playground.</p> <p>Kitchen facilities at the Newry Rec. Reserve require upgrading to allow football matches to occur at the Reserve. Some discussions are occurring with the golf club about relocating their clubhouse to the Reserve clubrooms. The facilities could then be upgraded to support the golf club as well as the football netball club.</p> <p>Use of outdoor space is important to the community.</p> <p>Key reasons people are using community facilities because of family interests (e.g. sport), socialising with friends and family or being involved in community organisations.</p> <p>Supportive of the categorisation of recreation facilities by Council by diversity of use but is worried this approach does not recognise the number of participants.</p>	<p>Provide additional toilet facilities at Maffra Recreation Reserve to support large-scale events and activities.</p> <p>Install solar panels and battery units on community facilities to help reduce the resourcing burden for Council and committees of management.</p> <p>Support from Council for committees of management to access waste disposal and recycling services.</p> <p>Consider relocating the Sugar Beet Museum to the Gippsland Vehicle Collection Museum. In addition, consideration could be given to relocating the Visitor Information Centre from the Courthouse to the same site.</p> <p>Look at how technology could help to make the Historical Society Collection (Maffra Sugar Beet Museum) more accessible. As part of this younger and more technology savvy volunteers will need to be recruited.</p> <p>Have information / interpretive signage available in Newry to help visitors to understand what is in the local area and what is significant about the local area.</p>	<p>Provide safe and accessible walking and cycling routes between smaller and larger communities e.g. the trail near Morison Street that takes people to Boisdale is not well signposted and is in poor condition.</p> <p>Install effective directional and interpretive signage throughout town. Existing signage is poor and it is difficult to find your way through town if you do not know the area.</p> <p>Development of accommodation to support the visitor economy. The Cameron Sporting Complex is being expanded to support large scale competition, but there is limited accommodation in Maffra to support this type of event.</p>	Maffra
			<p>Improve information and communication about the facilities and activities available within communities.</p>	Nonspecific

District	Community Identified Key Issues	Community Identified Opportunities for Change	Community Identified Priorities for Change	Location
Rosedale	<p>Community buildings primarily have a local role, but sporting facilities support competitions in Wellington Shire or across the wider region.</p> <p>The development or upgrade of community buildings can have a detrimental impact upon how other buildings are used in a community e.g. the development of the clubroom facilities in the Gormandale Rec Reserve mean the Gormandale Hall receives limited use. The Gormandale Hall currently requires a number of improvement works including acoustics, accessible toilet, heating and painting.</p> <p>It is difficult to get people involved in managing facilities. A small number of people do large amounts of work.</p> <p>Children's involvement in sporting activities drives parents' involvement and use of the facilities. There is little junior sport played in Rosedale (only cricket and footy) so families travel outside Rosedale to access sporting activities. This is impacting upon the sense of belonging people have to the Rosedale community.</p> <p>Belonging to a community organisation or sports club is really good for people's mental and physical health.</p> <p>The infrastructure in Rosedale is disconnected and connections between organisations are not strong. Unless you are involved in more than one organisation, you are unlikely to know what other organisations are doing or what they are offering.</p>	<p>Improvements to the footpaths and aprons alongside roadways to make it easier and more attractive for people to walk around Rosedale. They are the gateway to the Rosedale community and should be in good condition e.g. the path between the railway station and the centre of town.</p> <p>Encourage more organisations to work together, perhaps with the support of an independent person to get the groups talking with each other. Alternatively, could the Community Planning committee play this role?</p>	<p>Upgrade the Gormandale Hall to make it more useable and attractive to hirers. Works required are acoustic treatment, relocating and upgrading the accessible toilet, installing heating in the side hall and painting the interior of the kitchen the hall.</p> <p>Encourage more people to become involved in running the Gormandale Hall and / or activities at the Hall.</p> <p>Community groups networking and working together more effectively with support from an independent person or the Community Planning Committee.</p> <p>For the community Planning Committee to have a more visible presence in the community.</p> <p>Encouraging more people to be physically active through developing engaging in information about recreational pursuits.</p> <p>Encouraging more people to be involved in community organisations and groups.</p>	<p>Gormandale</p> <p>Rosedale</p>

District	Community Identified Key Issues	Community Identified Opportunities for Change	Community Identified Priorities for Change	Location
Sale	Many of the facilities in Sale have a district or regional level role because of the facility scale and condition as well as their location in the area which has the largest population in Wellington Shire.	Increased recognition and understanding by Council about how critical bike paths and rail trails are and how valued they are by the local community.	Ensure footpaths and trails are of a high standard and located so they support the community to access community spaces and places e.g. around Guthridge Park and on the Sale Maffra Road.	Sale
	<p>The upgrade works to the Port of Sale have made it very accessible for all members of the community and visitors.</p> <p>Removal of the liberty swing from the Botanical Gardens is a significant concern for families who have children with a disability. While it is not feasible to return it to the Gardens, there are no universally accessible and safe playgrounds for children with a disability in Sale or the surrounding communities. Families are travelling to Bairnsdale and Traralgon to visit universally accessible playgrounds.</p> <p>Footpaths connecting homes to Guthridge Park are in poor condition, making difficult to access the Lake.</p> <p>The poor condition and limited nature of the Wurruk Community House facilities.</p> <p>Noticeable increase in the number of people using outdoor spaces including parks, walking and cycling paths around Sale, since the Covid-19 pandemic commenced. Would be good to see this level of use continue.</p> <p>Outdoor spaces are really valued by the community e.g. skate parks, playgrounds, walking and cycling paths. They are just as important as buildings and indoor spaces. Several bike paths were identified as being of high quality and providing excellent connections between towns e.g. the bike path between Longford and Sale.</p> <p>A pedestrian link missing along the Sale Maffra Road near Glebe Court is a key safety issue for children walking to and from nearby schools to their home.</p> <p>Concern was raised about poor communication between Council and some sporting organisations about master plans</p>	<p>Waterplay facilities that are attractive and engaging for children and families. Families are driving to Bairnsdale because these facilities are not offered in Sale.</p> <p>Development of an app showing the location of defib machines throughout Wellington Shire.</p> <p>Improving the facilities at the Longford Recreation Reserve to make them more accessible, particularly the outdoor spaces including a playground.</p> <p>Clubs would like a clearer process for communicating with Council about issues, particularly safety issues that need to be addressed.</p> <p>Develop universally accessible, safe playgrounds to support children of all abilities. Sale and District Special School has a strong interest in partnering with Council to develop a high-quality all abilities playground.</p> <p>Re-purpose the old Specialist School site for community use.</p> <p>Improve access to the long jump and triple jump facilities. These are locked by the little athletics club and are not available to other athletic clubs or users in Sale.</p>	<p>Addressing the cost of public liability insurance. The cost is high and means it can be difficult for committees to hire out spaces they manage.</p> <p>Increase the sharing of community facilities between groups and organisations.</p> <p>Council taking a stronger role in strengthening the sustainability and viability of community facilities e.g. solar panels and battery storage.</p> <p>Ensure community organisations are consulted with about planning for new infrastructure which directly affects them.</p> <p>Develop clear communication processed for sporting clubs to raise safety issues with Council and ensure they addressed.</p> <p>Address the lack of public transport available throughout the Shire.</p> <p>Address the need for universally accessible safe playgrounds in Wellington Shire, especially in Sale. Fencing around playgrounds is particularly important for children with a disability but is a feature that helps support all families and children.</p> <p>Providing places and activities that engage children and young people e.g. water play facilities at Aqua Energy Leisure Centre.</p>	Nonspecific

<p>/ future plans for facilities that impact upon them.</p> <p>While the annual audit of Council facilities is appreciated by user groups, it often fails to consider practical issues or responses for user groups.</p> <p>Wellington Shire has a lot to offer children interested in sport, but for those who are not, the activities available are more limited. In smaller communities like Wurruck, there are few activities for children to participate in.</p> <p>Public and community transport options are poor. This means community members are very reliant upon private transport. For those unable to drive or without access to private transport, this can mean they are very isolated.</p> <p>Council knowledge of and involvement in planning for residential housing to support people with a disability is important. It is critical that it is located close to community buildings and places.</p>			
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District	Community Identified Key Issues	Community Identified Opportunities for Change	Community Identified Priorities for Change	Location
Stratford	<p>A toilet facility is needed to support the rehearsal space attached to the Stratford Courthouse. This space is used extensively by young people who cross the highway to access a public toilet when the Courthouse or library are not open.</p> <p>The cost to hire the Stratford Mechanics Hall is a key barrier for groups and organisations in the community. The Shakespeare Festival chose not to use the Mechanics Hall for their most recent festival because the hire costs were prohibitive.</p> <p>The clubrooms at Stratford Reserve are too small for large groups, and the Football Netball Club would like them and the sportsground lighting to be upgraded.</p> <p>The Stratford Avon Indoor Stadium (at Stratford Primary School) is underutilised because of its deteriorating condition and the loss of several community organisations (badminton and basketball) who previously used the facility.</p> <p>The Meerlieu Hall is highly valued by the local community because it is the only remaining community infrastructure, but it requires significant upgrade works. To achieve this a master plan must be developed, however, the cost is prohibitive. While the committee can apply for a grant, the time and skill required to do this is a significant barrier.</p> <p>Smaller communities do not have the same capacity to contribute financially towards improvement works, and have less volunteer capacity to develop plans and pursue grants</p> <p>Children and families involved in sport travel outside their local community because the competitions are in different locations each week or because the opportunity is not available in their local community</p>	<p>Increase the utilisation of The Knob Recreation Reserve and information about how the Reserve can be used.</p> <p>Improve the condition of the Stratford Avon Indoor Stadium and make information more readily available about how it can be used.</p> <p>Improving the information available online about community facilities.</p>	<p>Address the competition between committees in Stratford and encourage change to support new people becoming involved.</p> <p>For Council to provide guidance for committees about facilitating community access i.e. balancing operational costs with pricing that is will not prohibit use.</p> <p>Increase information and communication about what community spaces are available and how they can be accessed or used.</p> <p>Improve walking and cycling trails e.g. building an off-road trail between Stratford and Sale.</p>	Stratford
			<p>Develop an offroad walking / cycling trail between Meerlieu and Bengwarden.</p> <p>Upgrade the Meerlieu Hall to allow it to be used more effectively by the community.</p> <p>Advocate for improved telecommunications connectivity in and around Meerlieu.</p>	Meerlieu
			<p>Support the establishment of community bus services. Perhaps a bus could run during school holidays as a trial between Maffra, Stratford and Sale.</p> <p>Ensure Council considers the needs and capacity of small communities compared with larger communities.</p> <p>For Council to get out and about and look at the infrastructure they own to understand its condition and how it is used.</p>	Nonspecific

District	Community Identified Key Issues	Community Identified Opportunities for Change	Community Identified Priorities for Change	Location
Yarram	<p>Yarram Court House has some major maintenance issues including a leaking roof and rising damp. As a heritage building it should be maintained to a good standard.</p> <p>There is an aspiration to increase the use and opening hours of Yarram Pool. Many people travel to Sale to access the Aqua Energy Centre. Yarram Rotary has been fundraising and a grant has been secured to build a membrane shelter over the pool and increase the water temperature.</p> <p>A number of the community facilities in Yarram have a district level role because it is the largest town in the South West of Wellington Shire. Other community facilities in the district tend to have a more local role but some support visitor populations and competition sport the Shire.</p> <p>The outdoor space surround thing Port Albert Hall is unappealing and constrains how much the hall is used. A grant has recently been received to upgrade the building and outdoor spaces to make it more attractive / appealing.</p> <p>Community expectations that community halls will be free to use, and the lack of understanding about the cost to operate and maintain these buildings.</p> <p>The condition of facilities impacts upon how much they are used e.g. the Devon North Hall has no heating.</p> <p>The loss of tourism because of COVID-19 has been very difficult, support will be required for community organisations to navigate the changed circumstance.</p> <p>The lack of formal pathways in Woodside township discourages people from being physically active.</p> <p>Driving from Yarram to other locations can be dangerous particularly at night-time. Road conditions between Yarram and Sale are poor and kangaroos are a major hazard along with trucks travelling at high speeds.</p>	<p>There is opportunity to improve the marketing and promotion of the hall as a place for hire / to accommodate activities and functions.</p> <p>There is a great opportunity to improve marketing of the Port Albert Maritime Museum through the use of technology. There is also opportunity to consider how technology can improve what the museum offers and presents. The training of volunteers and / or engagement of volunteers who understand how technology can support the operations of the museum, is critical.</p> <p>Build on the upgrade of the Woodside Beach Surf Life Saving Club by improving spaces surrounding the building e.g. outdoors showers or change facilities, improved maintenance of outdoor spaces, improved pathway connections to the beach, increased car parking and upgrade the playground area.</p> <p>Improvements to the Manns Beach Foreshore Reserve and Hall including adding a storeroom and pruning or removal of the cypress trees.</p> <p>Increased support to committees of management to maintain / operate community facilities.</p> <p>Build a car park at the front of Frys Reserve, Manns Beach.</p>	<p>Maintain many different forms of communication to reach and support different members of the community. Not everyone has access to technology.</p> <p>Address the variable quality of sportsgrounds and associated facilities. Clubs with only junior players have significant difficulty attracting support for improvements compared with senior clubs.</p> <p>Advocate to the federal government for improvements to the phone and internet coverage across the Shire, particularly in areas where there is no phone reception.</p> <p>Provide clear information for committees of management about who owns / has responsibility for land or buildings and how to engage with the right authority.</p> <p>Advocate for improved road conditions between Yarram and Sale, and Yarram and Traralgon.</p> <p>Develop pathways and linkages that support people to move easily around local communities and to be physically active.</p> <p>Focus upon actions that will encourage visitors to visit the district and strengthen the visitor economy including increase signage in the township to encourage people to visit and stay in local communities, and improve the outdoor space and infrastructure around the Woodside Beach Surf Life Saving Club to make it more attractive, accessible and safe.</p>	Nonspecific

Youth Council	Places and Spaces Young People Spend Time	Community Identified Opportunities for Change
	<p>Parks e.g. Botanical Gardens', Lake Guthridge and Lake Guyatt, outside areas around the Port of Sale. These spaces feel safe with good sightlines and they are welcoming and happy places.</p> <p>Libraries because they are safe, comfortable, welcoming, quiet and a good place to study.</p> <p>The Gallery at the Port of Sale because it is welcoming and cool in summer (airconditioned), plus it's a great place to gather inspiration.</p> <p>Seaspray Tennis Club to play tennis.</p> <p>Retail areas because it is a good place to meet other young people.</p> <p>McDonalds because it is safe and comfortable.</p>	<p>Improve the opportunities for young people in Seaspray including improve the condition of the tennis courts, develop an off-road trail from the Edge of Seaspray to The Honeysuckles, develop a skate park and develop a community garden.</p> <p>Address the sightlines and visibility of skateparks as many are currently perceived as being unsafe by young people and encourage antisocial behaviour. Locate them in more open and visible places with more foot traffic and increase the lighting.</p> <p>Provide more parks / green spaces in Sale. This is concentrated around the Port of Sale and the lakes and these are some distance from the CBD and many of the schools. Could a series of small outdoor spaces be developed across Sale so that you don't have to go very far to access a park that feels welcoming and accessible.</p> <p>Improve paths, trails and connections including:</p> <ul style="list-style-type: none"> Improving the footpaths around the fringes of Sale Providing footpaths around Yarram Secondary College. Young people walk on the edge of the road which is a big safety issue because of the amount of vehicle traffic around the school. Spaces developed for young people need to be accessible by bike or walking. Develop a facility like the Bores Hill Mountain Bike Park, closer to Sale. <p>Develop spaces specifically for young people examples suggested include:</p> <ul style="list-style-type: none"> An arcade type space combined with outdoor space. A place that combines activities e.g. arcade games, half court, concrete table tennis tables, seating with outdoor space that is scenic, safe and comfortable. Warm and comfortable spaces where young people feel welcome are needed. <p>Make sure spaces are accessible for people with a disability e.g. no stairs, signage for people with a vision impairment, seating.</p>

Wellington Shire	Community Identified Key Issues	Community Identified Opportunities for Change	Community Identified Priorities for Change
	<p>Older members of the community tend to use facilities more locally, whereas people with children who need to be driven places were much more likely to be using community infrastructure outside their local community. In particular they tend to be accessing infrastructure where sporting activities are occurring e.g. tennis, football, basketball.</p> <p>There is a lack of places and activities for children that are not sport related and this means families are travelling outside Wellington Shire to access facilities like the model trains. In addition, families who have children with a disability are accessing the Bairnsdale Aquatic and Recreation Centre because of the limited offerings at the Aqua Energy Leisure Centre.</p> <p>Some people access services and facilities outside Wellington Shire because they are not available in Wellington or this may be where they work.</p> <p>The non-sporting facilities people are most likely to access in Sale when they live outside Sale are the Aqua Energy Centre, the Port of Sale Library and Gallery, the Wedge, Lake Guthridge and Lake Guyatt and the Botanical Gardens.</p> <p>Facilities people are visiting across the Shire outside their local communities include cultural facilities such as museums, galleries and libraries, mens sheds, playgrounds, beaches and cycling trails.</p> <p>The lack of public transport right throughout the Shire. This means it is difficult to get anywhere unless you have access to private transport.</p> <p>Communication about the opening hours of the Aqua Energy Centre is unreliable and inconsistent. For people travelling long distances to access the facility, this is very frustrating.</p>	<p>Improved signage in the Port of Sale building about how to navigate your way around the building and what is happening in the building.</p> <p>Continuous upgrade of sporting clubroom facilities to support sporting activity but also to promote / support use for a broader range of activities.</p> <p>Improve the athletics facilities in Wellington Shire to better support children and young people to access athletics training locally.</p> <p>Improved facilities to support older members of the community. The community has an older demographic but limited facilities to support their needs.</p> <p>To offer better quality playground equipment and play experiences for children across the Shire.</p>	<p>Investment in infrastructure improvements should support community infrastructure to be more sustainable / financially viable e.g. solar panels to reduce energy costs, kitchen upgrades to make the facility more attractive as a venue for hire.</p> <p>Continue to invest in smaller local infrastructure because if this does not happen, the infrastructure will deteriorate, and use will decline.</p> <p>Address the condition and usability of swimming pools across Wellington Shire. Most are old outdoor facilities with limited seasons and unreliable opening hours.</p> <p>For Council to cease patching up old / outdated infrastructure that cannot be properly repaired and / or cannot meet community needs and more actively engage the community (particularly local committees and clubs) in decision making about how funds could / should be invested into community infrastructure.</p> <p>Reduce red tape / requirements the Shire has in relation to works on community infrastructure. Need to address perceptions about projects not representing value for money for the community (i.e. contractors charge Council a premium).</p> <p>Improved public transport throughout the Shire to assist people to travel between community facilities and to access employment and education opportunities.</p> <p>Encourage greater co-operation between committees e.g. sharing resources, reducing the number of committees.</p>

5.0 Community Representative Interviews

Telephone interviews were held with 41 community representatives from 29 different communities across Wellington Shire. These representatives were selected for their knowledge of community facilities and community dynamics across the various district. They all have a close involvement with at least one community facility. The interviews explored:

- The community infrastructure available in each district, what it is used for, how well it is used, the catchment it supports, and its general condition / fitness for purpose.
- Key factors that impact upon how community infrastructure is used.
- Interesting approaches about how community infrastructure is currently used or managed.
- Opportunities to use or manage the community infrastructure differently such as shared use, co-location or integration of community infrastructure, and whether any changes may be needed to make this possible.

Information from these discussions has been captured in two ways. Firstly, information about the community infrastructure available in each district, what it is used for, how well it is used, the catchment it supports and its general condition / fitness for purpose, has been captured in an Infrastructure Database prepared as part of developing the Community Infrastructure Plan. The Database provides a comprehensive list of relevant community infrastructure for each district.

Information about:

- Key factors impacting on how community infrastructure is used
- Interesting approaches about how the community infrastructure is currently used or managed
- Opportunities to use or manage the community infrastructure differently such as shared use, co-location or integration of community infrastructure, and whether any changes may be needed to make this possible,

is captured in this report.

The key findings from the interviews are outlined immediately below and more detailed information by district is provided following this. A full list of the community representatives who participated in the interviews can be found in Appendix B.

5.1 Key Findings from Interviews

The interviews confirmed that there is a large number of community facilities located across Wellington Shire and while they are generally fit purpose, they receive varying levels of use. Key factors impacting on the level of use in recent years include the changing profile of local communities, the emergence of private function and event spaces such as wineries, and the physical condition of the facilities.

Viability of Local Facilities

Reflecting on the comments made by community representatives about usage patterns and the challenges associated with maintaining and operating community assets, and giving consideration to travel distances, facility condition and level of use, the role of some facilities may need to be reviewed including:

- Kilmany Public Hall: This facility is not used on a regular basis, is situated on the busy Princes Highway and is very close to the extensive facilities on offer in Sale.
- Public Halls are located in close proximity at Woodside, Stradbroke and Giffard West. The population in this area is quite dispersed and the facilities support only modest use.
- Public Halls exist at Carrajung South and Carrajung and whilst the hall at Carrajung is currently being renovated, it is situated only a short distance from Carrajung Memorial Park.
- Alberton West Recreation Reserve is located in an isolated location between Yarram and the coast. The facility currently supports local cricket with little other activity.
- Public Halls are located in close proximity at Newry, Valencia Creek, Briagolong and Boisdale. The halls are highly valued by the community, there is a level of specialisation in the target audiences they focus on, and significant investment has been made into all of the facilities in recent years.

Young people

Many observations were made concerning the lack of facilities dedicated to or suitable for young people. The gymnastics facility in Maffra and the youth drama program at Stratford were identified as exceptions. While most towns have recreation reserves that are important to young people interested in sport, skateparks are the other main facility available, and some like the one in Maffra are problematic due to the location and perceptions about community safety.

Relationship with and Use of Facilities

Community representatives reflected on patterns of travel and use of community facilities within Wellington Shire. Many observed that the use of community facilities is partly related to the place of employment and school attendance. For example, if a family resides in a township 30 minutes from Sale and the children attend school there, then commonly sporting activities are also undertaken in Sale with school friends. The flow on effect is that shopping, personal services and library visits are also likely to be undertaken in Sale.

Community Use of School Buildings

There was little evidence of community use of school facilities outside of school hours with the basketball program at Yarram Secondary College the only notable exception. In contrast, there are numerous examples of schools using local community facilities. Community recreation facilities are located on Education Department land at Rosedale and Stratford Primary Schools and the use and management of these facilities needs to be reviewed with action taken to more effectively maintain the facilities and encourage increased use.

Tracks, Shared Pathways and Trails

Many comments were made about the value and importance of tracks and shared pathways in enhancing the accessibility of facilities, especially for young people. This is particularly important in communities where facilities and schools are spread out or on the edge of the town as is the case in Yarram and Maffra. Specific examples given include the opportunity to provide a safe route to the redeveloped Cameron Sporting Complex in Maffra and the aspiration in Seaspray for extended tracks and trails which would also support seasonal visitation in summer.

Importance of Existing Supports

Community representatives involved in public halls typically spoke about the quarterly combined halls meetings that are held. These meetings are highly valued as an opportunity to make contacts with other groups, prompt and enhance collaboration, and receive information from Council officers in a consistent forum.

Grant opportunities are very important to groups managing community facilities, both to support the ongoing maintenance and upgrade of facilities, and as a stimulus to deliver programs. Many comments were made about the linkage between the renovation and upgrade of facilities, and the resulting increase in community interest in and use of the facility. The funding programs delivered by the Latrobe Valley Authority have been an important source of facility grants.

Frustrations were however expressed regarding the extent of paperwork typically required for grant applications for even minor and essential works.

Alternative Governance Approaches

There are opportunities to simplify and integrate Committees of Management where facilities are in close proximity. An example of this is Gormandale Neighbourhood House and Gormandale Hall which are located on either side of Gormandale Stradbroke Road.

There are also opportunities to promote and enhance collaboration between facilities. Newry Hall by way of example has developed a strategic alliance with Heyfield, Maffra and Bundalaguah Halls. Such approaches can facilitate sharing of equipment and resources, realise benefits from increased scale, and support coordination to prevent overlap and competition. Another example is the community representative group which meets monthly at Loch Sport to share experiences and promote collaboration. This forum is highly valued and is a source of leadership in the community.

Precincts

In some townships, community facilities are located in a precinct with a good example of this in Heyfield. Where the facilities are in a high-profile location, recognition and awareness of the facilities available is enhanced. While it is recognised that this is historical, facilities such as Sale Neighbourhood House are in an isolated suburban locations that can be difficult to access and problematic for adjoining residential properties. There is opportunity to consider developing a precinct model in some townships.

Crown Land

There are currently over 50 community facilities in Wellington Shire located on Crown Land and administered by DELWP. While most community stakeholders involved in these facilities were complementary about the support provided by Council, some observed the difference in the support for and condition of facilities located on Council land compared with those on DELWP land. Community members are typically not aware of the ownership or governance arrangements for facilities, and it would be beneficial if the level of support for facilities across the community was similar regardless of land tenure.

Niche Opportunities and Points of Difference

There is evidence of some facilities developing a niche role which enables them to attract use and visitation from further afield. Examples of this include Bundalaguah Myrtlebank Hall and its focus on music, and Newry Hall which is concentrating on performing arts. Some facilities have an established specialised role like Licola Hall due to its location. Licola Hall hosts annual fishing competitions and its location means that it regularly supports emergency management activities. Port Albert Maritime Museum and the Gippsland Auto Museum are examples of specialist facilities attracting visitors from across Victoria.

Value of Local Halls

Local halls are highly valued by communities. While the major factor affecting use of local halls appears to be the changing profile of communities including different patterns of farming and farm ownership and changing community interests, some halls are not in good condition and this impacts on use. Many stakeholders including those from Newry, Valencia Creeks, Giffard West and Stradbroke spoke about the link between community identity and the local hall and their value as a meeting place for local groups including Country Womens Association, Country Fire Authority and Landcare.

Cost of venues

The cost to hire venues to conduct events and performances was raised by many stakeholders. Specific examples given where current pricing is prohibitive for many groups were Maffra Memorial Hall and the Wedge Performing Arts Centre.

Distribution of Facilities and Accessibility

While community facilities are spread across Wellington Shire and demonstrate a high level of provision in some quite small communities, access to facilities is strongly influenced by travel distances and road conditions. A good example of this is Loch Sport which has a population of 812 (2016 Census) and has an impressive array of facilities, predominantly located in a precinct at the southern end of the township. While located 60km from Sale, driving conditions are a major impediment for community members attending facilities in other locations, particularly after dark.

Public transport options are severely limited outside the major transport corridor represented by the Princes Highway and Gippsland railway line. Community members have a strong reliance on private modes of transport to access community facilities.

5.2 Loch Sport to Seaspray and district

Telephone discussions were held with the following community representatives:

- Bill Klein – Loch Sport Hall
- John Morgan – Seaspray Foreshore Reserve
- Merrilynne Hayes – Golden Beach Community Centre
- Kaylene Harms – Stradbroke Public Hall.

Community facilities are spread along the coast from Seaspray in the south to Loch Sport in the north. The Seaspray facilities are located on Crown Land.

The Loch Sport to Seaspray and district comprises the townships and localities of Darriman, Giffard, Giffard West, Golden Beach, Hollands Landing, Loch Sport, Paradise Beach, Seacombe, Seaspray, Stradbroke and The Honeysuckles. The district has a total population of 2,061 (2016 Census) with Loch Sport being the largest township with a population of 812 (2016 Census). Seaspray and Golden Beach are the next largest settlements with populations of 320 and 295 respectively (2016 Census). Seaspray, Golden Beach and Loch Sport are self-contained communities with sufficient local facilities to meet local needs.

The district has an ageing resident population which presents challenges in attracting and retaining volunteers. A high level of summer and holiday visitation is a feature of the district and this places pressure on public amenities.

Loch Sport is the furthest township from Sale at 60km, travel time is 45 minutes however, due to the road conditions. Seaspray is situated 34km from Sale travelling on Seaspray Road via Longford.

Community Facilities

The facilities are highly valued by the local community and do not generally attract visitors from further afield. Some community facilities such as the Seaspray Surf Club are seasonal due to the high number of holiday properties in the area, and it delivers programs for schools in the wider area. The greater travel distance to Loch Sport means that there is a bigger range of facilities on offer including an RSL Club, community house, mens shed and boat club.

Small primary schools are situated in Loch Sport and Seaspray. The schools in the Loch Sport to Seaspray and district have limited facilities and are not typically accessed by the community outside of school hours. An extensive network of school buses provides good access to school options in Sale and Maffra which promotes strong family linkages to those townships and results in use of community and sporting facilities there. A mitigating factor is the road conditions that make travel at night difficult due to the hazards posed by wildlife.

Interesting Approaches

Loch Sport Hall sustains an extensive dancing program with line dancing held weekly and ballroom dancing two days per week. Community members from a wide catchment attend the ballroom dancing and the Hall Committee advises that the Hall floor is well maintained and highly regarded for dancing.

A community representative group is convened in Loch Sport on a monthly basis to plan and coordinate activities. This collaboration has assisted in the development of local facilities such as the skate park and boat ramps, supports resource sharing and is reflective of a resourceful community.

The district has adequate facilities for occasional outdoor events such as the visit by the great Victorian Bike Ride to the region in 2017.

The community facilities at Loch Sport are centred on a precinct in Charlies Street. Facilities include Loch Sport RSL, the recreation reserve, police station, primary school, bowls club, tennis club, golf club, caravan park, boat ramp, boat club and mens shed. This configuration enables the sharing of infrastructure including carparking, enhances community safety and increases the profile of individual facilities.

Opportunities for Change

The community house at Loch Sport has been established adjacent to the public hall and utilises office space in the public hall and also shares amenities. Community house programs are primarily run out of a relocatable building that has been installed at the rear of the hall. The facilities operate with separate committees of management and there would be merit in reviewing the current governance and operating arrangements, to enhance coordination and generate efficiencies.

Several stakeholders interviewed indicated community interest in the expansion of tracks and trails through the district. The topography of the area would assist the construction of additional trails and this initiative would assist alternative transport activity.

5.3 Heyfield and District

Telephone discussions were held with the following community representatives:

- Caroline Trevorrow – Heyfield Community Resource Centre
- Caroline Crossley – Cowwarr Public Hall and Wellington Shire Councillor
- Brooke Barbour – Glenmaggie Mechanics Institute Hall
- Mark Coleman – Licola Public Hall
- Wendy Rhodes – Heyfield Memorial Hall
- Paddy Boyce – Nambrok Public Hall and Rec Reserve.

Heyfield district comprises the town of Heyfield and the hinterland which includes the townships and localities of Coongulla, Cowwarr, Dawson, Denison, Glenmaggie, Licola, Nambrok, Seaton and Toongabbie. The district has a total population of 4,900 (2016 Census) and Heyfield is the major centre with a population of 1,993 (2016 Census). Heyfield is located 35km east of Sale which provides ready access to regional scale facilities.

The townships in Heyfield district have strong and distinct characters and a high level of community pride. This is evident in the community events hosted in the halls at Licola - an annual fishing

competition with up to 200 participants, and Glenmaggie with two major music festivals which attract visitors from across the state. The facilities do however, predominantly host local events including funerals, birthday celebrations, weddings and so on and provide a focus for community life.

Community Facilities

Community facilities are available across the district. Heyfield has an extensive range of facilities which are primarily concentrated around Apex Park in the centre of town. It is also the retail and services hub for the district and is home to the swimming pool and library for the district. Recreation and sporting facilities are located at the south east corner of the township and the majority of health-related services are located in the hospital precinct to the north.

A number of the other townships in the Heyfield district have highly valued public halls including Cowwarr, Glenmaggie, Licola and Nambrok. The halls at Cowwarr and Licola are on Crown Land and the community relies on support from DELWP with some support available from Council.

Schools are situated in Heyfield (Heyfield Primary School and St Michael's Primary School), Cowwarr (Cowwarr Primary School) and Nambrok-Denison (Nambrok Denison Primary School). The schools have limited facilities and are not typically accessed by the community outside of school hours. An extensive network of school buses provides good access to school options in Sale and Maffra which promotes strong family linkages to those townships and results in use of community and sporting facilities there.

Interesting Approaches

Reflecting its isolated location, Licola Public Hall is used to support emergency and community response activities for bushfires and searches for missing persons.

Heyfield Memorial Hall has facilities which can be leased out including an office and use of the kitchen. The commercial kitchen is hired to local catering companies three days each week. These arrangements generate significant ongoing income to support the Hall.

Opportunities for Change

The extent that facilities are used is not only related to the features on offer but also the facility's condition and presentation. Good examples of this are Cowwarr Public Hall which was in a dilapidated condition and with substantial improvements now hosts children's dance programs, community dances and community meetings. Heyfield Memorial Hall has also seen significant improvements including acoustic panelling, solar power and digital audio/visual/lighting for productions. Together with heating and cooling and a separate bar facility, the hall now attracts a regular program of quality events and performances.

5.4 Maffra and District

Telephone discussions were held with the following community representatives:

- Jenny Toma – Maffra Recreation Reserve

- Kate Mirams – Newry Hall
- Mark Humphris – Newry Hall
- Rachel Dawkins – Valencia Creek Hall
- Garry Rose – Valencia Creek Hall
- Judy Traill – Boisdale Hall
- Helen Montague – Boisdale and Valencia Creek Halls
- Sue Lawrence – Gippsland Auto Museum
- Allison McNair – Maffra Dramatic Society
- Kat Coggan – Maffra Agricultural Society
- Rob Woodhouse – Maffra Memorial Hall
- Patrick Weatherley – Cameron Sporting Complex
- Beth Ripper – Airly Clydebank Hall

Maffra district comprises the town of Maffra and the hinterland which includes the townships and localities of Boisdale, Bushy Park, Maffra, Maffra West Upper, Montgomery, Myrtlebank, Newry, Riverslea, Tinamba, Tinamba West and Valencia Creek.

The district has a total population of 7,337 (2016 Census) and Maffra is the major centre with a population of 5,282 (2016 Census). The travel distances in the district are not significant with Maffra being 19km from Sale.

Maffra is an important business and community centre. Many businesses relate specifically to the agricultural enterprises in the hinterland and the Murray Goulburn dairy processing plant is a major employer.

Community Facilities

Community facilities in Maffra district are primarily located in Maffra and these are complemented by public halls at Newry, Tinamba, Valencia Creek and Boisdale. The Valencia Creek Hall is in community ownership with Council land featuring disused tennis courts located adjacent. A golf course is located at Newry and Boisdale Recreation Reserve is actively used for sport and attracts players and spectators from outside the district.

Community facilities in Maffra are spread throughout the town. Some facilities are located in the Macalister River corridor including the Maffra Wetlands Reserve, swimming pool, tennis club, Maffra Sugarbeet Museum, skatepark and The Island Reserve. The croquet club and bowls club are located in residential areas and the golf club on the north eastern town boundary. Major recreation reserves are located in the northern part of the town with Maffra Recreation Reserve also being home to the showgrounds and Cameron Sporting Complex housing three ovals and a gymnastic facility of state significance. Maffra Neighbourhood House is located in the hospital and a major aged care facility, Stretton Park, is close by to the hospital. A visitor information centre is situated in the main retail and business precinct and the Gippsland Vehicle Collection Museum is located at the southern end of the town on the Maffra Sale Road.

Maffra Primary School and Maffra Secondary College are located in the centre of the town. St Marys

Primary School is located adjacent to the tennis club and swimming pool. A primary school is also located at Boisdale. The Maffra Secondary College prides itself on its partnerships with other educational institutions, community and business organisations. Many children travel to Sale via the school bus network to attend school.

Maffra Neighbourhood House delivers a wide range of programs and activities including training, recreational and wellbeing programs. Maffra Recreation Reserve and showgrounds hosts major community events including Maffra Show, truck show, dog show and several equine events during the year.

The gymnastics facility located at Cameron Sporting Complex is a purpose-built facility that is currently undergoing upgrade and improvement. It is home to Maffra Gymnastic Club and a range of community and elite programs are offered.

Interesting Approaches

Newry Hall has undergone significant improvement and upgrade in recent years with funding support from Latrobe Valley Authority. Like many similar halls in the Shire, community use has increased and broadened significantly following capital upgrades, which typically include kitchen and bathroom upgrades, sound and lighting improvements and improved accessibility.

A strategic alliance has been developed between Newry, Heyfield, Maffra and Bundalaguah Halls to promote coordination and enable resource sharing. Efforts are now being made to involve local schools.

Opportunities for Change

Maffra Neighbourhood House is highly valued and there may be some synergies from its co-location with the hospital. Relocation of the neighbourhood house to a high profile and accessible location may attract a broader cohort of participants and increase recognition.

5.5 Rosedale and District

Telephone discussions were held with the following community representatives:

- Heather Shaw – Rosedale Community House
- Lori White – Gormandale Community House
- Michelle Leadoux – Carrajung Public Hall
- Dawn Molden – Rosedale Lions Club
- Fiona Knight – Rosedale Primary School.

Rosedale district comprises the town of Rosedale and the hinterland which includes the townships and localities of Carrajung, Carrajung South, Gormandale and Willung. Rosedale is at the centre of a prosperous agricultural community and is located on a major east – west transport route with the Princes Highway and railway line passing through.

The district has a total population of 3,797 (2016 Census) and Rosedale is the major centre with a population of 1,658 (2016 Census). The travel distances in the district are not significant, with Rosedale

being 28km from Sale and 23km from Traralgon. Community members observe the area has undergone significant demographic change in recent years which is evidenced by reduced levels of volunteerism and the closure of several local sporting and community organisations.

The proximity of Sale and Traralgon to Rosedale means that community members access services and facilities in both towns. The health, business services and educational opportunities on offer reinforce this. Major sporting competitions and cultural activities are typically attended in these towns. The facilities in the Rosedale district predominantly host local activities and events.

Community Facilities

Community facilities in the district are concentrated in Rosedale where there is an extensive array of facilities spread across the township. The Recreation Reserve, which is home to the Rosedale Football and Netball Club and the Mens Shed, is located on the western boundary of the town. Rosedale Racecourse Reserve is situated 2km to the south east and houses the golf course, rifle club, rifle range and speedway. The Cemetery is located close by on Rosedale – Stradbroke Road. Rosedale is also the retail and services hub for the district and the railway station, swimming pool and library for the district are located there.

Other townships in the district have community facilities including Gormandale which has a community house, public hall and recreation reserve, and Willung which has a public hall.

Primary Schools are situated in Rosedale and Gormandale. Rosedale Primary School has a multi court indoor stadium which is used for community sport and other activities. School buses provide good access to school options in both Sale and Traralgon.

Interesting Approaches

The Rosedale Neighbourhood House is located in a community hub facility in the south east corner of the township. The facility also houses the library, a senior citizens centre, a community health centre, a kindergarten and in-centre family day care and is situated in a park setting. Whilst Racecourse Reserve is located outside the township, again there is a co-location of facilities including the rifle range, speedway, rifle clubs and cemetery.

Gormandale and Rosedale Neighbourhood Houses coordinate programs and activities to make efficient use of resources. This includes avoiding duplication of programs and transporting community members to programs when offered at the other centre.

Opportunities for Change

Gormandale Neighbourhood House is developing strong linkages with the Football Netball Club and local Primary School. This has the potential to maximise use of scarce resources, avoid duplication and promote community connections and pride. An opportunity exists to promote collaboration between the Neighbourhood House and the Gormandale Hall which is located across the road and is managed by a separate committee of management.

5.6 Sale and District

Telephone discussions were held with the following community representatives:

- Caitlin McGloughlin – Sale Neighbourhood House
- Paul Versteeden – Bundalagua Hall
- Trevor Cawthorn – Longford Recreation Reserve
- Glenda Anderson – Kilmany Public Hall.

A telephone conversation was also held with Lisa Lyndon, Council’s Coordinator for Community Committees to gain a broader understanding of the way facilities are used and managed within Sale district.

Sale district comprises the town of Sale and the hinterland which includes the townships and localities of Bundalaguah, Cobains, Kilmany, Longford and Wurruk. Sale is a major regional centre hosting regional scale facilities to support central Gippsland. It is located on the Princes Highway and the Gippsland railway line passes through on its way to Bairnsdale.

The district has a total population of 17,311 (2016 Census) and Sale is the major centre with a population of 13,672 (2016 Census). Bundalaguah is situated 10km to the north of Sale and Longford is 8km to the south via the South Gippsland Highway.

Community Facilities

Sale is the regional centre for central Gippsland. In addition to facilities to support the local community, regional scale facilities are also located in Sale. The major cultural facilities including the Sale Library, The Wedge Performing Arts Centre and Gippsland Art Gallery are located at the Port of Sale in the city’s south. Major sporting and recreational facilities include Sale Racecourse, Sale Showgrounds, Sale Greyhound Racing Club, Gippsland Regional Sports Complex, Sale Oval, Stephenson Park Recreation Reserve, and Aqua Energy Leisure Centre. Sale Golf Club is located at Longford. Other community facilities to support the district include Sale Mens Shed, U3A, Marley Street Community Hub, Sale Neighbourhood House, Sale Memorial Hall, skatepark and local sporting clubs.

Community facilities are spread across Sale with the major cultural facilities forming a civic hub including the Wellington Shire Council offices and Magistrates Court. Many facilities are situated in a parkland setting surrounding Lake Guthridge including the leisure centre, outdoor pool, tennis, croquet, bowls and Sale Botanic Gardens. The area is well serviced with paths, walking tracks and picnic areas. Sale Racecourse is situated on Sale Maffra Road 2km outside the city boundary and close to the cemetery. The railway station is located on the western edge of the city.

Sale is serviced by a large number of schools including Sale Primary School, Araluen Primary School, St Thomas Primary School, St Marys Primary School, Sale Special School, Catholic College and Sale College. Other schools in the Sale district include Longford, Cobains and Bundalaguah Primary Schools.

Other townships in the district have community facilities including Longford which has an important recreation reserve and Bundalaguah which has a public hall that sustains an extensive music and

events program and recreation and exercise activities for local community members.

Interesting Approaches

The major cultural facilities have been established in a precinct at the Port of Sale. This approach to cluster complementary facilities assists sustainable use of resources, for example shared parking, promotes civic pride through locating such facilities in a high profile and highly visible location, and enables efficient approaches to landscaping and improvements to the public domain including landscaping, signage and public art.

Bundalagwah Myrtlebank Public Hall is located 10km from Sale and has undergone significant improvement works in recent years. The local community identified an opportunity to develop a music performance focus and expertise in the community has been able to deliver on this. Visitors attend the hall from a wide catchment with some performances attracting visitors from Melbourne and beyond. The current level of use generates sufficient income to sustain the facility, and this outcome represents a successful repurposing of a formerly dated and dilapidated public building.

Opportunities for Change

Sale Neighbourhood house is situated in a quiet residential setting in the northern part of the city and has a community learning and wellbeing focus. This is complemented by a Community Hub in Marley Street which is in central Sale and which has a community support and development focus. These facilities are not in high profile locations and have limited street presence. The relocation and or redevelopment of these facilities has the potential to enhance community recognition and access to these highly valued services.

Discussions with community stakeholders from across the Shire indicate that community collaboration and connections in the smaller townships appear stronger than in Sale. In the smaller townships, community members are commonly involved in multiple groups or facilities. In addition to the scale of Sale, possible reasons for this are that Council directly manages many of the major facilities, and a large proportion of community members travel to Sale for employment. Many young people also travel to Sale for education purposes, but their community links may be located in their residential address.

5.7 Stratford and District

Telephone discussions were held with the following community representatives:

- Darren Randle - Briagolong Recreation Reserve
- Neil Tatterson - Stratford Recreation Reserve
- Linda Brondribb – Segue Community Hub
- Sam Beechy – Munro Public Hall
- Brian Madigan – Dargo Hall and Recreation Reserve.

Stratford district comprises the town of Stratford and the hinterland which includes the townships and localities of Airly, Briagolong, Clydebank, Dargo, Llowalong, Meerlieu, Munro, Perry Bridge, Stockdale. Stratford is located 16km from Sale via the Princes Highway and 10km from Maffra so residents in the

Stratford district enjoy ready access to a range of facilities and services in those towns.

The district has a total population of 4,535 (2016 Census) and Stratford is the major town with a population of 2,621 (2016 Census). Briagolong is the only other township in the district with a significant population at 1,086 (2016 Census).

Community Facilities

Community facilities in Stratford include the library, Courthouse Theatre, Segue Community Hub, skatepark, swimming pool, Recreation Reserve and Mechanics Institute. The skatepark and swimming pool are located in a reserve overlooking the Avon River where Council also operates a tourist/caravan park.

Briagolong is located 14km to the north and has a recreation reserve which has two ovals, tennis courts and equestrian facilities. The reserve is situated on Crown Land. Briagolong also has an RSL facility and Community House, located beside a heritage listed hall. The Community House has several spaces available which are used by local groups such as CWA and senior citizens. A major natural reserve is located on the southern town boundary.

Schools in the district are located at Stratford (Stratford Primary School and St Patricks Primary School) and Briagolong (Briagolong Primary School). Stratford Primary School has a single court stadium and Council contributed to the construction cost. An extensive network of school buses provides good access to school options in Sale and Maffra which promotes strong family linkages to those townships and results in use of regional scale community and sporting facilities there.

Interesting Approaches

A Shakespeare on the River Festival is held in Stratford each year in April and May. Held since 1991 the festival attracts visitors from across the state and beyond. Initiatives such as Stratford Arts trail, which travels for 3km through the township, build on the economic and community impact of the event.

A youth drama program is delivered in the Stratford Courthouse Theatre and provides a creative outlet for young people to complement the sporting opportunities on offer in the district.

Opportunities for Change

The youth drama program that is delivered from the Old Court House is highly valued by the local community. There is the potential to leverage this by attracting greater numbers of young people from outside the district to participate and enable the program to be expanded into other districts or support the development of creative outlets for young people in those locations.

Stratford Community Hub is located in a privately owned building, has been in operation for eight years and has received Neighbourhood House funding for the past two years. Council advocacy and support for this community initiative would enhance its standing in the community, strengthen relationships with other community organisations and support its future viability.

5.8 Yarram and District

Telephone discussions were held with the following community representatives:

- Nikky Jennings – Giffard West Hall
- Cath Cooke – Yarram Neighbourhood House
- David McAninly – Alberton West Recreation Reserve
- Kim Hatton – Port Albert Maritime Museum
- Judith McAninly – Won Wron Public Hall.

Yarram district comprises the town of Yarram and the hinterland which includes the townships and localities of Binginwarri, Devon North, Giffard West, Macks Creeks, Mann's Beach, Port Albert, Stacey's Bridge, Wonyip, Won Wron, Woodside and Woodside Beach. The district has a total population of 4,834 (2016 Census) and Yarram is the major centre with a population of 2,135 (2016 Census).

Yarram is located around an hour's drive to the regional centres of Sale, Traralgon and Leongatha. While this location provides choice in accessing regional centres, the travel distances are significant, and Yarram is somewhat isolated. This is exacerbated by the limited public transport connections.

The district is experiencing demographic change with evidence of increased demand for community support. The area has seen significant change and reform in the dairy and forestry sectors in recent years. Yarram Neighbourhood House has introduced a community lunch and food bank, and auspices the Men's Shed and hosts a Centrelink agency. Health and human services in the district are observed to be limited.

The Yarram district has a distinct character and is close to the coast. Port Albert is a seaside village which enjoys strong seasonal visitation. The South Gippsland Highway passes through Yarram and connects the district to the communities in South Gippsland.

Community Facilities

Community facilities in Yarram district are primarily located in Yarram although there is a network of local facilities in the smaller townships with public halls located at Giffard West, Devon North, Macks Creek, and recreation reserves at Alberton West and Woodside.

Community facilities in Yarram are generally dispersed throughout the town. The primary schools are situated to the north in a precinct that includes Yarram District Health Service, aged care facilities and several churches. Other primary schools are situated in Woodside and Alberton. The Yarram Secondary College is located on the eastern edge of the town. It has extensive grounds and sporting facilities including an indoor stadium which is used for basketball competitions.

The swimming pool, bowls and tennis clubs, skatepark, library and Neighbourhood House are located in close proximity in the centre of town. Yarram Golf Club and the cemetery are located on the South Gippsland Highway 1km east of the town.

Port Albert has boat ramps, extensive parking and marina facilities and caravan park to support fishing and seasonal visitation.

The community facilities in the district in part reflect the isolated nature of the area, with Yarram boasting a swimming pool, library, theatre and visitor information centre and primary schools spread across the district. The smaller townships are a short drive to Yarram with Woodside 20km to the east and Port Albert 12km south.

The community facilities predominantly host local events and provide a meeting place for community organisations such as CWA, CFA and Landcare. The Tarra Festival attracts visitors from further afield each Easter.

Interesting Approaches

The Regent Theatre is a Council owned building managed by a Committee of Management. Given the isolated nature of the area the Theatre performs a valuable role in the community.

The stadium at Yarram Secondary College is well used by the community out of school hours for sporting competitions and performances.

Opportunities for Change

Port Albert Maritime Museum is highly valued by the local community and visitors, but a lack of space and facilities limit the exhibition and storytelling potential of the museum. Investment to expand display and storage space would support a changing and more dynamic exhibition program. Any redevelopment of the facility could also consider retail and hospitality elements, as these are currently limited in Port Albert.

The isolated nature of the Yarram district means that it is strongly self-reliant. This is evident in facilities such as the Regent Theatre, the programs on offer at Yarram Secondary College and the community pride in facilities such as the halls at Giffard West, Macks Creek and Devon North, Alberton West Recreation Reserve, and events like the Tarra Festival. Given the social and economic changes impacting on the Yarram district, investment in community capacity building and wellbeing must be considered.

6.0 External Stakeholder Agencies

One on one discussions were held with 3 external stakeholder agencies including DELWP (Department of Land, Environment, Water and Planning), Yarram and District Health Service and Central Gippsland Health Service.

The discussion with DELWP explored:

- Changes or trends in the management of DELWP owned community facilities in Wellington Shire.
- Whether community facilities are meeting community needs.
- Support DELWP provides to committees of management.

The discussions with Yarram and District Health Service and Gippsland Central Health Service explored:

- Where the health services operate programs from in Wellington Shire and if any operate from Council buildings.
- Whether the services have any plans to relocate services and if there are any opportunities for the co-location of services with Council or community organisations.
- How community needs are changing in the communities they work with and support.
- Whether they know if community facilities are meeting community needs.

6.1 Key Findings

- DELWP is an important stakeholder for Council and the community given it is a major owner of public assets in the Shire with over 50 sites under community management.
- It is important for Council to collaborate closely with local DELWP staff on planning and management of community facilities into the future. DELWP staff are complementary of Council staff and processes and have a constructive relationship with relevant key Council staff.
- DELWP does not have significant resourcing available to support community facilities. No major changes in policy or approaches to managing community facilities on Crown Land are currently planned.
- There is currently a limited involvement by local health services in Council facilities.
- The potential exists for stronger collaboration and cooperation with health services providers and Community and Neighbourhood Houses especially. Council has an extensive network of these facilities, a wide range of community members typically have a relationship with their local Community House and they tend to be larger properties and in central locations.

Appendix A – Detailed Results from Online Community Survey

The detailed survey results are provided as a separate document.

Appendix B – List of Community Leaders Consulted With

District	Township	Facility	Name	Date of Phone Discussion
Coastal	Seaspray	Foreshore Reserve	John Morgan	7 May
Coastal	Golden Beach	Community Centre	Merrilynne Hayes	4 May
Coastal	Loch Sport	Loch Sport Hall	Bill Klein	8 May
Coastal	Stradbroke	Stradbroke Public Hall	Kaylene Hams	2 July
Heyfield	Heyfield	Heyfield Memorial Hall	Wendy Rhodes	7 May
Heyfield	Heyfield	Heyfield Community Resource Centre	Caroline Trevorrow	7 May
Heyfield	Cowwarr	Cowwarr Rec & Hall	Cr. Carolyn Crossley	7 May
Heyfield	Glenmaggie	Glenmaggie Hall	Brooke Barbour	8 May
Heyfield	Licola		Mark Coleman	4 May
Heyfield	Nambrok	Nambrok Public Hall and Rec Reserve	Paddy Boyce	1 July
Maffra	Maffra	Maffra Rec	Jenny Toma	1 June
Maffra	Maffra	Gippsland Auto Museum	Sue Lawrence	15 June
Maffra	Newry	Newry Hall	Kate Mirams/Mark Humphris	3 June
Maffra	Maffra	Ag Society	Kath Coggan	11 June
Maffra	Valencia Creek	Valencia Creek Hall	Rachel Dawkins	4 June
Maffra	Maffra	Maffra Dramatic Society	Allison McNair	16 June
Maffra	Valencia Creek	Valencia Creek Hall - President	Garry Rose	4 June
Maffra	Maffra	Maffra Municipal Band and Maffra Memorial Hall	Rob Woodhouse	11 June
Maffra	Maffra	Cameron Sporting Complex CoM	Patrick Weatherley	30 June
Maffra	Boisdale	Boisdale Hall	Judy Traill	1 June
Maffra	Airly-Clydebank	Airly-Clydebank Community Hall	Beth Ripper	3 July
Maffra	Boisdale	Boisdale Hall / Valencia Creek	Helen Montague	3 June
Rosedale	Rosedale	Rosedale Community House	Heather Shaw	25 May
Rosedale	Carrajung	Carrajung Public Hall	Michelle Leadoux	30 June
Rosedale	Gormandale	Gormandale Community House	Lori White	22 May
Rosedale	Rosedale	Rosedale Lions Club	Dawn Molden	3 July
Rosedale	Rosedale	Rosedale Primary School	Fiona Knight	14 July
Sale	Bundalaguah	Bundy Hall	Paul Versteeden	28 May
Sale	Longford	Longford Rec	Trevor Cawther	1 June
Sale	Sale	Neighbourhood House (Coordinator)	Caitlin McGloughlin	1 June
Sale	Kilmany	Kilmany Public Hall	Glenda Anderson	30 June

District	Township	Facility	Name	Date of Phone Discussion
Stratford	Briagolong	Briag Rec & Community	Darren Randle	2 June
Stratford	Munro	Munro Public Hall	Sam Beechy	15 June
Stratford	Stratford	Stratford Rec & Community	Neil Tatterson	11 June
Stratford	Stratford	Segue Community Hub and Arts Cafe	Linda Brondribb	4 June
Stratford	Dargo	Dargo Hall and Recreation Reserve	Brian Madigan	22 July
Yarram	Giffard West	Giffard West Hall	Nicky Jennings	21 May
Yarram	Yarram	Neighbourhood House (Coordinator)	Cath Cooke	28 May
Yarram	Alberton West	Alberton West Recreation Reserve (COM) - Chair	David McAninly	27 May
Yarram	Port Albert	Port Albert Maritime Museum	Kim Hatton	29 May
Yarram	Won Wron	Won Wron Public Hall	Judith McAninly	3 July

Wellington Shire Community Infrastructure Plan

2021 – 2031

Attachment D: Facility Hierarchy Assessment



Image: Stradbroke Hall

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Introduction

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 1.1 below provides a detailed description of each facility type while table 1.2 provides a matrix summary. The hierarchy rating for each of the facilities assessed as part of the Community Infrastructure Plan is provided on the following pages.

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

Loch Sport to Seaspray and district

Facility	Level
Nil	1a
Seaspray Surf Club	1b
Nil	2
Nil	3
Hall - Giffard West	4
Hall – Golden Beach Community Centre and Senior Citizens Centre	4
Clubrooms – VMMRR – Veronica Maybury Reserve – Golden Beach	4
Clubrooms - Golf - Veronica Maybury Reserve – Golden Beach	4
Men's Shed Golden Beach Community Centre Reserve	4
Loch Sport Public Hall	4
Loch Sport Community House	4
Mens Shed Loch Sport - Charlies Street Recreation Reserve	4
Clubrooms - Cricket/Tennis - Charlies Street Recreation Reserve – Loch Sport	4
Clubrooms - Bowls - Charlies Street Recreation Reserve – Loch Sport	4
Clubhouse - Golf Club - Charlies Street Recreation Reserve – Loch Sport	4
Hall & Clubrooms - Tennis - Seaspray Recreation Reserve	4
Hall - Stradbroke Recreation Reserve	5
Condition Unknown	
Clubrooms – RSL – Charlies Street Recreation Reserve – Loch Sport	
Surf Life Saving Club – Golden Beach	

Heyfield and District

Facility	Level
Nil	1a
Nil	1b
Heyfield Community Resource Centre	2
Heyfield War Memorial Hall	2
Heyfield Library	2
Multipurpose Stadium - Gordon Street Recreation Reserve - Heyfield	2
Heyfield Wetlands Information Centre	2
Nil	3
Coongulla Community Hall	4
Cowwarr Public Hall	4
Clubrooms - Football and Netball - Cowwarr Recreation Reserve	4
Glenmaggie Mechanics Institute Hall	4
Clubrooms - Tennis - Gordon Street Recreation Reserve – Heyfield	4
Clubrooms - Netball - Gordon Street Recreation Reserve – Heyfield	4
Clubrooms – Main Clubrooms - Gordon Street Recreation Reserve – Heyfield	4
Clubrooms – Bowls – George Street Heyfield	4
Clubrooms - Pigeon Racing Club - Heyfield Cricket Ground	4
Licola Hall	4
Hall - Nambrok Recreation Reserve	4
Clubrooms Football, Netball & Cricket - Nambrok Recreation Reserve	4
Clubrooms - Tennis - Nambrok Recreation Reserve	4
Vintage Engine Shed - Heyfield	4
Annex behind RSL building - Heyfield	4
Heyfield and District Museum	4

Community Infrastructure Plan – Attachment D - Facility Hierarchy Assessment

Facility	Level
Clubrooms - Seaton Recreation Reserve	4
Denison Public Hall	5
Hall - Licola Picnic Reserve	5
Condition Unknown	
Men's Shed - Heyfield	
Clubrooms - Wandocka Recreation Reserve	
Gippsland Woodcraft Group – Nambrok	

Maffra and District

Facility	Level
Nil	1a
Clubrooms - Cameron Sporting Complex - Maffra	1b
Beet Museum - Macalister River Regional Park – Maffra	1b
Basketball Stadium - Cameron Sporting Complex - Maffra	1b
Gippsland Motor Museum - Maffra	1b
Clubrooms - Football - Maffra Recreation Reserve & Show Grounds	2
Library & Art Space - Maffra Memorial Hall & Library	2
Memorial Hall & Supper Room - Maffra Memorial Hall & Library	2
Maffra Visitor Information Centre	2
Clubrooms - Boisdale Recreation Reserve	3
Neighbourhood House - Maffra	3
Public Hall - Bundalaguah	3
Boisdale Public Hall	4
Airly-Clydebank Hall	4
Boisdale Historic Stables	4
Clubrooms - Maffra Croquet Club	4
Clubrooms - Motorcycle - Cameron Sporting Complex - Maffra	4
Clubrooms - Lapidary Club - Maffra Recreation Reserve & Show Grounds	4
Clubrooms - Maffra Tennis Courts	4
Maffra Senior Citizens Centre	4
Hall - Maffra Guide Hall	4
Maffra Men's Shed	4
Bundalaguah – Clubrooms	4
Valencia Creek Soldiers Memorial Hall	4

Community Infrastructure Plan – Attachment D - Facility Hierarchy Assessment

Facility	Level
Newry Public Hall	4
Newry Golf Club	4
Newry Recreation Reserve	4
Newry Tennis Courts	5
Condition Unknown	
Clubrooms – RSL - Maffra	

Rosedale and District

Facility	Level
Nil	1a
Nil	1b
Rosedale Community Hub (includes library and seniors centre)	2
Rosedale Recreation Reserve Clubrooms	2
Hall - Rosedale Mechanics Institute Hall	3
Public Hall - Carrajung South	4
Gormandale Community House	4
Gormandale Mechanics Institute Hall	4
Clubrooms - Gormandale Recreation Reserve	4
Clubrooms - Pony Club - Rosedale Racecourse Recreation Reserve	4
Clubrooms - Rifle Club - Rosedale Racecourse Recreation Reserve	4
Stadium - Rosedale Community Sports Complex - Rosedale Primary School	4
Clubroom – RSL - Rosedale	4
Old School House – Rosedale	4
Men’s Shed – Rosedale	4
Willung Mechanics Institute Hall	4
Public Hall - Carrajung	5

Sale and District

Facility	Level
Gippsland Art Gallery	1a
The Wedge Performing Arts Centre	1a
Sale Visitor Information Centre	1b
Sale Library	1b
Aqua Energy Leisure Centre - Sale	1b
Gippsland Regional Sports Complex - Sale	1b
Sale Golf Club	2
Wellington Shire Council Civic Centre – meeting spaces	2
Clubrooms & RFDS Office - Sale Oval	3
Stadium - O.A. Ruff Stadium - Sale Oval	3
Sale Memorial Hall	3
Temperance Hall	3
St Marys Hall - St Marys Catholic Cathedral	3
VRI Hall	3
Delbridge Hall - St Pauls Anglican Cathedral	3
Baptist Church Hall	3
Sale RSL Club	3
Longford Public Hall / Clubrooms	4
Marley Street Community Hub - Sale	4
Sale Neighbourhood House	4
Sale Men's Shed	4
Performance Space - Leaf - Sale Botanic Gardens	4
Scout Hall Baldwin Reserve - Sale	4
Sale Guide Hall	4

Facility	Level
Clubrooms - Sale United F.C. - Baldwin Reserve - Sale	4
St John's Ambulance Hall - Stead Reserve - Sale	4
Clubrooms - Croquet - Stephenson's Park - Sale	4
Clubrooms - Tennis - Stephenson's Park – Sale	4
Clubrooms - Dog Obedience Club - East Sale Drainage Reserve	4
Sale Museum	4
Band Hall - Sale	4
Sale Senior Citizens Centre	4
Clubrooms - Wellington Hockey Club & Little Athletics - Lions Park - Sale	4
Clubrooms - German Shepherd Dog Club - Canal Reserve - Sale	4
Clubrooms - Rifle Range Reserve - Sale	4
Clubrooms - Angling Club - Canal Reserve – Sale	4
Wurruk Community House	4
Wurruk Oval Clubrooms	4
Kilmany Public Hall & Recreation Reserve	5

Stratford and District

Facility	Level
Nil	1a
Nil	1b
Stratford Library & Community Health Hub	2
Segue Community Hub and Café	3
Clubrooms - Stratford Bowls Club	4
Clubrooms - Stratford Recreation Reserve	4
Mens Shed - Stratford Senior Citizens Centre	4
Stratford Mechanics Institute Hall	4
Stratford Senior Citizens Centre	4
Stratford Theatre	4
Stratford Scout Hall	4
Former Council Depot – Stratford	4
SES / Victrack site - Stratford	4
Clubrooms - Briagolong Recreation Reserve	4
Briagolong Mechanics Institute Hall	4
Dargo Public Hall	4
Public Hall / Clubrooms – Meerlieu Recreation Reserve	4
Munro Public Hall	4
Avon Indoor Recreation Centre – Stratford	4
Condition Unknown	
Avon Landcare building - Stratford	
Dargo Heritage Museum	

Yarram and District

Facility	Level
Nil	1a
Nil	1b
Yarram Community Hub including Library and Early Learning Centre	2
Clubrooms - Football - Yarram Recreation Reserve & Show Grounds	2
Clubrooms - Netball - Yarram Recreation Reserve & Show Grounds	2
Yarram Visitor Information Centre	2
Yarram Country Club	2
Woodside Surf Life Saving Club	3
Yarram Community Learning Centre	3
Clubrooms - Pony Club - Yarram Recreation Reserve & Show Grounds	3
Theatre & Supper Room - Yarram Regent Theatre	3
Walpole Stadium - Yarram Secondary College	3
Yarram Swimming Pool	3
Clubrooms - Yarram Tennis Club	3
Yarram Senior Citizens Centre	3
Yarram Mechanics Institute Hall	3
Binginwarri Public Hall	4
Devon North Public Hall	4
Clubrooms - Devon North Recreation Reserve	4
Macks Creek Public Hall	4
Port Albert Mechanics Institute Hall (Incorporating former Church)	4
Port Albert Maritime Museum	4
Rocket Shed - Stockyard Point Reserve – Port Albert	4
Port Albert Water Sports and Safety Centre	4

Facility	Level
Staceys Bridge Public Hall	4
Won Wron Public Hall	4
Clubrooms - Won Wron Recreation Reserve	4
Wonyip Public Hall	4
Public Hall - Woodside	4
Clubroom - Woodside Recreation Reserve	4
Clubrooms - Alberton West Recreation Reserve	4
Yarram Youth Centre & Indoor Sports Centre	5
Condition Unknown	
Yarram Men's Shed	

Wellington Shire DRAFT Early Years Infrastructure Plan 2021 - 2031



Image: Glassford Kindergarten. Source:

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- Early years services operating in Wellington Shire.
- Council officers.

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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

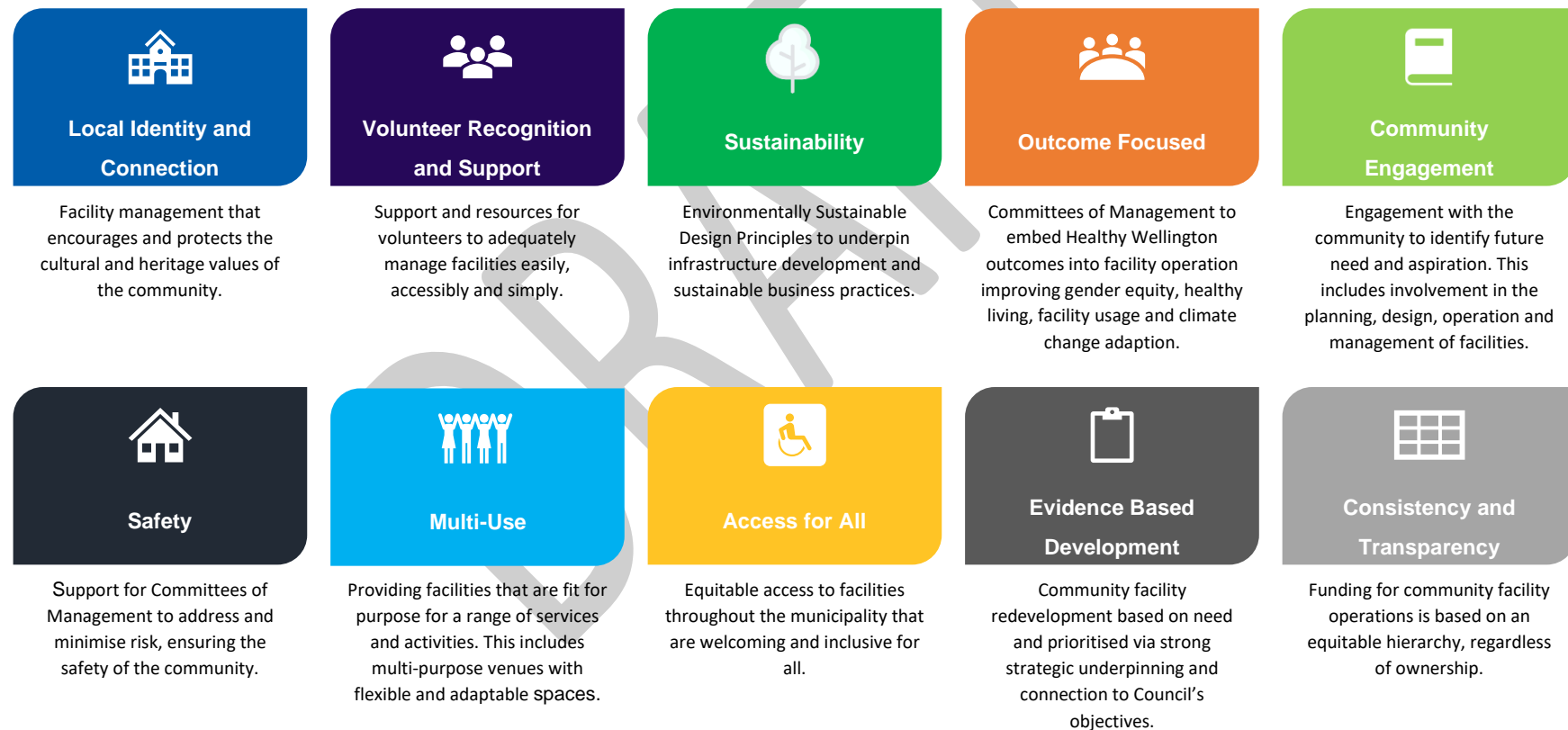
Loch Sport to Seaspray and District	There will be significant population decline in Loch Sport to Seaspray and District between 2021 and 2031, including the 0 – 8-year-old population. This is following a significant increase during 2020 with the COVID-19 pandemic. The only early years' service families 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 Actively pursue 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	Flexible Responses to Meet Community Need Pursue alternate service models and programming initiatives to respond to changing community needs.
Priority Area 4	Advocacy and Partnerships Advocate for and partner with others to deliver infrastructure which improves access to early years services and supports.
Priority Area 5	Equitable Access Actively pursue initiatives which will remove barriers to accessing 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. Vtally, 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**.

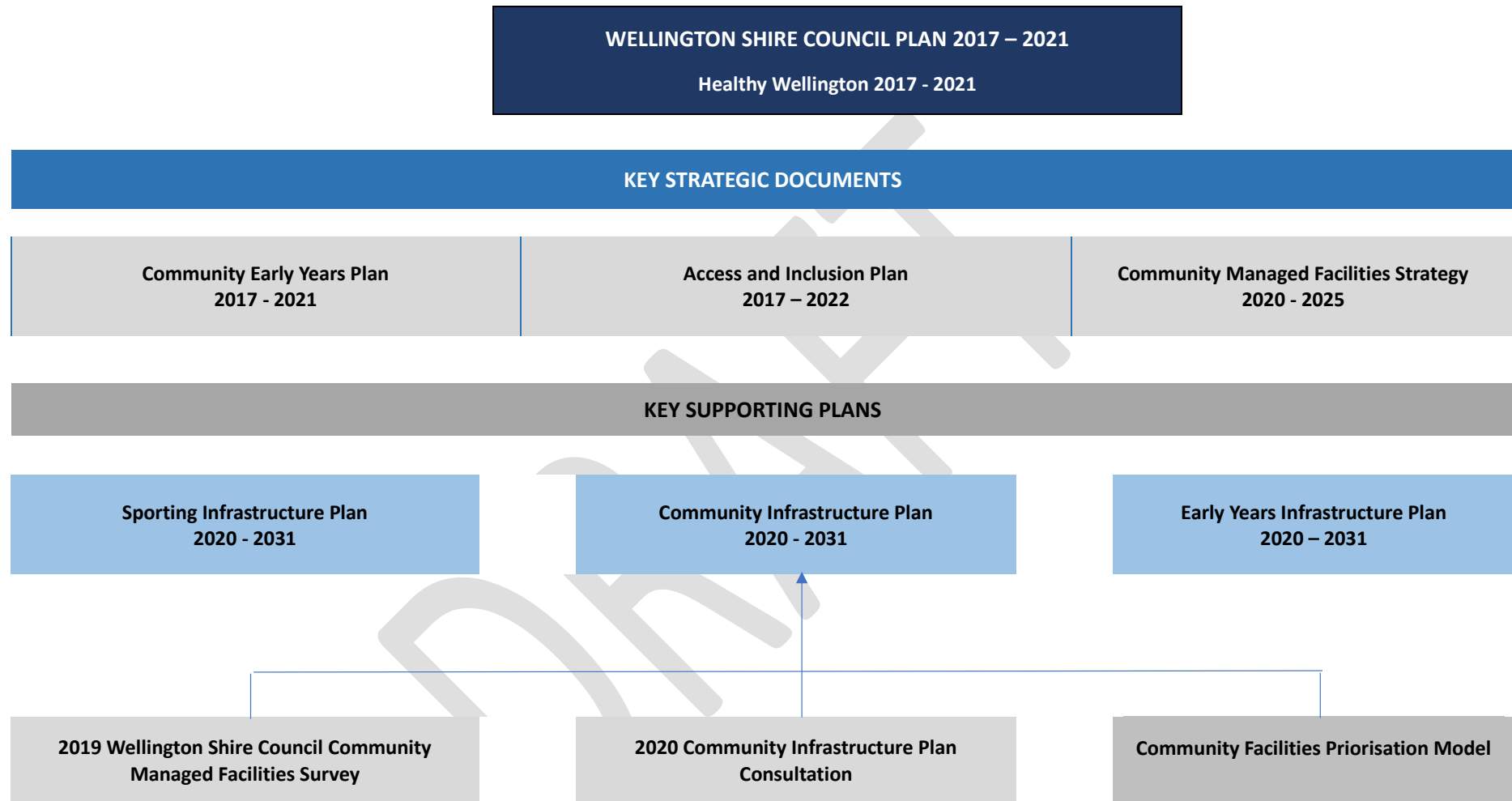
The Early Years Infrastructure Plan supports the directions of key Council plans and strategies including Wellington 2030, the Council Plan 2017 - 2021, Healthy Wellington, Wellington Community Early Years Plan 2017 – 2021 and Access and Inclusion Plan. There is consistency in the priorities Council 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.
- 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.

⁵ Victorian State Government, Education State,
<http://www.education.vic.gov.au/about/educationstate/Pages/vision.aspx>

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

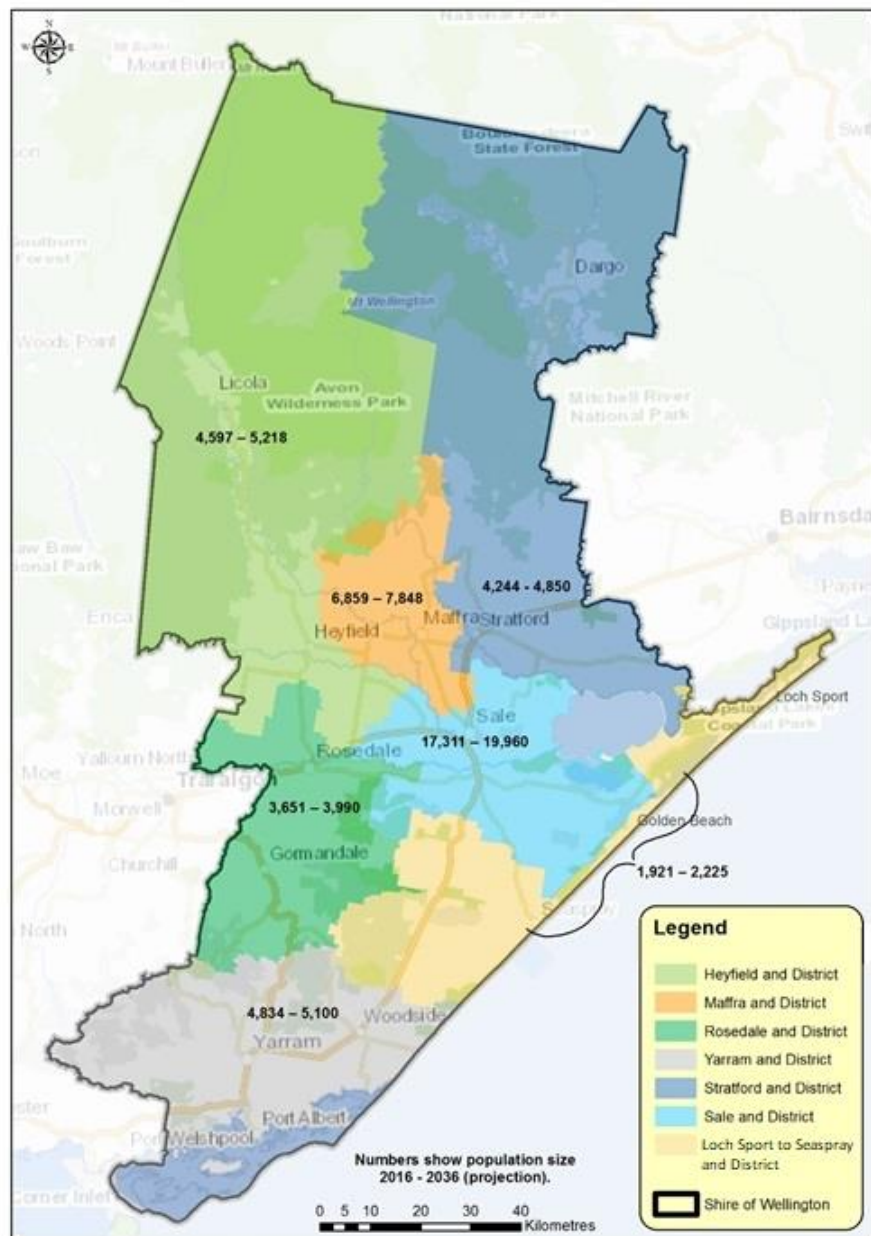
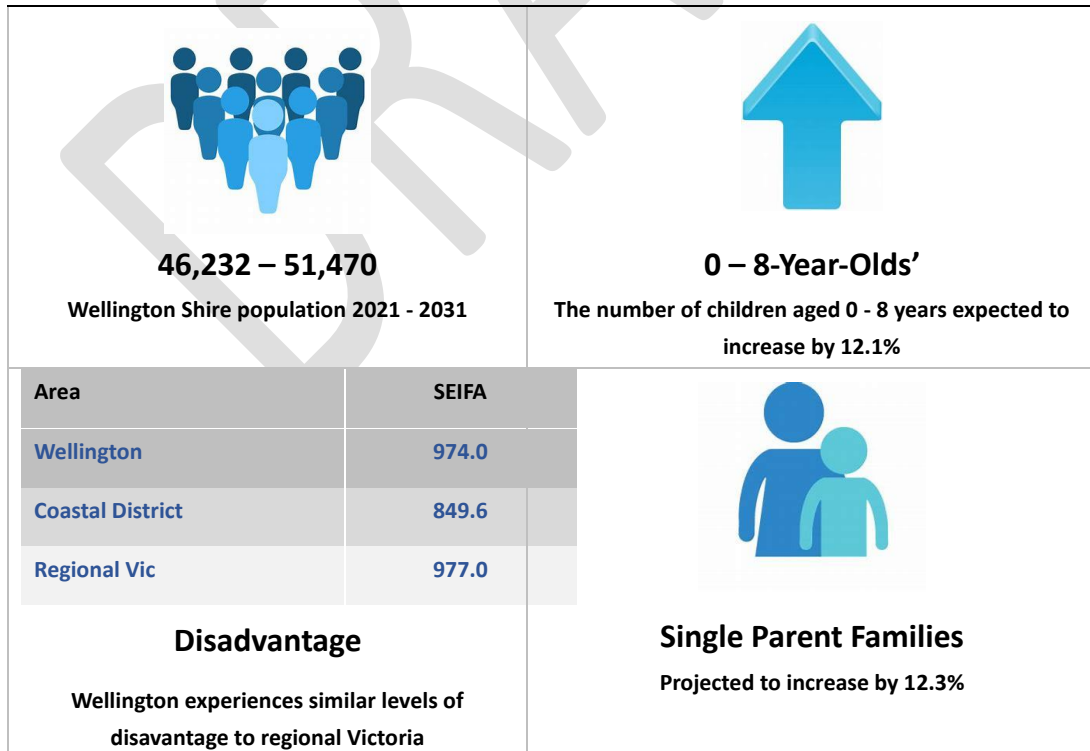


Diagram 1: Map of Wellington Shire and the 7 planning districts, and population size 2016 - 2036



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 \(aeadc.gov.au\)](https://aeadc.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

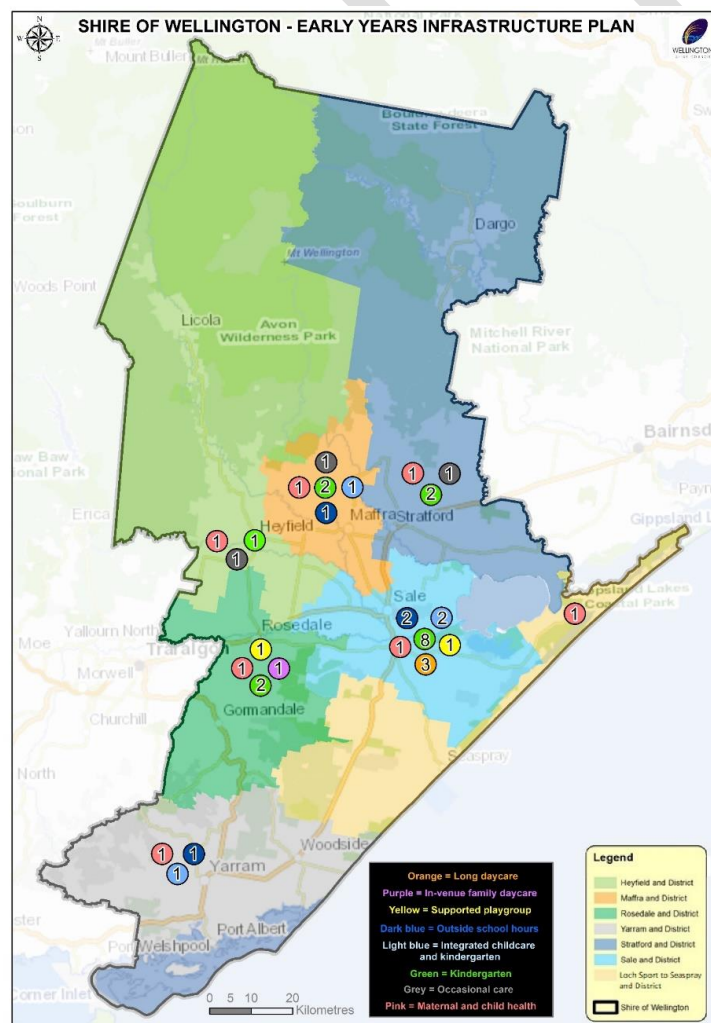
Table 3.1: Summary of Early Years Infrastructure in Wellington Shire, April 2021

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.

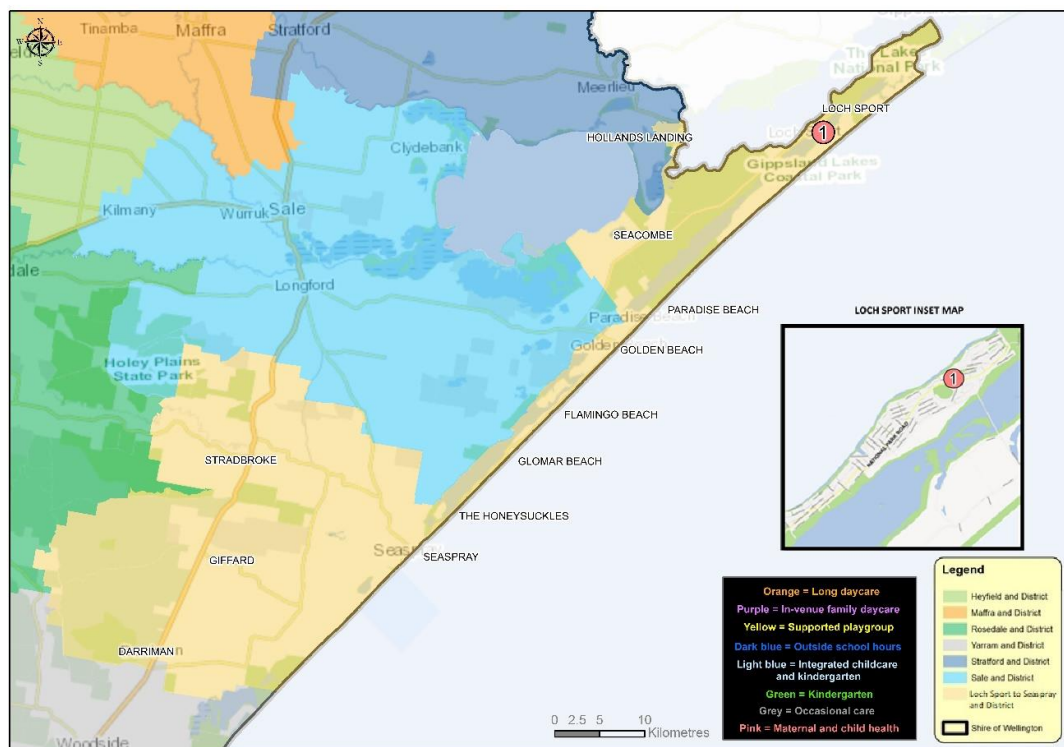
Overall:

- **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.

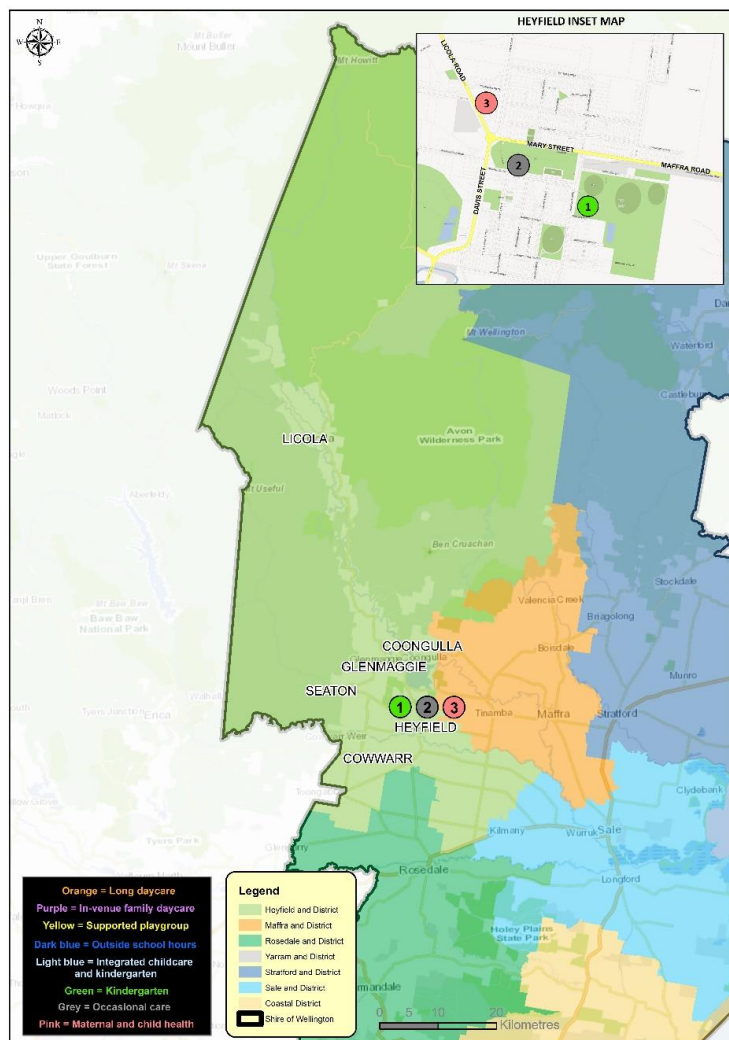


3.1.1 Loch Sport to Seaspray and District



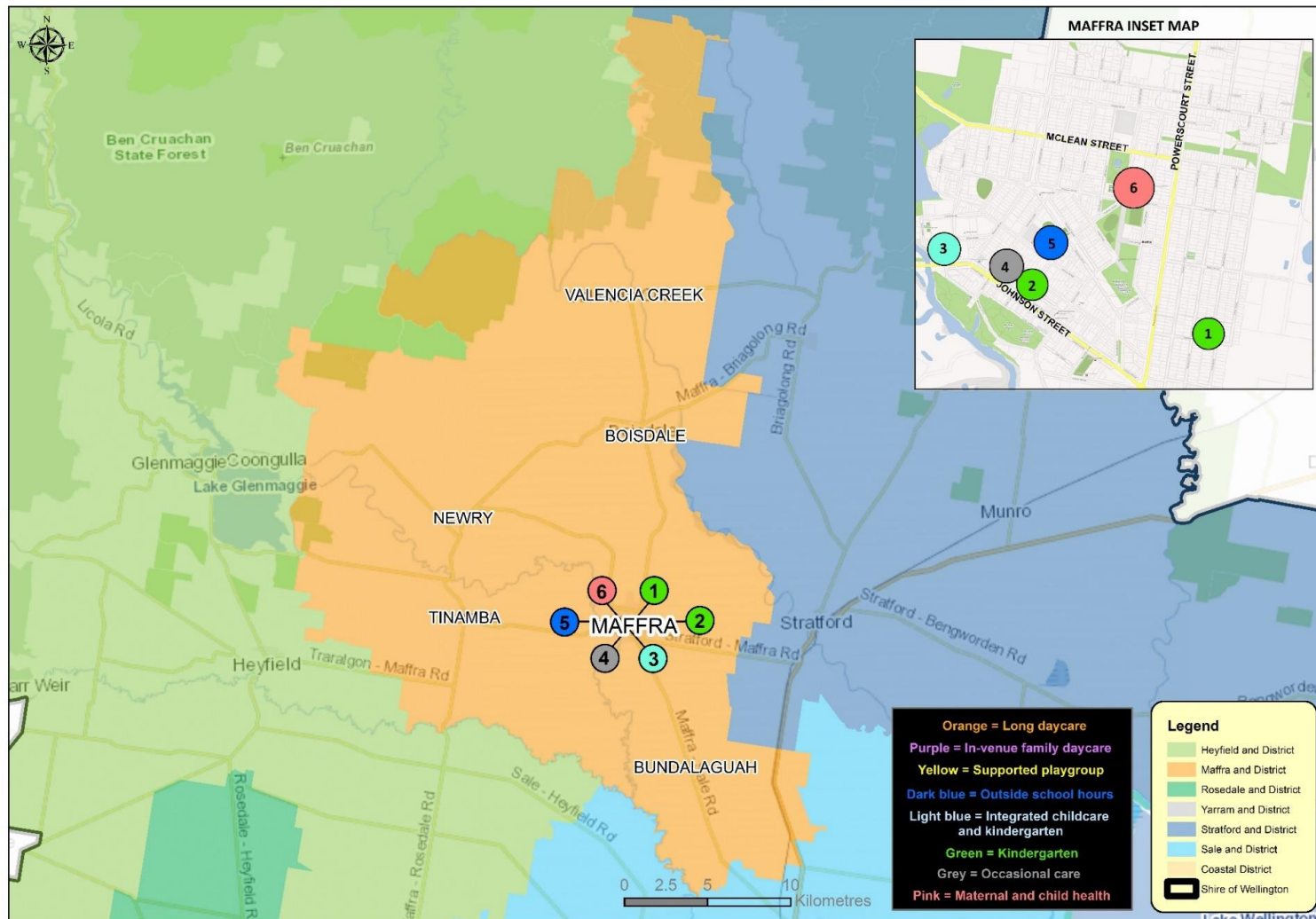
Number	1
Service	Maternal and Child Health
Rooms	1 consulting suit
Town	Loch Sport
Co-located	Yes - Loch Sport Community Health Service
Land / Building Owner	Central Gippsland Health
Service Provider	Central Gippsland Health
Facility Condition, Accessibility, Functionality	Unknown
Opportunity for Concurrent 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



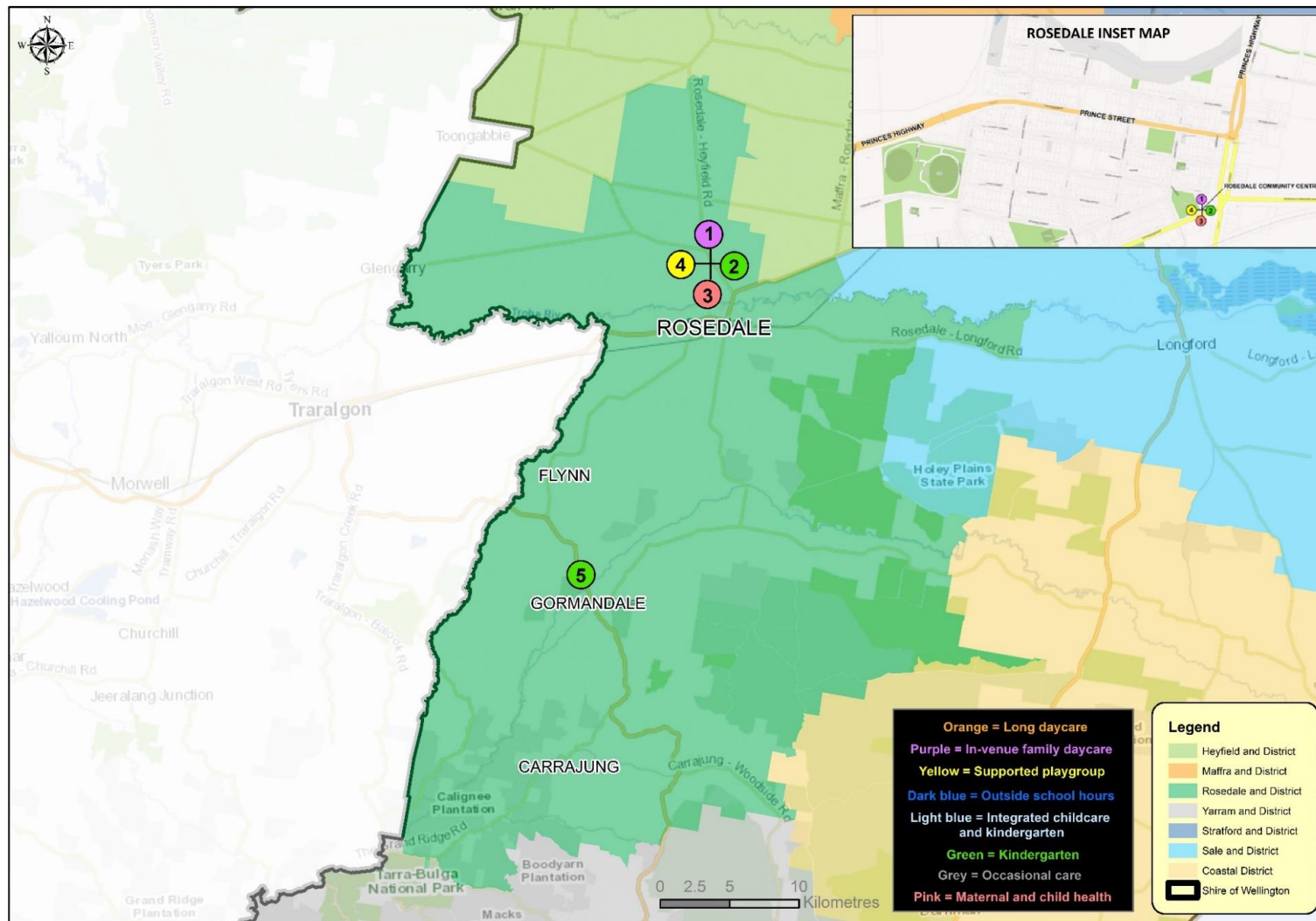
Number	1	2	3
Service	Heyfield Kindergarten	Occasional Care	Maternal and Child Health
Rooms	1 program room	1 program room	1 consulting suite
Town	Heyfield	Heyfield	Heyfield
Co-located	No	Yes – Heyfield Resource Centre	Yes- Heyfield Hospital
Land / Building Owner	Wellington Shire Council	Wellington Shire 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



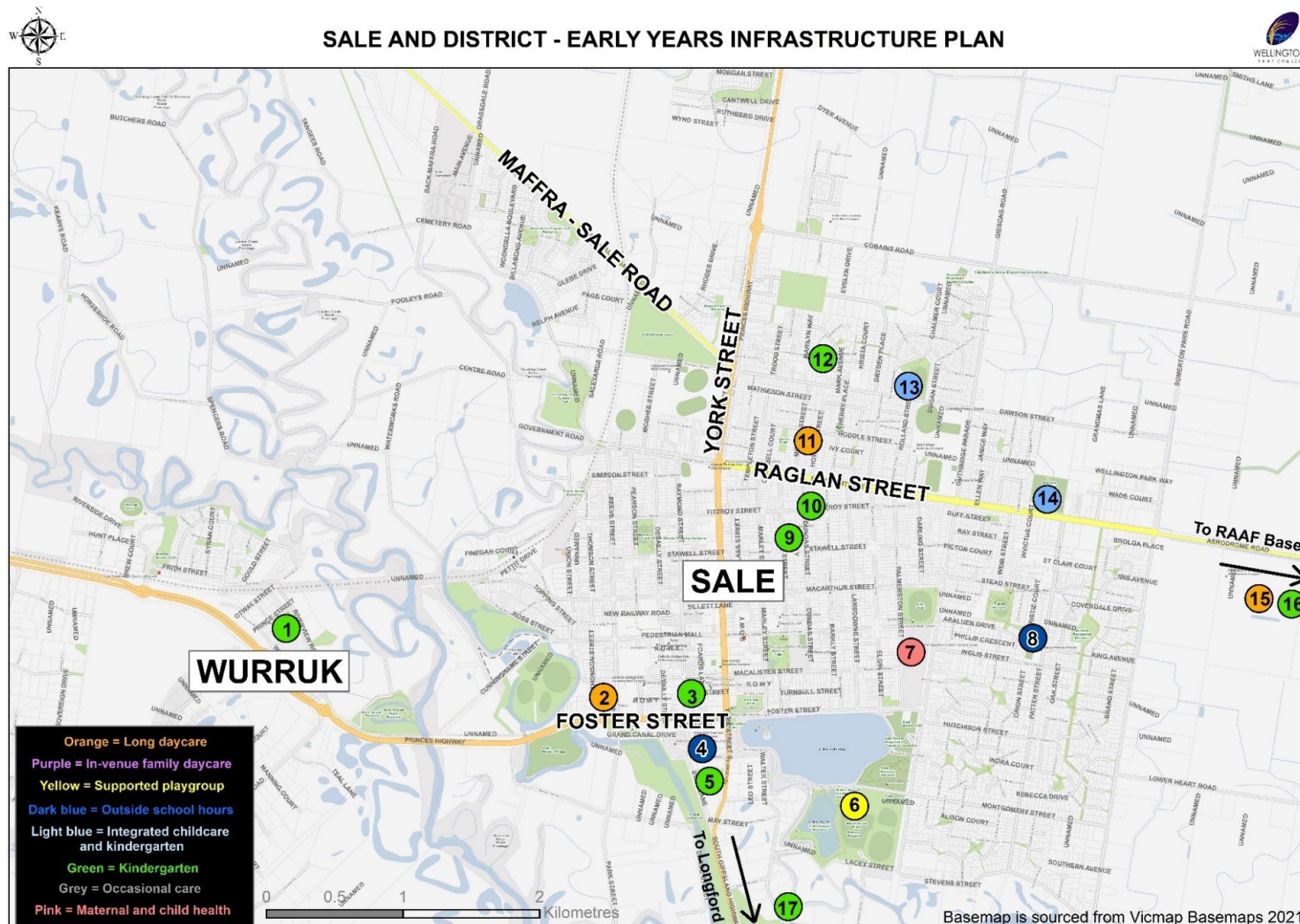
Number	1	2	3	4	5	6
Service	Glassford Kindergarten	Maffra Queen Street Kindergarten	Duke Street Children's Centre (Integrated Childcare and Kinder)	Occasional Care (at Maffra Queen Street Kindergarten)	Outside School Hours Care (at Maffra Primary School)	Maternal and Child Health (at Maffra Hospital)
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

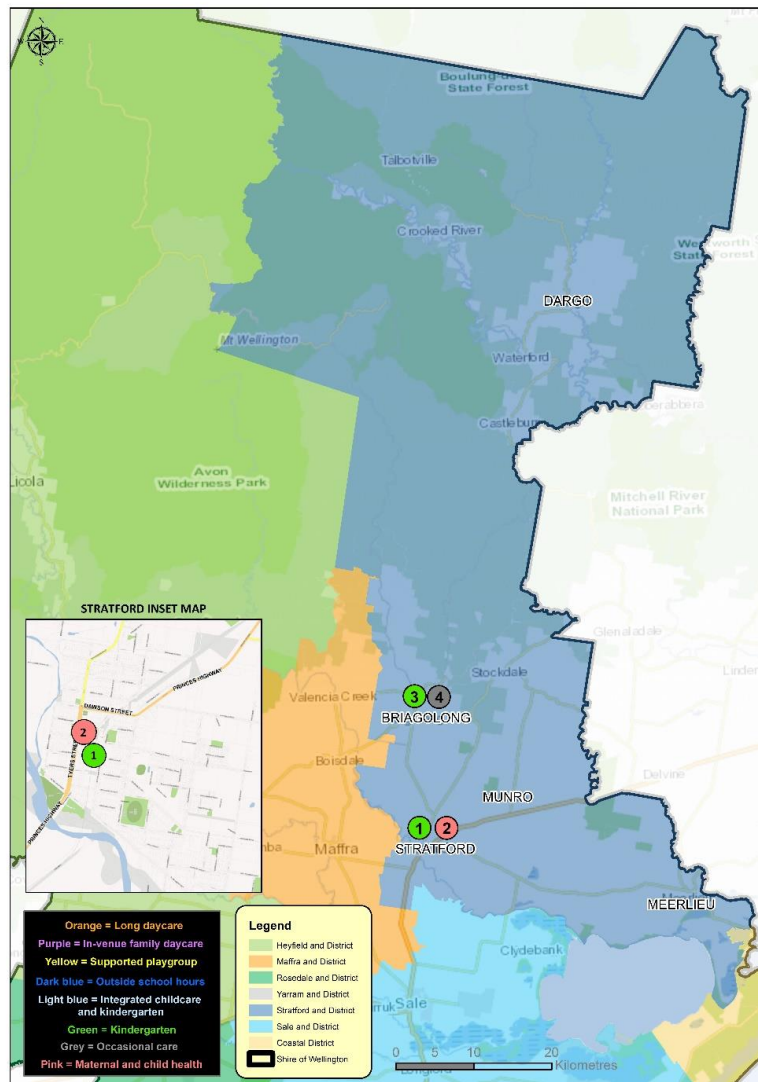


Number	Service	Rooms	Town	Co-located	Land / Building Owner	Service Provider	Facility Condition, Accessibility, Functionality	Opportunity for Concurrent Uses	Opportunity for Co-location	Opportunity to Expand Facilities
1	Wurruk Kindergarten	1 program room	Wurruk	Yes – at Wurruk Primary School	State Govt 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

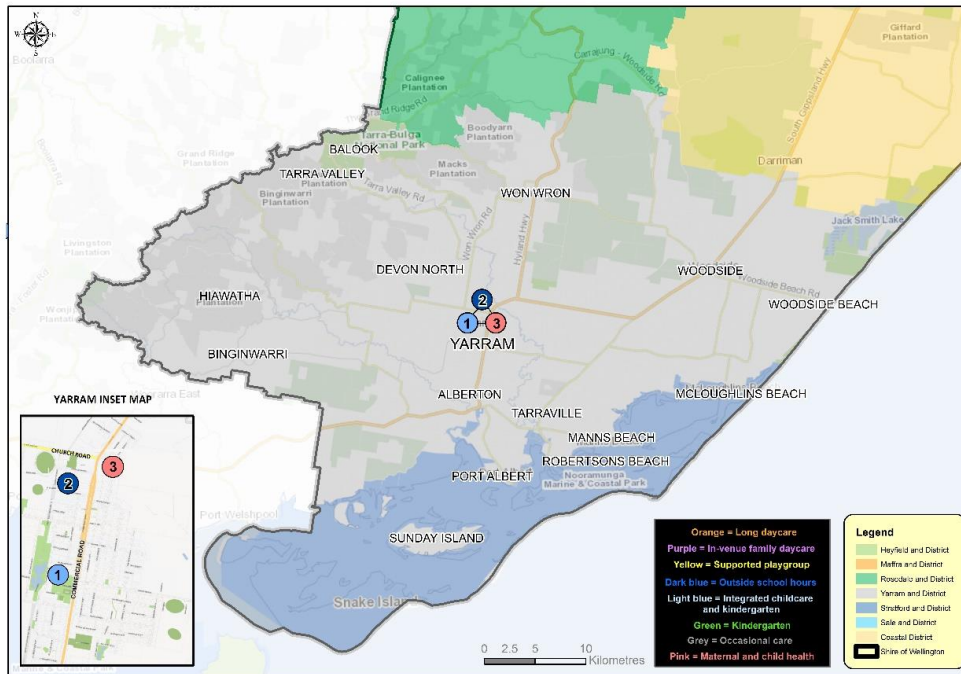
Number	Service	Rooms	Town	Co-located	Land / Building Owner	Service Provider	Facility Condition, Accessibility, Functionality	Opportunity for Concurrent Uses	Opportunity for Co-location	Opportunity to Expand Facilities
15	Long daycare (One Tree Defence Childcare Unit)	4 program rooms	East Sale	No but 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 (1 = low importance, 4 = high importance)	Weighting	Strategic Alignment
1	Hierarchy Level	Quantitative - measured against a 1-4 scale	15%	Consistent with current Community Facilities Framework
2	Asset Component Importance – Community & Council	Quantitative - measured against a 1-4 scale	20%	Consistent with Strategic Objective 1 in Council Plan 2017- 21 (Communities)
3	Participation Maintained or Improved	Quantitative - measured against a 1-4 scale	20%	Consistent with Strategic Objective 1 in Council Plan 2017- 21 (Communities)
4	Efficiency / Compliance / Operational Improvements	Quantitative - measured against a 1-4 scale	15%	Consistent with Strategic Objective 6 in Council Plan 2017- 21 (Communities)
5	Asset Condition Rating	Quantitative - measured against a 1-4 scale	30%	Consistent with Strategic Objective 2 in Council Plan 2017- 21 (Communities)

Table 6.1: Community Facilities Project Prioritisation Model, Wellington Shire, 2020

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.

6.4 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.	Service standards developed. The extent of capital investment annually in the upgrade of early years facilities to address condition and functionality issues.
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. 	Review of the Project Prioritisation Model is completed. Planning for and the development of early years hubs or community hubs incorporating early years services is occurring. 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.

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

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Wellington Shire
Early Years Infrastructure Plan
2021 – 2031
Attachment A: Background Report



Image: CFA Staging Station at Giffard West Hall

DISCLAIMER

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VERSION CONTROL

Version	Issued By	Date
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1.0 Introduction

This document is one of 2 attachments supporting the Wellington Shire Early Years Infrastructure Plan. The document provides:

- Detailed information about the strategic and policy context influencing the development of the Early Years infrastructure Plan.
- The detailed results from a survey of community members about early years services, supports and resources.
- The detailed notes from a planning workshop with Council officers and key stakeholders about the Early Years Infrastructure Plan.

2.0 Detailed Analysis of the Strategic and Policy Context

Planning for infrastructure to support the needs of children, young people and their families should consider the existing local, state and national strategic and policy context. This section examines several strategic plans and documents developed by Wellington Shire Council and discusses the State and Federal context. Key Council documents include the:

- Wellington 2030 Community Vision
- Council Plan 2017-2021
- Wellington Community Early Years Plan 2017-2021
- Healthy Wellington 2017-2021 Building Wellbeing Together
- Access and Inclusion Plan 2017-2022
- Community Facilities Framework 2016
- Community Managed Facilities Strategy 2020-2025
- Built environment Strategy 2011-2015

2.1 Summary of Key Themes

The major themes and issues relevant to the development of the Early Years Infrastructure Plan are:

- The State and Federal policy agenda recognises that children and young people are an integral part of our community, and their needs, aspirations and voices are essential for building strong communities. Continuous improvement and quality must underpin planning for services and infrastructure and that child friendly environments should be developed that support health, wellbeing and social development.
- Council has undertaken significant planning and policy development work over recent years which seeks to understand the community's need for responsive services and facilities.
- There is a high level of consistency in the themes and priorities in Council's strategic documents and a strong alignment with the Council Plan.

- All of the Council documents reflect a methodology which involves a high level of community and stakeholder engagement.
- Council’s strategic planning is strongly influenced by evidence-based decision making.
- The documents recognise a broad commitment to enhancing community life, the provision of services and facilities that respond to community needs.
- The Council strategy documents reflect a consistent awareness of the important role that community facilities play in building a friendly and safe community and in strengthening community identity.
- Several Council documents make reference to the size of the municipality and the resulting travel distances and potential isolation. The issue of isolation and community resilience in small towns and communities experiencing change is raised and the role of community facilities in providing places for community activity and celebrations is recognised.
- The principles of access and inclusion and the recognition of the diversity within the Wellington community is a consistent theme.
- A preference for shared use of facilities is expressed in Council’s Community Facilities Framework, Community Managed Facilities Strategy and Built Environment Strategy. Wellington 2030 discusses the notion of community hubs as an approach to enhance accessibility of community services.
- Many Council strategies use a hierarchy to structure different levels of facility provision.

2.2 State and Federal Policy Context

There is a complex array of policies, plans, discussion papers, and charters that underpin international, Federal and State government approaches to supporting children, young people and their families. Internationally, the *United Nations Convention on the Rights of the Child (1989)* sets out the basic human rights of a child no matter where they live, setting standards in health care, education, legal, civil and social services. These principles are consistent with the direction and policy frameworks accepted by governments in Australia.

Over the past decade State and Federal governments have shown they understand the importance of investing in children and families through:

- The establishment of national standards for the provision of early years services
- A commitment to universal access to 15 hours of kindergarten for four-year-old children
- A focus upon supporting vulnerable children and families.¹

In Victoria, additional relevant State government policy initiatives include:

- Improving access to kindergarten for children and families including the establishment of kindergarten central registration and enrolment systems (CRES) in all local governments

¹ Victorian State Government, Education State,
<http://www.education.vic.gov.au/about/educationstate/Pages/vision.aspx>

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.

- Providing universal access to funded 3-year-old kindergarten from 2022. Under this policy all children in Victoria will be able 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 policy initiative along with continued population growth, will significantly increase the demand for kindergarten services and infrastructure in Wellington over the next 7 years.

2.3 Key Council Plans and Strategies

Wellington 2030

The Wellington 2030 Strategic Vision is the community's vision for the future. First developed in 2008 through an extensive community consultation process, it was subsequently renewed in 2016.

The engagement process in 2016 included posing key questions to community members and the responses shaped the development of the themes. Within each theme the document captures the key messages from the community and also responses from State Government, local organisations and key issues from empirical data (including demographic data and asset information). The document's vision is "Happy people, healthy environment and thriving communities in the heart of Gippsland". Responsive and sustainable community infrastructure is a necessary part of Council's response in achieving this vision.

The document sets out five key themes and the aspirations for each theme that are relevant to the preparation of a community infrastructure plan are shown below:

Theme	Community aspiration
1 Communities	<ul style="list-style-type: none"> • Maintain a friendly, inclusive and welcoming Shire where people feel safe at home and in their community. • Provide infrastructure that enables and encourages healthy and active lifestyles.
2 Services and infrastructure	<ul style="list-style-type: none"> • Further develop networks and community hubs for people to find out more about the services available. Ensure access to a broad range of Healthcare services, community events and services for young people and waste recycling. • Improve diversity of retail outlets, an array of sporting clubs, varied leisure and entertainment options and a range of cultural pursuits that make Wellington attractive for people of all ages to visit, work and or live. • Provide appropriate services, facilities and infrastructure in seasonal towns.
3 Natural environment	<ul style="list-style-type: none"> • Change energy use within Council, by residents, business and industries to reduce impact on the environment.

4 Lifelong learning	<ul style="list-style-type: none"> • Provide formal and informal lifelong learning opportunities for personal development and wellbeing.
5 Economy	<ul style="list-style-type: none"> • Improve public transport links to ensure businesses have easy access to markets whilst enhancing the livability / attractiveness of the region for current and new residents.

Council Plan 2017-21

The Council Plan builds on the key themes and aspirations set out in Wellington 2030. The Plan is structured specifically to identify the actions needed to achieve the community's vision as set out in Wellington 2030. The Plan is structured around six themes:

- Communities
- Services and infrastructure
- Natural environment
- Lifelong learning
- Economy
- Organisational

The themes arose from an extensive consultation process and are supported by strategic objectives and strategies. The strategic objectives and strategies most relevant to the preparation of an early years infrastructure plan are:

Theme	Strategic objective
1. Communities	<p>1.1 Maintain friendly, safe communities providing opportunities for residents to lead healthy and active lifestyles.</p> <p>1.2 Celebrate, recognise and acknowledge our diverse community and improve social connections among youth, aboriginal and aged communities.</p> <p>1.3 Strengthen community identity by promoting our heritage and history and appreciation for small town rural living.</p> <p>1.4 Enhance resilience in our towns and our communities.</p>
2. Services and Infrastructure	<p>2.1 Council services and infrastructure are responsive to identified current and future community needs within budgeted parameters.</p> <p>2.2 Council assets are responsibly, socially, economically and sustainably managed.</p> <p>2.3 Wellington Shire is well planned, considering long term growth and sustainability.</p> <p>2.4 Continued improvement to Wellington Shire's connectivity with further developed, accessible transport networks.</p>
3. Natural Environment	<p>3.3 Build resilience in our communities and landscapes to mitigate risks from a changing climate.</p>

4. Lifelong Learning	4.1 Improve people's access to opportunities to challenge and extend their thinking, promote independence, stimulate ideas, further develop leadership skills and lead meaningful lives.
6. Organisational	6.4 Act and lobby on behalf of the priorities of the community.

The strategic objectives within the communities theme focus on building a connected and resilient community, recognising diversity and building the capacity of all towns and communities, small and large. There is particular emphasis on providing infrastructure that encourages healthy and active lifestyles, the importance of accessible facilities and the value of partnerships and collaboration.

The services and infrastructure theme has strategies to ensure that infrastructure is delivered in a way that meets current and future community needs, maps out strategies to support sustainable infrastructure management and recognises the role that public transport has in accessing community facilities.

The strategies in relation to climate change which are in the natural environment theme, reflect the dynamic policy environment that Council is operating in. This is also evident in the communities theme, with recognition of the challenges posed by an ageing community, increased emphasis on community wellbeing and changing patterns of development across the municipality.

The lifelong learning theme reflects an aspiration that will require appropriate community infrastructure and partnerships with other organisations to achieve. This is complemented by a strategic objective around advocacy and lobbying in the organisational theme where Council commits to active advocacy on the community's behalf.

Healthy Wellington 2017-21 – Building Wellbeing Together

Healthy Wellington 2017-21 is Council's Municipal Public Health and Wellbeing Plan. The Plan was developed in partnership between Council, health promotion funded agencies and Wellington Primary Care Partnership. It was developed through a highly consultative process and is a broad strategic plan aimed to achieve better health and wellbeing outcomes for the Wellington community.

The Plan identified key health priorities for the Shire and these are listed below:

- Improve mental wellbeing
- Improve gender equality
- Improve healthy living
- Address climate change.

Within the priority areas there are a number of focus areas which each have an annual action plan. A municipal scan is included in the Plan which provides a useful preliminary understanding of the health and wellbeing status of the community and the determinants that contribute to this. The scan shows areas where further analysis and investigation needs to occur to identify priorities.

The Plan has a number of elements that are relevant to the preparation of an early years infrastructure plan. The physical environment is recognised as being made up of built and natural structures where people interact, and which has the potential to have a significant impact on community health and

wellbeing. The Plan also notes the importance of well-designed settings and community facilities which support socially inclusive activities.

Community facilities have an important role to play in enabling physical activity and healthy lifestyles. Actions are proposed to create supportive and health promoting environments.

Wellington Community Early Years Plan 2017-2021

The Wellington Community Early Years Plan guides the planning and provision of services, programs and facilities for families with children aged from birth to eight years of age. It aims to facilitate the coordination of early years services that respond to local new and emerging issues, and ensure the health, learning and developmental needs of children are met.

Local government plays an important role in the development, implementation and review of Early Years Plans as part of their planning and service provision requirements. However, the Plan also guides and support all child and family services providers across the municipality. It is through this shared vision and coordination, all service providers, working together, can achieve sustainable outcomes for families and children.

The Wellington Community Early Years Plan was developed through a highly engaging process. An extensive program of consultation was undertaken to capture the views and opinions of all stakeholders. Consultations were facilitated with children, families and child and family service providers including policy makers.

The Plan has four key goals to guide future action.

1. Collaborative partnerships
2. Friendly environments
3. Strong connected communities
4. Ongoing monitor and review.

The objectives and strategies most relevant to the preparation of an early years infrastructure plan are discussed below.

Collaborative partnerships

- This goal has strategies to build a strong network of early years services through advocating for an integrated approach and the adoption of an outcomes approach. That is, clearly setting out the results the plan aims to achieve.
- A collaborative approach is foreshadowed to deliver professional development opportunities and community events. Partnerships are anticipated to enable effective referral pathways and the sharing of information and evidence to inform responsive service delivery.

Friendly environments

- This goal recognises the importance of healthy and safe environments to the development of children. It also links a strong and connected community to a sense of belonging and high levels of community participation.
- Strategies include the development of stimulating play spaces and actions to improve access to sport and recreation programs. Strategies to promote inclusive safe and accessible environments in local businesses and ensuring that Council embeds child safety in organisational processes are also listed.

Strong connected communities

- This goal recognises that communities and professionals play an important part in ensuring a constructive environment for families and children. This is supported by strategies to actively promote information about services to families strengthen links to community organisations that provide early years services.
- Strategies also include promoting engagement between secondary early years services and supporting vulnerable children through embedding pathways between early years services and tertiary early years services.

Ongoing monitor and review

- The importance of ongoing review of progress in delivering the Plan is recognised and regular review and using evidence to assess progress is set out in a number of strategies and actions.

Access and Inclusion Plan 2017-22

The Access and Inclusion Plan was developed as a whole of community approach to eliminating discrimination in Council and achieving ongoing improvement in facilitating access and equitable participation in community life by community members.

The Plan sets out priorities described in six outcomes and a detailed action plan supports the outcomes. Several outcomes are relevant to the preparation of the Early Years Infrastructure Plan.

The Plan outlines actions to increase the accessibility of services, programs and facilities to ensure equitable use and social inclusion. Advocacy is also planned around public transport within and connecting to the Shire including timetabling and infrastructure. Accessible and inclusive information is also identified as being important to addressing barriers to access. Ensuring appropriate signage and displays in Council buildings is seen as being important.

Council's commitment to access and inclusion will need to be reflected in the Early Years Infrastructure Plan with factors such as location, access and functionality having to be considered in the principles and planning framework.

Community Facilities Framework 2016

The Community Facilities Framework is a key document to inform the early years infrastructure Plan. The Framework sets out guiding principles, objectives and a facilities hierarchy to provide clarity in relation to Council's role and priorities for community facilities. The Framework is intended to support Council decision making regarding investment in infrastructure, maintenance funding and the ongoing sustainability of facilities.

The Framework sets out a number of guiding principles to support consistent decision making. The guiding principles provide direction for planning activities in relation to community facilities and are listed below:

- Community engagement;
- Community benefit and wellbeing;
- Access, inclusion and equity;
- Planning and development; and
- Heritage.

The document provides further detail to support the principles to explain the dimensions of the proposed approach to the provision of community facilities. The Framework emphasises the commitment to community involvement in planning for, designing, operating and managing community facilities. It also emphasises the role that community facilities play in supporting community wellbeing and foreshadows co-location and integrated service provision as objectives.

A commitment to the provision of facilities that meet community needs reflects an awareness that community needs and use of community facilities changes over time.

The Framework also outlines the support provided by Council to community facilities and a broad facility hierarchy model which reflects the location of existing infrastructure, surrounding population and extent of use envisaged.

Community Managed Facilities Strategy 2020-25

Council developed the Community Managed Facilities Strategy to clarify and communicate the role Council will play in supporting community management of community facilities, on either Council or Crown Land. These facilities include halls, neighbourhood houses, recreation reserves and early learning centres, are highly valued, and are located across the municipality. The Strategy concentrates on actions to support positive community impact.

The Strategy contains principles to guide Council decision making and which are consistent with the principles in the Community Facilities Framework. Council provides a range of supports to the community organisations managing the facilities including operating subsidies, capital works and community grants. The Strategy aims to implement a consistent framework for providing this support.

The Strategy proposes changes to the current arrangements and the initiatives of most relevance to the development of the Early Years Infrastructure Plan are:

- Adopt a Shire wide service delivery lens in considering the role of facilities rather than site-focused masterplans;
- Focus on sustainability of design, materials and improvements to facilities;
- Introduction of a consistent approach to determining financial contributions to capital improvement projects;

The strategies of most relevance to the development of the Early Years Infrastructure Plan are shown below:

Principle	Strategies
4. Local identity and connection	<ul style="list-style-type: none"> b. The overarching objective of all investment is to support facility users to increase community participation in social activities, recreation and physical activity to positively influence the health and wellbeing of the community. c. Community infrastructure projects will be aligned to population growth and demographic change.
5. Access for all	<ul style="list-style-type: none"> a. Facilities will be welcoming and inclusive of all people within the community including people of differing ages, abilities, genders, income levels, cultural backgrounds and interests. b. Facilities will be equitably delivered across the municipality based on identified community needs. c. Access will be affordable for members of the community.
6. Multi-use	<ul style="list-style-type: none"> a. Facilities are fit for a range of purposes and support use by multiple services and users for a range of activities. The development of single-use facilities will generally not be supported. b. New community facilities are designed and maintained to be multifunctional, flexible and adaptable to change. They support the co-location, integration, and/or clustering of complementary community activities. c. The maintenance, renewal and upgrade of existing community infrastructure is prioritised above the funding of new community infrastructure.
7. Evidence based development	<ul style="list-style-type: none"> a. Community facilities are developed or renewed based on identified community needs, demographic information and community strengths.

The Strategy provides useful context for Council's support to community managed facilities, recognises the important role these facilities play in community life and proposes a range of policies and administrative responses that will introduce more consistency and transparency in Council decision making.

3.0 Results from Early Years Survey

The survey of community members was open between 16 November and 22 December 2020 and was available through the Council's website. In total 159 people completed the survey.

The survey asked respondents to reflect on their use and experience of early years services, programs and resources in Wellington Shire and the surrounding region. The survey specifically sought information about:

- The knowledge they have of early years services, programs, and resources in Wellington Shire.
- The early years services, programs, and resources they have accessed IN their local community (within 20 minutes' drive of where they live) in the past 2 years.
- The early years services, programs, and resources they have accessed the most in the past 2 years IN their local community, why they use that building or place and how often.
- The early years services, programs, and resources they have accessed OUTSIDE their local community (more than 20 minutes' drive of where they live) in the past 2 years.
- Whether they have experienced any difficulties or challenges using early years services, programs, and resources IN Wellington Shire, and if so, why was it difficult or challenges to use the early years services, programs, and resources.
- How important it is to have access to early years services, programs, and resources IN their local community (within 20 minutes' drive of where they live) AND how important it is to have access to early years services, programs and resources close to where they work, study or volunteer.
- Whether they have accessed early years services, programs, and resources OUTSIDE Wellington Shire, in the past 2 years, and if so, where they have accessed the services, programs, and resources, and why they have done so.
- Whether they have experienced any difficulties or challenges accessing early years services, programs, and resources OUTSIDE Wellington Shire, and if so, why was it difficult or challenges to use the early years services, programs, and resources.
- What they like most about bring up children in the area they live in, and what would they most like to see improved in the area they live in, to support their children and family.
- Whether there is anything they would like to see improved about the buildings or places supporting early years services, programs and resources in Wellington Shire.
- they have accessed OUTSIDE their local community (more than 20 minutes' drive of where they live) in the past 2 years.
- Any other comments or information it is important for Council to consider as part of planning for early years services and early years needs in Wellington Shire.

The survey also collected key demographic data to assist in understanding how representative survey respondents were of the Wellington community.

Detailed survey results are provided in Appendix A.

3.1 Key Findings from Survey Results

Who Completed the Survey

Nearly all survey respondents were female (95 percent) and most were aged 25 – 34 years (37.1 percent) or 35 – 49 years (47.8 percent). This is to be expected, as these are the age groups where people are most likely to have young children. Consistent with this, 90 percent indicated at least one child aged between 0 and 8 years lives in their household.

The highest proportion of survey respondents live in: Sale (37.3 percent), followed by Stratford (11.4 percent), Yarram (10.7 percent), Maffra (7.6 percent) and Heyfield (5.0 percent). While this accounts for 72 percent of all responses, survey respondents came from 26 different towns or localities.

Over 50 percent of survey respondents indicated they work in Sale (52.8 percent), highlighting the importance of Sale as a regional centre for employment. Other key locations survey respondents work are Yarram (15.4 percent), Maffra (7.3 percent), and Traralgon (5.7 percent).

Consistent with the demographic profile of wider Wellington Shire, over 91.8 percent of survey respondents were born in Australia.

Awareness of and Use of Early Years Services, Programs and Resources in Wellington Shire

Overall, there is a **high-level awareness of early years services, programs and resources** in Wellington Shire amongst survey respondents, with those most well-known including swimming pools/leisure centres, libraries, kindergarten, parks and playgrounds, Maternal and Child Health Services, free immunisation session, and centre based childcare. There are much lower levels of awareness about family / parenting support, parent education sessions, and social support services.

The early years services, programs and resources survey respondents are MOST likely to have used IN their local community in the past 2 years are **parks and playgrounds, libraries and swimming pools/leisure centres**. They are also the services, programs and resources most likely to have used by survey respondents OUTSIDE their local community in the past 2 years. These results highlight the **importance of universally accessible services and facilities** that while not specific to the early years, are invaluable to families and children.

Difficulties or Challenges Accessing Early Years Services, Programs and Resources

Just over 50 percent of survey respondents indicated they have experienced **DIFFICULTIES** or challenges accessing early years services, programs and resources in Wellington Shire, particularly **childcare** (both centre based and family daycare), **parks and playgrounds, swimming pools / leisure centres** and **playgroups**. Also raised consistently were maternal and child health services, free immunisation, toy libraries, kindergarten, community events, libraries, family / parent support and parent education sessions.

The difficulties or challenges are varied depending upon the service, program or resource but issues raised consistently 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. More information about the difficulties and challenges for specific services, programs and resources is provided below:

- **Childcare (centre based and family daycare):** key difficulties or challenges are 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, particularly for centre-based care, difficulty accessing quality services, and a lack of before and after school care. The cost of accessing centre-based childcare and the lack of information about family daycare were also identified as key challenges.
- **Parks and playgrounds:** key challenges are the lack of fencing, the lack of public toilet facilities and family friendly toilet or change facilities, and the limited availability of parks and playgrounds in local communities.
- **Swimming pools / leisure centres:** key challenges are the opening hours, the travel distance, the lack of heated and / or indoor water space, the cost and car parking.
- **Kindergarten:** the primary difficulty is 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:** key challenges or difficulties are 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 key difficulties are the lack of information and lack of knowledge 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 key difficulties are the lack of information available, the lack of services available, and the travel distance to access the services.
- **Libraries:** key difficulties are the opening hours of the service, programs being available at that do not suit families and children, and the travel distance.
- **Community events:** the key difficulties are the lack of information and events being offered at times that do not suit working parents.

Importance of Early Years Services, Programs and Resources

The early years services, programs and resources it is **MOST important** for survey respondents to have **IN their local community** (within 20 minutes' drive of where they live) are **parks and playgrounds**, followed by **kindergarten, swimming pools / leisure centres, Maternal and Child Health, libraries and free immunisation**. Access to centre based childcare was also important to survey respondents, but slightly less so than the services, programs and resources listed above.

Overall, it is **LESS important** for survey respondents to have access to early years services, programs

and resources ***close to where they work, study or volunteer***, although a number were identified as having moderate to high levels of importance including ***centre based childcare, parks and playgrounds, kindergarten and swimming pools / leisure centres***. Those with more moderate levels of importance were libraries, free immunisation, and maternal and child health services.

Interestingly, in relation to ***centre based childcare***, an almost identical proportion of survey respondents indicated it was extremely important to have centre-based childcare IN their local community and close to where they work, study or volunteer (67.5 percent & 68 percent respectively).

Use of Early Years Services, Programs and Resources Outside Wellington Shire

Less than 40 percent of survey respondents have used early years services, programs and resources survey respondents OUTSIDE Wellington Shire in the past 2 years. For those who have, the services, programs and resources they are most likely to have accessed are parks and playgrounds and swimming pools / leisure centres. Others identified consistently were libraries, community events, childcare (centre based and family daycare), maternal and child health services, playgroup, free immunisation and social support services. The locations they are most likely to have accessed these services, programs and resources are:

- South Gippsland including Foster, Meeniyan, Welshpool, Toora,
- Latrobe Valley including Morwell, Traralgon, Churchill, Warragul
- East Gippsland including Bairnsdale
- Melbourne.

The reasons they are most likely to have accessed early years services, programs and resources OUTSIDE Wellington Shire are it is not available where I live, it's closer to my home, I was already in the area e.g on holidays or I prefer the services, programs or resources.

The majority indicated they have not experienced any difficulty accessing early years services, programs and resources OUTSIDE Wellington Shire, but for those who did, the main reasons were cost / affordability and travel distance.

Future Planning for Families and Children

The aspects survey respondents ***like MOST*** about bringing up children in the area they live in are ***playgrounds and open spaces***, followed by ***being close to friends and family***. Others receiving reasonable levels of response were the sense of community and belonging, the walking and cycling paths and the school and education options.

The aspects survey respondents would ***MOST like to see improved*** about the area in which they live to support families and children are ***playgrounds and open space and walking and cycling paths***. While this may seem like a contradiction, it is quite common for the aspects people like the most about the area they live, to also be the aspect they would most like to see improved or would most like to see Council continue to invest in.

Survey respondents were also asked to think about the buildings or places they have accessed early

years services or programs in the last 2 years and consider whether there is anything they would like to see changed about the buildings or places. The main buildings or places identified were:

- Improved **kindergarten** facilities in Sale
- Increasing the size and quality of **childcare facilities** and the availability of **childcare services** in Heyfield, Sale (Kath Foley), Maffra and Yarram.
- Improvements to the **Maternal and Child Health facilities** in Maffra, Heyfield and Yarram, and improvements to the car parking supporting the Sale MCH service.
- Upgrades to **playgrounds, parks and open space** including fencing to improve child safety, improving ancillary amenities such as public toilets, seating, shade, BBQs, delivering more universally accessible, culturally sensitive and challenging play spaces and parks, eliminating mosquitos and providing more facilities to support older children e.g. 5 – 12 years.
- Improvements to **swimming pool facilities** to make them more accessible and appealing for families e.g. more learn to swim space, Yarram Pool as an indoor heated facility, improving family change facilities and providing more shade.
- Providing an improved and more permanent home for the **Wellington Toy Library**.

Other Considerations for Council in Planning for Early Years Services and Needs

A range of considerations were raised by survey respondents, with those raised most consistently including:

- The need for improved **outside school hours care options**. Locations specifically identified were Rosedale, Longford, Cowwarr and Stratford.
- **Improved access to childcare and longer kindergarten sessions**. Stratford was identified as a particular location where childcare services are needed.
- Improvements to **walking and cycling paths** with specific locations identified including Stratford, Longford, Gormandale/Hiamdale/Willung South Carrajung region.
- Improved access to **health services**, both specialist and general practitioner services.
- Having access to an **affordable, family friendly, all-weather play spaces**, particularly during wintertime.
- Ensuring services, programs and resources **support smaller communities** and are not centralised in Sale e.g. indoor pool in Sale only, lack of public transport to communities such as Yarram.

4.0 Detailed Notes from EYIP Workshop

Attendees:

Who	Organisation
Catherine Vassiliou	Wellington Shire Council
Danielle Clarke	Wellington Shire Council
Mark Benfield	Wellington Shire Council
Karen McLennan	Wellington Shire Council
Lisa Lyndon	Wellington Shire Council
Bodye Darvill	Wellington Shire Council
Kiley Cunningham	Department of Education and Training
Ruth Churchill	Uniting
Sue Killeen	Uniting
Kate Kaposos	Uniting
Vickie Mavros	Sale Combined Kindergarten

Apologies:

Who	Organisation
Mandy Pasmucans	Central Gippsland Health
Jill Palmer	Central Gippsland Health
Caroline Lubach	Yarram and District Health Service
Sue Grogan William	Uniting
Carmel Berger	Department of Education and Training
Sara Feils	Department of Education and Training

Supported Playgroup

- Currently 3 running in Wellington Shire, 2 at the Seed Garden in Sale and 1 at Rosedale Community hub.
- MCH run a play group at Seed Garden.
- Uniting is funded to deliver 6 supported playgroups but has been delayed in rolling them out because of COVID and finding appropriate venues.
 - Uniting receives funding for the staff costs associated with supported playgroup but not for venue hire.
 - Uniting is keen to offer supported playgroups in locations suitable for a COVID environment. This is why the Seed Garden venue is so appealing (it is outdoors).
 - Uniting previously ran supported playgroups in several school venues, but as soon as COVID

hit, these venues could not be used. They also prefer not to offer supported playgroup in community halls which require a lot of set up and pack up.

- Uniting is keen to identify other possible locations for supported playgroup in Wellington. Options identified through discussions were:
 - Stratford in the former kindergarten building that is now used for community playgroup.
 - Yarram at the Yarram and District Health Service site.

Heyfield and District

- Occasional Care is offered at the Resource Centre 9am – 2pm weekdays during school term. The service is available to all ages 3 days a week and the remaining 2 days for children aged 3 years and older.
- Heyfield Kindergarten delivers a service model which means 30 children per day can be catered for i.e. 4 year old kinder operates 9am – 3pm Tuesday and Thursday and 9am – 3pm alternate Fridays. 3-year-old kindergarten is available 9am – 3pm Tuesday or Thursday.
- The evidence shows Heyfield and District does not have sufficient kindergarten services and infrastructure to support the roll out of funded 3 year old kindergarten. While there is some uncertainty about what impact the closure of the Timber Mill will have upon the demand for kindergarten, the existing single room facility has no capacity to accommodate increased demand and cannot support other early years services. A dual room facility is needed both to support kindergarten, and this could also provide space for wrap around care and playgroups.
 - In total there is expected to be around 100 children per year who will require access to 3- and 4-year-old kindergarten over the next 10 years, and the maximum number the existing single room kinder can support is 60 children.
- The MCH service is in Heyfield Hospital. Questions raised about accessing the service in the hospital because families must navigate past the emergency and inpatient area of the hospital to access the MCH facilities.
- Community infrastructure in Heyfield is spread out and disconnected.

Ideas and Options for Heyfield

- Extend the Heyfield Kindergarten adding an additional program room and possibly MCH facilities.
- Explore whether Heyfield Resource Centre has any interest and / or the capability to deliver a funded kindergarten program. A key consideration of this option is the financial impact upon the Heyfield Kindergarten i.e. the service would not be eligible for the rural kindergarten funding rate, and the condition and suitability of the infrastructure.
- Build new kindergarten facilities, co-locating them with other community infrastructure e.g. the library and memorial hall and MCH facilities.
- Could the hours of operation for the occasional care service be extended to provide childcare options that fit better with the needs of working parents?

- Could Uniting offer a wraparound care model for kindergarten and / or outside school hours care to support working parents?

Questions / Additional Information about Heyfield

- How many children are enrolled at the Heyfield Kindergarten?
- Is the Resource Centre interested in / considering delivering funded kindergarten programs? If yes, does the Resource Centre have the capability to deliver a funded kindergarten program and are the Resource Centre facilities able to effectively support a funded kindergarten program?
- What will be the impact upon the availability of childcare if funded kindergarten is delivered from the Resource Centre?
- Is there an out of school hours care program/s available in Heyfield, where is it delivered from, how many children can it cater for, who is the service provider and what is the service model?
- Discussions need to be held with CGH about the accessibility of MCH services and possible future planning to relocate the service to a more accessible location, closer to other early years (linked to wrap around care).
 - ✓ Consultation is needed with the Heyfield community to identify community needs or preferences related to the location of MCH. This will be important for discussions with CGH.

Maffra and District

- Funded kindergarten is offered at 2 sessional kinders and 1 childcare centre.
- Glassford Kinder has 2 program rooms and is favoured by families in the Maffra community.
- Queen Street Kinder is a single room facility and while located close to the main street, it is land locked and the site is L shaped making the outdoor space difficult to manage in relation to supervision. The Queen Street site also supports an occasional care program 1 day a week i.e. the day kinder is not operating. The demand for this service is low. This may be because the service is only available one day a week and it is offered on a Friday. Parents who work part time, often do not work on a Friday.
- The Duke Street Children's Centre is licenced for 65 children and 18 places are allocated to funded 4-year-old kindergarten. While a further 23 could be allocated to funded 3-year-old kindergarten, this will have a significant impact upon the availability of childcare. The service currently has a waiting list of 70 children. Families access the service from Heyfield and Stratford because of there are limited (Heyfield) or no (Stratford) childcare services available.
- Evidence indicates Maffra has sufficient kindergarten services and infrastructure to support the roll out of funded 3-year-old kindergarten. In total between 176 and 187 children per year will require access to 3- and 4-year-old kindergarten in the next 10 years.
- MCH services are located in Maffra Hospital. Similar discussions occurred around access and location of service within the Maffra Hospital.

Ideas and Options for Maffra

- Advocate for MCH services to be moved away from the Maffra Hospital to a more contemporary and accessible location. Options could include:
 - Locating the service with one of the kindergartens.
 - Relocating the neighbourhood house away from Maffra Hospital and co-locating it with MCH services, and space for supported and community playgroups.
 - ✓ Consultation is needed with the Maffra community to identify community needs or preferences related to the location of MCH. This will be important for discussions with CGH.

Stratford and District

- Briagolong Kinder has 1 program room licenced for 30 places which supports kindergarten and occasional care. Occasional care is offered 1 day per week i.e. the day kindergarten is not running. The building also has a space used for MCH outreach services from Maffra. MCH services are only offered from the facility when needed.
- Stratford Kindergarten has a single program room licenced for 30 places. It is located in a new building alongside the old kindergarten. The old building is now used for community playgroup.
- Evidence indicates Stratford kindergarten services and infrastructure will not have sufficient capacity to support the roll out of funded kindergarten. In total 141 - 169 children per year will require access 3- and 4-year-old kindergarten over the next 10 years in Stratford and District. While the district overall has 60 licenced places at Briagolong and Stratford, unless families live close to Briagolong, they are not likely to travel there to access kindergarten. The greatest demand will be in Stratford and the single room facility with 30 licenced places will not be able to accommodate this.
- The Stratford community is required to travel to Maffra or to Sale to access childcare. As noted previously the childcare service in Maffra is full and has a long waiting list. Some spaces are available in Sale, but they are limited.
- The MCH service is well located in the Stratford Library and Community Health Hub.

Ideas and Options for Stratford and District

- There is no demand for additional infrastructure to accommodate kindergarten services in Briagolong, however the building requires refurbishment because of its age and condition.
- Upgrade / develop the former Stratford kindergarten building so that it can support 3- and 4-year-old kindergarten, community and supported playgroups. The new and old kindergarten buildings could operate as one service, effectively providing 2 program rooms.
- Offer supported playgroup from the old kindergarten facility in Stratford.

Heyfield, Maffra and Stratford

- It was agreed it is important to consider the travel distances and availability of early years' services in Heyfield, Maffra and Stratford as a whole. Plus, also the proximity to Sale, from Maffra and Stratford (15 minutes' drive).
- These communities have a combined total of:
 - 1,200 children aged between 0 and 4 years and this is projected to increase to over 1,300 children by 2031.
 - 400 children aged 3 and 4 years and this is projected to increase to over 450 children by 2031.
- There is a significant shortfall in childcare services across the 3 districts with:
 - Only 1 long day childcare service with a licenced capacity of 65 children (in Maffra).
 - 3 occasional care services with 2 operating only one day a week during school terms, and 1 operating 9am – 3pm weekdays during school terms.
- **There is a need to increase the availability of childcare** across Maffra, Stratford and Heyfield. Options for doing this are:
 - Work with the Heyfield Community Resource Centre to extend the hours of operation of the occasional care service they offer.
 - Partner with G8 Education Services (Nurture One) who operate the Duke Street childcare service in Maffra, to identify an additional location where childcare services could be delivered either in Maffra or Stratford.
 - Childcare forming part of a community hub in Maffra incorporating the neighbourhood house, MCH and childcare / kindergarten. Consideration could be given to incorporating the Queen Street kindergarten service as part of a community hub.
 - Partner with Uniting to deliver wraparound care and occasional care services at the Stratford Kindergarten, by reconfiguring the old kindergarten building to accommodate this.
 - ✓ Consultation is needed with the Maffra, Heyfield and Stratford community to identify community needs or preferences related to the provision of childcare.

In relation to kindergarten, overall, there will be a shortfall of kindergarten places available across the 3 districts to support the roll out of funded 3-year-old kindergarten. While there is sufficient capacity in Maffra, there is an under supply in Heyfield and Stratford and this will need to be addressed. In addition, the kindergarten facilities in Stratford and Heyfield are single room facilities which offer limited flexibility for kindergarten programming and limited capacity to support other early years services e.g. supported playgroup. The provision / development of dual room facilities in Stratford and Heyfield should be pursued.

Sale and District

Kindergarten

- While there is sufficient capacity in the service system to support the roll out of funded 3-year-old kinder, in **central Sale** there is a prevalence of single room kindergarten facilities in old and / or poor condition, and with a number located in close proximity to each other. It was agreed there is a need to:
 - move away from single room facilities because they limit programming flexibility, especially in responding to the roll out of 3 year old kinder, and in supporting a mix of early years services e.g. occasional care or wrap around care, supported playgroup, toy library etc
 - look for opportunities to develop community or early years hub facilities in central Sale.
- The **Wurruk Kindergarten** is newly built and co-located with the Wurruk Primary School.
 - Enrolments are very low – 10 children when the service has a licenced capacity for 33. It was acknowledged the road and railway line may create barriers for community members accessing the service, along with perceptions about the reputation of the area surrounding the school. DET advised, the school has quite a good catchment and they expect kindergarten enrolments will increase, particularly as the increased residential development in Wurruk.
 - Additional community infrastructure will be developed in Wurruk as part of the residential development occurring, but this is unlikely to include kindergarten infrastructure because of the existing kindergarten at Wurruk Primary School.
 - It was agreed the focus for Wurruk should be upon changing community perceptions about the kindergarten to encourage more enrolments, and focusing upon developing other community infrastructure.
- The **Longford Kindergarten** is a single room facility which operates 3 short days per week. The service has capacity to support the roll out of funded kinder without any change to the infrastructure.

Childcare

- There are a mix of private and community providers in Sale with community providers located either in Council or Department of Defence owned facilities.
 - In relation to facilities owned by Council, the Kath Foley Children's Centre and Kindergarten is poorly located and has poor accessibility and functionality. The facility needs to be replaced and relocation is desirable. Gumnuts Early Learning Centre have indicated they will need to expand to cater for 3-year-old kindergarten.
 - Recently there has been some indication an additional private provider may be moving into the market, but this remains unclear.

MCH and Supported Playgroups

- MCH services are located in the CGH community services site in central Sale.
- Two supported playgroups are delivered from the Seed Community Garden in Sale.

Ideas and Options for Sale and District

- Look for opportunities to develop early years hub facilities delivering kindergarten (dual room), possibly childcare (Kath Foley), playgroup, toy library, MCH etc. Multiple hubs are suggested to replace aging kindergarten facilities at Gwenfa Hampton, Hyland and Sale North kindergartens.
 - Possible sites for consideration are the Special School or Regional Sports complex.
 - Geographically, facilities will be needed around where Gwenfa Hampron and Hyland kinders are located and around where the Sale North kinder is cloated.
- 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.
- No changes are needed to kindergarten infrastructure at Longford or Wurruk.
- Focus upon changing community perceptions about the Wurruk kindergarten and surrounding area to attract increased enrolments at the kindergarten.
- Discussions are needed with CGH about the future location of MCH services.

Yarram and District

- The sole kindergarten and childcare service in Yarram and District (Yarram Early Learning Centre), has 75 places and makes 44 of these available for kindergarten. The evidence confirms the service does not have the capacity to support the roll out of funded 3 year old kindergarten and cannot meet the childcare needs of the community. DET confirmed they have identified Yarram as a priority area for additional early years infrastructure.
- The Early Learning Centre is located at the Yarram Hub, along with MCH services, the Library, community meeting spaces and Council customer service. The site does not have the capacity to accommodate additional infrastructure. The Early Learning Centre has a preference for Council to purchase a parcel of land next door to the Centre and develop an additional two rooms to support kindergarten.
- Families from Yarram and District may also be able to access kindergarten at Welshpool (in South Gippsland Shire), however it is acknowledged the program rotates between Welshpool and Toora extending travel distances for families, plus the facilities at Welshpool are poor.
- There are no supported playgroup in Yarram.
- There is a toy library program in Yarram (also located in Yarram Hub).

Ideas and Options for Yarram and District

- Three options were identified to accommodate the additional kindergarten and childcare needs of the Yarram and District community. These are:
 - Add onto the existing Yarram Hub by purchasing the parcel of land next door to the site, and developing an additional 2 program rooms. This is the preferred approach of the Yarram Early Learning Centre.
 - Develop kindergarten facilities at the Yarram Primary School. The Yarram Early Learning

Centre is strongly opposed to this because of concerns this will undermine the viability of schools across the district i.e. families will choose to send their children to Yarram Primary School rather than primary schools closer to where they live e.g. Port Albert, Woodside etc.

- Work with another provider to establish kindergarten and / or childcare facilities in Yarram. Perhaps on the site of the senior citizens centre. The key concern about this approach is that it may undermine the viability of the Yarram Early Learning Centre.
- ✓ The EYIP could outline the pros and cons of these options.
- Supported playgroup could perhaps be offered at the Yarram and District Health Service.

Loch sport to Seaspray and District

- It was agreed there is a strong need to advocate for kindergarten services to be available in the Coastal community. While the population is small, the Coastal communities are significantly disadvantaged in relation to accessing early years services, with MCH the only early years' service offered in the District.
- Annually there will be 30 and 40 children aged 3 and 4 years who will need access to kindergarten over the next ten years
- Families are currently required to drive a minimum of 30 minutes to access kindergarten, and many would need to drive further than this.
- The levels of disadvantage in the Coastal communities are significant.
- The kindergarten participation rates from the Coastal community are very low compared with other parts of Wellington Shire.

Ideas and Options for Loch Sport to Seaspray and District

- Explore whether as an interim step:
 - A mobile / outreach kindergarten service could be delivered by Uniting to support the Coastal communities. This will require government support.
 - Community or public transport could provide a way of supporting families to access kindergarten in Longford or Sale.
- Kindergarten facilities must be co-located with other community infrastructure and be able to support multiple uses e.g. kinder, playgroups, occasional care etc. Options to explore are:
 - Co-locating kindergarten facilities at the Loch Sport Primary School.
 - Co-locating kindergarten facilities with other community infrastructure e.g. health service, neighbourhood house etc.

Rosedale and District

- Kindergarten, childcare and MCH services all operate from the Rosedale Community Hub. This is a new facility incorporating the library and neighbourhood house. The kindergarten is operated by the neighbourhood house, the childcare service is in venue family daycare through Uniting.
- There are 2 program rooms with a licenced capacity of 26 in one room and 16 in the other. One

room accommodates 3 and 4 year old kindergarten (26 places but the service caps it at 22 due to viability and staffing issues). The second room is used for in venue family daycare.

- The projected number of 3- and 4-year-old children over the next 10 years in Rosedale indicates it will be necessary to make both program rooms available for kindergarten, however, many families also choose to access kindergarten and childcare services in Sale and Traralgon. Key reasons for this are parents working in Sale or Traralgon and the lack of childcare, including extended hours of care for kindergarten in Rosedale.
- Gormandale kindergarten operates from a 2-room portable building located at the Gormandale Primary School.
 - Kindergarten is delivered from only one of the rooms.
 - The service has a licenced capacity of 25 children (in one room) and operates Tues and Thurs 9am – 3pm and Wed 9am – 12pm.
 - The service supports families from Gormandale, and the surrounding farming communities such as Calignee, Flynn and Willung.
 - The service can accommodate 3-year-old kindergarten, particularly if the service model is changed. The second room could then be made available for childcare e.g. wrap around care or occasional care. The second program room is currently used by the school for storage.

Ideas and Options for Rosedale and District

Rosedale

- Monitor the demand for 3- and 4-year-old kindergarten in Rosedale, making the second program room in the Rosedale Community Hub available for kindergarten if required.
- Explore options for the in-venue family daycare service to operate from another space in the Rosedale Community Hub if needed.
- Explore options for providing improved childcare options in Rosedale including:
 - Delivering wrap around care with the Rosedale Kindergarten
 - Operating long day childcare from the second program room in the Community Hub. It is noted, long daycare was previously offered from this room but there was limited demand for the service.

Gormandale

- Change the service model at Gormandale Kindergarten to accommodate both 3 and 4 year old kindergarten.
- Explore whether it is possible to deliver occasional care or wrap around care from the second program room.

General Feedback

- Ensure the EYIP outlines the importance of the early years in a child’s life and the importance of having access to quality services. Investment in the early years of a child’s life is critical.

Principles

- Move away from single room kindergarten facilities.
- Continue to develop infrastructure which supports the co-location and integration of multiple early years and other community services e.g. Rosedale Community Hub.

APPENDIX A

Detailed Results from Early Years Survey

In total, 159 people completed this survey.

A.1 Key Demographic Characteristics

All survey respondents (159) answered the question about what gender they identify as. In total 95.0 percent were female and only 3.8 percent were male. See table A.1 for more details.

Gender	Number of Responses	Percentage of Responses
Female	151	95.0%
Male	6	3.8%
Other	0	0.0%
Prefer not to say	2	1.3%
Total Responses	159	

Table A.1: Gender of Survey Respondents. Wellington Shire Early Years Planning, December 2020

All survey respondents (159) answered the question regarding their age. Those aged 35 - 49 years made up 47.8 percent of survey respondents, followed by those 25 - 34 years (37.1 percent). This is to be expected as these are the age groups where people are most likely to have young children. See table A.2 for more details.

Age Categories	Number of Responses	Percentage of Responses
Under 18	1	0.6%
18 – 24 years	8	5.0%
25 – 34 years	59	37.1%
35 – 49 years	76	47.8%
50 – 59 years	9	5.7%
60 – 69 years	4	2.5%
70 years and over	2	1.3%
Total Responses	159	

Table A.2: Age of Survey Respondents, Wellington Shire Early Years Planning, December 2020

Most survey respondents (158 out of a total of 159 respondents, 99.4 percent) answered the question regarding which town they live in. The highest proportion of respondents live in Sale (36.5 percent), followed by Stratford (11.3 percent) and Yarram (10.7 percent). See table A.3 for more details.

Town in which Survey Respondents Live	Number of Responses	Percentage of Responses
---------------------------------------	---------------------	-------------------------

Alberton	1	0.6%
Boisdale	1	0.6%
Briagolong	3	1.9%
Bundalagwah	2	1.3%
Cowwarr	1	0.6%
Gormandale	6	3.8%
Heyfield	8	5.0%
Kilmany	1	0.6%
Longford	7	4.4%
Maffra	12	7.6%
Munro	1	0.6%
Nambrok	1	0.6%
Newry	1	0.6%
Perry Bridge	1	0.6%
Port Albert	2	1.3%
Rosedale	6	3.8%
Sale	59	37.3%
Seaspray	1	0.6%
Seaton	1	0.6%
Stratford	18	11.4%
The Honeysuckles	1	0.6%
Tinamba	1	0.6%
Willung South	3	1.9%
Wonyip	1	0.6%
Wurruk	2	1.3%
Yarram	17	10.7%
Total no. of respondents answered Qu.	158	
Skipped Question	1	
Total Respondents	159	

Table A.3: Town in which Survey Respondents live, Wellington Shire Early Years Planning, December 2020

A total of 123 survey respondents answered the question about which town they work in (77.4 percent of total respondents). A very high proportion of respondents work in Sale (52.8 percent), followed by Yarram (15.4 percent) and Maffra (7.3 percent). See table A.4 for more details.

Town in which Survey Respondents Work	Number of Responses	Percentage of Responses
Alberton	1	0.8%

Bairnsdale	2	1.6%
Churchill	1	0.8%
Dale	1	0.8%
Gippsland	1	0.8%
Glengarry	2	1.6%
Gormandale	2	1.6%
Heyfield	4	3.3%
Longford	3	2.4%
Maffra	9	7.3%
Morwell	1	0.8%
Nambrok	1	0.8%
Newborough	1	0.8%
Sale	65	52.8%
Stratford	3	2.4%
Traralgon	7	5.7%
Yarram	19	15.4%
Total no. of respondents answered Qu.	123	
Skipped Question	36	
Total Respondents	159	

Table A.4: Town in which Survey Respondents work, Wellington Shire Early Years Planning, December 2020

Survey respondents were asked to indicate how many children aged 0 – 8 years live in their household. All survey respondents answered this question. Many survey respondents selected two children (42.1 percent of all respondents), followed by one child (30.2 percent of all respondents). See table A.5 for more details.

How Many Children Aged 0-8 Live In Household	Number of Responses	Percentage of Responses
1 Child	48	30.2%
2 Children	67	42.1%
3 Children	24	15.1%
4 Children or more	4	2.5%
None	16	10.1%
Total Responses	159	

Table A.5: Number of Children aged 0 – 8 live in the Household, Wellington Shire Early Years Planning, December 2020

The last question about demographic characteristic asked survey respondents what country they were born in. All survey respondents answered this question. The majority of survey respondents were born in Australia (91.8 percent). See table A.6 for more details.

What Country Respondents Were Born In	Number of Responses	Percentage of Responses
Australia	146	91.8%
United Kingdom	4	2.5%
New Zealand	3	1.9%
Philippines	1	0.6%
Netherlands	1	0.6%
Other*	4	2.5%
Total Responses	159	

Table A.6: Survey Respondents Country of Birth, Wellington Shire Early Years Planning, December 2020

*Other countries listed were Canada, South Korea, United States and Vanuatu.

A.2 Services, Programs and Resources Offered in Wellington Shire

Survey respondents were asked a series of questions about the services, programs and resources available in Wellington Shire that support children aged 0 – 8 years and their families.

From a pre-determined list, survey respondents were asked to select ALL of the early years' services, programs and resources they know are available in Wellington Shire to support children aged 0 -8 years and their families. A total of 148 survey respondents answered this question (93.1 percent of all respondents), and they were able to select all that applied.

Overall, there is a high-level awareness of early years services, programs and resources in Wellington Shire amongst survey respondents. The services, programs and resources that were most well-known amongst survey respondents include *Swimming Pools/Leisure Centres* (95.3 percent), followed by *Libraries* (94.6 percent), *Kindergarten* (91.9 percent), *Parks and Playgrounds* (89.9 percent), *Maternal and Child Health Services* (89.2 percent), *Free Immunisation Session* (85.1 percent), and *Centre Based Childcare* (81.1 percent).

There are much lower levels of awareness amongst survey respondents about *Family / Parenting Support* (23.6 percent), *Parent Education Sessions* (25.7 percent), and *Social Support Services* (33.8 percent). See table A.7 for more details.

Services, Programs and Resources available	Number of Responses	Percentage of Responses
Centre Based Childcare	120	81.1%
Community Events	72	48.6%
Family / Parenting Support	35	23.6%
Family Day Care	98	66.2%
Free Immunisation Service	126	85.1%
Kindergarten	136	91.9%
Libraries	140	94.6%
Maternal and Child Health Services	132	89.20%
Parent Education Sessions	38	25.7%
Parks and Playgrounds	133	89.9%
Playgroup	108	73.0%
Social Support Services e.g. Health, Family Violence, Alcohol / Drug, Legal	50	33.8%
Swimming Pools / Leisure Centres	141	95.3%
Toy Library	117	79.1%
None	3	2.0%
Total no. of respondents answered Qu.	148	
Skipped Question	11	
Total Respondents	159	

Table A.7: Services, programs and resources respondents were aware of, Wellington Shire Early Years Planning, December 2020

From a pre-determined list, survey respondents were then asked to select ALL of the services, programs and resources they or their child have used in their local community in the past 2 years (i.e. within 20-minute drive of where they live). A total of 148 survey respondents answered this question (93.1 percent of all respondents), and they were able to select all answers that applied.

The service, program or resource identified the most frequently was *Parks and Playground* (85.8 percent) followed by *Libraries* (76.4 percent) and *Swimming Pools/Leisure Centres* (70.9 percent). Those identified the least were *Family / Parenting Support* (1.4 percent), *Social Support Services* (2.7 percent), *Parent Education Sessions* (3.4 percent) and *Family Daycare* (4.1 percent). This is consistent with the lower levels of awareness amongst survey respondents about these services, programs or resources. See table A.8 for more details.

Services, Programs and Resources used within local community in the last 2 years	Number of Responses	Percentage of Responses
Centre Based Childcare	64	43.2%
Community Events	54	36.5%
Family / Parenting Support	2	1.4%
Family Daycare	6	4.1%
Free Immunisation Service	66	44.6%
Kindergarten	56	37.8%
Libraries	113	76.4%
Maternal and Child Health Services	100	67.6%
Parent Education Sessions	5	3.4%
Parks and Playgrounds	127	85.8%
Playgroup	41	27.7%
Social Support Services e.g. Health, Family Violence, Alcohol / Drug, Legal	4	2.7%
Swimming Pools / Leisure Centres	105	70.9%
Toy Library	26	17.6 %
None	9	6.1%
Total no. of respondents answered Qu.	148	
Skipped Question	11	
Total Respondents	159	

Table A.8: Services, programs and resources they or their children have used within their local community in the last 2 years, Wellington Shire Early Years Planning, December 2020

From a pre-determined list, survey respondents were then asked to select ALL of the services, programs and resources that they or their child have used outside their local community in the last 2 years (outside their local community is more than 20-minute drive from where they live). A total of 148 survey respondents answered this question (93.1 percent of all respondents), and they were able to select all that applied. Similar to the previous question, many survey respondents selected using *Parks and Playgrounds* (66.9 percent) and *Swimming Pools / Leisure Centres* (39.9 percent). See table A.9 for more details.

Services, Programs and Resources used within outside your local community in the last 2 years	Number of Responses	Percentage of Responses
Centre Based Childcare	13	8.8%
Community Events	43	29.1%
Family / Parenting Support	1	0.7%
Family Daycare	1	0.7%
Free Immunisation Service	20	13.5%
Kindergarten	5	3.4%
Libraries	28	18.9%
Maternal and Child Health Services	12	8.1%
Parent Education Sessions	2	1.4%
Parks and Playgrounds	99	66.9%
Playgroup	9	6.1%
Social Support Services e.g. Health, Family Violence, Alcohol / Drug, Legal	3	2.0%
Swimming Pools / Leisure Centres	59	39.9%
Toy Library	1	0.7%
None	38	25.7%
Total no. of respondents answered Qu.	148	
Skipped Question	11	
Total Respondents	159	

Table A.9: Services, programs and resources they or their children have used outside their local community in the last 2 years, Wellington Shire Early Years Planning, December 2020

A.3 Difficulties or challenges using early years services, programs and resources Offered in Wellington Shire

Survey respondents were asked a series of questions regarding any difficulties or challenges they face while using early years services, programs and resources offered in Wellington Shire, thinking about their experience prior to the Covid-19 pandemic.

A total of 146 survey respondents (91.8 percent of total respondents) answered the question about whether there is anything that makes it difficult or challenging to access early years services, programs and resources in Wellington Shire. It was fairly equal between respondents who selected 'yes' and respondents who selected 'no' (51.4 percent and 48.6 percent, respectfully). See table A.10 for more details.

Faced Difficulties or Challenges whilst accessing early years services, programs and resources	Number of Responses	Percentage of Responses
Yes	75	51.4%
No	71	48.6%
Total no. of respondents answered Qu.	146	
Skipped Question	13	
Total Respondents	159	

Table A.10: Have you experienced difficulties or challenges when accessing early years services, programs or resources, Wellington Shire Early Years Planning, December 2020

The survey respondents who selected 'yes' in the previous question, were asked why the services, programs and resources were difficult or challenging to use. A total of 69 survey respondents answered this question and provided responses for each of the early years' services, programs or resources relevant to them. The reasons why services, programs or resources were difficult to use varied depending upon the service, program or resource.

For childcare (centre based and family daycare) key difficulties or challenges are 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, particularly for centre-based care, difficulty accessing quality services, and a lack of before and after school care. The cost of accessing centre-based childcare and the lack of information about family daycare were also identified as key challenges.

For kindergarten the primary difficulty is 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.

For Maternal and Child Health and immunisation services, key challenges or difficulties are 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.

For playgroups and toy libraries the key difficulties are the lack of information and lack of knowledge 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.

For family / parenting support, parent education sessions, and social support services the key difficulties are the lack of information available, the lack of services available, and the travel distance to access the services.

For parks and playgrounds key challenges are the lack of fencing, the lack of public toilet facilities and family friendly toilet or change facilities, and the limited availability of parks and playgrounds in local communities.

For swimming pools / leisure centres key challenges are the opening hours, the travel distance, the lack of heated and / or indoor water space, the cost and car parking.

For libraries key difficulties are the opening hours of the service, programs being available at that do not suit families and children, and the travel distance.

For community events the key difficulties are the lack of information and events being offered at times that do not suit working parents.

Services, Programs and Resources	Difficulties or Challenges Faced
Centre Based Childcare (28 responses)	<ul style="list-style-type: none"> • Availability x 4 • Costs x 5 • Distance • Don't know about them or where to look/join • Finding a place at preferred service • Finding a suitable centre with the hours we needed per week. • Full daycare means that I can't pickup another day of work • Hours for school holiday program, no before after school care at our school • I have children with compromising immune systems so couldn't send my other child during Covid • Minimum hours locally • None in our area • Not enough space x 2 • There is only one centre based child care in Heyfield and it is only from 9 to 2 there are a lot of dairy farmers and shift workers in and around Heyfield there needs to be another day care or longer hours to cater for the families • Unable to access days inrequired at the one centre • Unable to obtain a place at long day care in Maffra - been in waiting list for a long time • Waiting lists x 4 • When returning to work I was unable to secure all the days in childcare that I needed and had to rely on grandparents to watch my child.
Family Day Care (16 responses)	<ul style="list-style-type: none"> • All full when I looked • Can't get 2 children on the same day

	<ul style="list-style-type: none"> • Hard to find information x 3 • It's not advertised enough • Lack of availability x 3 • None in our area x 3 • Not enough daycares to meet demand • Not enough options for full time worker. needed to access 3 different carers. • Not enough space • Unlike most childcare centres in Yarram parents have to provide all meals for their childre to take for the day. This is an added difficulty for working parents here.
Maternal and Child Health Services (18 responses)	<ul style="list-style-type: none"> • Availability of MCH for working parents. Sessions are during the day. • District • Feel like this is a tick the box exercise with little value • Had to drive into sale • Hard to get appointments x 2 • Have not heard good things about some staff • I found it unusual that the YDHS maternal and child health nurse is based at the hub. Being a health service i thought it was strange that they didn't make use of their beautiful new YDHS health care centre. • Lack of information x 3 • Limited hours • More than 20 from home • No appointments available in Maffra • Not many hours • Poor reception service, not easily contacted to make appointments. • Shut • Some MCHN treated me and my family terribly they were not respectful
Free Immunisation Service (15 responses)	<ul style="list-style-type: none"> • Distance x 2 • Go to local doctor in Sale for immunisations • Is none • Long wait - not enough nurses present for the number of patients • No information/advertising x 4 • None in our area • Not many hours • Not organised. Can't find any accurate info on the website. No one at council gets back to you • The timing is difficult when working x 3
Playgroup (24 responses)	<ul style="list-style-type: none"> • Clicky • Don't know about them or where to look/join • Held during work hours x 5 • It can be hard to be welcomed into a group if you know nobody so you stop going • It's too hard for them to run it • No information/advertising x 4 • No local ones and Covid • No outside area for children to play in • No playgroup in Longford, hard to find out about what is available in Sale

	<ul style="list-style-type: none"> • No playgroup in Maffra • None around x 3 • Shut • There's so playgroup for parents with multiples, twins, triplets etc • Times and accessibility x 2
Kindergarten (13 responses)	<ul style="list-style-type: none"> • Our kinder option is limited because of the kinder program times do not allow for us to use this service as we need a later finishing time closer to 3pm or after kinder care until 4pm. The only kinder option available to use is at childcare. • Cost and availability • Cut off dates for applying don't seem to be advertised as well as in Latrobe shire • Had to drive into sale • Hours do not suit working hours. 9 - 5. I would be happy with 9 - 3 even. • Lack of information x 2 • Most offer short days which mean have to pay for childcare on top of fees and use lunch break to take child from kinder to daycare • No pick up or drop off services • Not enough Kinder's to meet demand • Overcrowded and run as part of a childcare centre. • Prohibitive cost with no health care card • Size of outside area that the children have to share and play in
Family/Parenting Support (11 responses)	<ul style="list-style-type: none"> • Distance from Yarram • Hard to find information on who provides services etc x 6 • Limited resources availability • Overloaded systems • What is around
Parent Education Sessions (10 responses)	<ul style="list-style-type: none"> • Had to drive into sale • Inadequate meeting room space close to occasional childcare at Aqua energy • Distance from Yarram • No info/advertising x 5 • None in our area • Not enough on offer • There during the day, which is hard to attend with children and no babysitter
Libraries (12 responses)	<ul style="list-style-type: none"> • After school activities that are planned all start at 3.30. My kids school (Nambrok Denison) doesn't finish until that time so we are unable to ever attend • Being closed x 2 • Children's programs only run on weekdays when I'm at work • Distance x 4 • Not sure where I can park and is it accessible with a pram? • Only a mobile service available and it's not there after hours • Opening hours (though Sunday opening times has been a great addition) • Story time at Sale Library - nice space with cafe to meet other mums
Toy Libraries (14)	<ul style="list-style-type: none"> • Don't know about them or where to look

responses)	<ul style="list-style-type: none"> • Have to agree to volunteer and I'm not sure if I can with my kids • It's tucked away and hard to find and not open very much. It's a great service, but seems to need help from council to get it to a better standard like the book library. • Mobile miss the days • None in our area x 3 • Not advertised enough ie. opening hours. Would be good if it was somehow incorporated with the actual library. • Opening hrs x 5 • The toy library is hard to find. Some signs would be good.
Parks and Playgrounds (28 responses)	<ul style="list-style-type: none"> • Access to toilets, wider parking for prams • Distance x 3 • Grandmother taking 4 young children to ride bikes in safe area means lifting and towing bikes • Lack of fencing x 5 • Lack of nappy change facilities in Stratford main Street park • Lack of parks or playgrounds in local area. • Limited infrastructure for young children in Gormandale • Mosquitoes • My children love to ride their bikes at the track next to the Sale common. Unfortunately the grass is allowed to grow out of control there and at this time of year I fear snakeskin we no longer use it. • No public toilet close to the Seen Community Garden • Not accessible park in Yarram • Not all parks are equipped with toilets/changing facilities that are family friendly • Not enough shade • Only 1 small playgroup thats not really suitable for all ages of kids • Only one park and it's boring for my kids • Only one small one close by • Pedestrian Access to Heyfield Wetlands is difficult due to condition of driveways and needing to cross a busy road. Would love to see better access to the wetlands from the heyfield township • Sale Botanical Gardens is beautiful space for families • Shut • Toilet facilities severely lacking • Unsafe with broken bottles and rubbish • We have to drive into sale to access
Swimming Pools/Leisure Centres (29 responses)	<ul style="list-style-type: none"> • Accessing a pool with a young baby is just tricky • Cost x 3 • Distance x 2 • More than 20 min from home • No indoor • No parking near aqua energy. Hard to park a long way away and then get pram+child+swimming gear inside • None in our area x 2 • Not enough learn to swim style space available for parents to teach children- always booked for paid lessons.

	<ul style="list-style-type: none"> • Not heated x 6 • Not offering enough lessons for parents who work and have to Enrol kids after work hours • Opening hours x 9 • Run down toilet change rooms at Aqua energy • Travel to Sale required for lessons • Weekend opening hours are inconvenient would like to be able to go earlier or later • Wider parking for prams
Community Events (13 responses)	<ul style="list-style-type: none"> • A lot are set up to happen Mon-Fri during work hours. For fulltime working parents with kids in full time care these are inaccessible • Costs • Didn't happen during Covid lockdown • If they are on in the afternoon my kids are usually napping so the time doesn't suit • Lack of information x 7 • Small local ones. Majority are more than 20 min • Sometimes hard to go to events where i cannot bring my pram for my baby, or no breastfeeding friendly area or change room features • Timing of events for working parents
Social Support Services e.g. Health, Family Violence, Alcohol / Drug, Legal (6 responses)	<ul style="list-style-type: none"> • Don't need it • Limited availability of services, difficult to find. • None in our area • Not enough services for the demand/need • Not needed, but if I did - not sure where to find. Gippsland Women's Health maybe? • There is none that I know of close to home. All over 30 min from home
Other (please tell us the service and why) (3 responses)	<ul style="list-style-type: none"> • No outdoor kids activities • Not aware of them did not know they existed • Not enough options for parents who work and want to do activities with kids after works hours

A.4 Importance of having the early years services, programs and resources available

From a pre-determined list, survey respondents were asked how important it is to have access to early years services, programs and resources in their local community (within 20 minutes' drive of where they live) and close to where they live, work or study. Survey response indicated the level of importance on a scale of 1 – 5 where 1 was not important at all and 5 was extremely important.

A total of 131 survey respondents (82.4 percent of total respondents) answered the question about how important it is to have access to early years services, programs and resources in their local community.

- Parks and playgrounds were identified by survey respondents as the most important to have in their local community with 93 percent of survey respondents who answered the question identifying this as extremely important.
- Other services, programs and resources identified by more than 70 percent of survey respondents who answered this question as being extremely important to have in their local community are kindergarten (84.4 percent), swimming pools / leisure centres (79.8 percent), Maternal and Child Health (75.6 percent), libraries (73.9 percent) and free immunisation (73 percent).
- Access to Centre Based Childcare was also important with 67.5 percent of survey respondents who answered this question identifying this is extremely important to have in their local community.

See table A.11 for more details.

A total of 131 survey respondents (82.4 percent of total respondents) answered the question about how important it is to have access to early years services, programs and resources close to where they work, study or volunteer. Overall, the responses indicate it is less important to have access to early years services, programs and resources close to where survey respondents work, study or volunteer, compared with having them in their local community.

- Centre based Childcare and parks and playgrounds were identified by survey respondents as the most important to have close to where they work, study or volunteer with 68 percent of survey respondents who answered the question identifying this as extremely important. In relation to centre based childcare, this is almost identical to the proportion of survey respondents who identified it as being important to have in their local community.
- Other services, programs and resources identified by 60 percent or more of survey respondents who answered this question as being extremely important to have close to where they work, study or volunteer are kindergarten (65.9 percent) and swimming pools / leisure centres (60.2 percent).
- Services, programs and resources identified by 50 percent or more of survey respondents who answered this question as being extremely important to have close to where they work, study or volunteer are libraries (56 percent), free immunisation (50.4 percent), and Maternal and Child Health (50 percent).

See table A.12 for more details.

Services	1 – Not Important At All		2		3		4		5 – Extremely Important		Total Responses	Weighted Avg.
	No.	%	No.	%	No.	%	No.	%	No.	%		
Centre Based Childcare	13	10.3%	5	4.0%	11	8.7%	12	9.5%	85	67.5%	126	4.20
Family Daycare	25	20.2%	6	4.8%	24	19.4%	20	16.1%	49	39.5%	124	3.50
Maternal & Child Health Services	5	3.9%	0	0.0%	8	6.3%	17	13.3%	98	76.6%	128	4.49
Free Immunisation Service	8	6.4%	1	0.8%	14	11.1%	11	8.7%	92	73.0%	126	4.41
Playgroup	11	8.7%	8	6.3%	26	20.5%	22	17.3%	60	47.2%	127	3.88
Kindergarten	6	4.7%	0	0.0%	4	3.1%	10	7.8%	108	84.4%	128	4.67
Family / Parenting Support	10	8.1%	3	2.4%	28	22.8%	30	24.4%	52	42.3%	123	3.90
Parent Education Sessions	15	12.2%	9	7.3%	36	29.3%	24	19.5%	39	31.7%	123	3.51
Libraries	1	0.8%	3	2.3%	5	3.9%	25	19.2%	96	73.9%	130	4.63
Parks and Playgrounds	1	0.0%	0	0.0%	3	2.3%	5	3.9%	119	93.0%	128	4.88
Swimming Pools / Leisure Centres	1	0.8%	1	0.8%	9	7.0%	15	11.6%	103	79.8%	129	4.69
Community Events	4	2.3%	3	2.3%	17	13.3%	29	22.7%	75	58.6%	128	4.31
Social Support Services e.g. health, family violence, alcohol / drug, legal	15	5.6%	7	5.6%	21	16.8%	20	16.0%	62	49.6%	125	3.86
Other	8	27.6	0	0.0%	8	27.6%	3	10.3%	10	34.5%	29	3.24

Table A.11: Importance of having access to early years services, programs and resources close to home, Wellington Shire Early Years Planning, December 2020

Services	1 – Not Important at all		2		3		4		5 – Extremely Important		Total Responses	Weighted Avg.
	No.	%	No.	%	No.	%	No.	%	No.	%		
Centre Based Childcare	19	14.8%	2	1.6%	12	9.4%	8	6.3%	87	68.0%	128	4.11
Family Daycare	31	24.8%	5	4.0%	28	22.4%	9	7.2%	52	41.6%	125	3.37
Maternal & Child Health Services	13	10.6%	3	2.4%	27	22.0%	19	15.5%	61	50.0%	123	3.91
Free Immunisation Service	16	13.2%	5	4.1%	23	19.0%	16	13.2%	61	50.4%	121	3.83
Playgroup	23	18.9%	10	8.2%	29	23.8%	16	13.1%	44	36.1%	122	3.39
Kindergarten	11	8.9%	0	0.0%	17	13.8%	14	11.4%	81	65.9%	123	4.25
Family / Parenting Support	19	16.0%	10	8.4%	34	28.6%	20	16.8%	36	30.3%	119	3.37
Parent Education Sessions	24	10.0%	13	10.8%	37	30.8%	15	12.5%	31	25.8%	120	3.13
Libraries	9	7.2%	7	5.6%	19	15.2%	20	16.0%	70	56.0%	125	4.08
Parks and Playgrounds	8	6.6%	4	3.3%	11	9.0%	16	13.1%	83	68.0%	122	4.33
Swimming Pools / Leisure Centres	8	6.5%	6	4.9%	16	13.0%	19	15.5%	74	60.2%	123	4.18
Community Events	18	14.8%	3	2.5%	24	19.7%	23	18.9%	54	44.3%	122	3.75
Social Support Services e.g. health, family violence, alcohol / drug, legal	25	20.8%	10	8.3%	29	24.2%	13	10.8%	43	35.8%	120	3.33
Other	15	42.9%	2	5.7%	9	25.7%	2	5.7%	7	20.0%	35	2.54

Table A.12: Importance of having access to early years services, programs and resources close to where survey respondents work, study or volunteer, Wellington Shire Early Years Planning, December 2020

A.5 Services, Programs and Resources Offered Outside Wellington Shire

Survey respondents were asked a series of questions about their use of services, programs and resources outside Wellington Shire.

Respondents were asked whether they or their child have accessed early years services outside the Shire of Wellington in the past 2 years, for example in Latrobe City, South Gippsland or East Gippsland Shire. A total of 131 survey respondents answered this question (82.3 percent of all respondents) with 59.5 percent of all who responded indicating they have not accessed any early year's services outside the Shire of Wellington in the past 2 years. See table x.11 for more details.

Accessed early years services outside the Shire of Wellington	Number of Responses	Percentage of Responses
Yes	53	40.5%
No	78	59.5%
Total Responses	131	
Skipped Question	28	
Total Respondents	159	

Table A.13: Accessing early years' services outside Wellington Shire in the past 2 years

Survey respondents who answered yes to the question about whether they or their child have accessed early years services outside the Shire of Wellington in the past 2 years were asked to indicate where the early years services, programs or resources were located. A total of 50 responses were provided as outlined below. Key locations survey respondents have accessed early years services, programs and resources are:

- South Gippsland including Foster, Meeniyan, Welshpool, Toora,
- Latrobe Valley including Morwell, Traralgon, Churchill, Warragul
- East Gippsland including Bairnsdale
- Melbourne.

Services, Programs and Resources	Location
Centre Based Childcare (8 responses)	<ul style="list-style-type: none"> • Churchill • South Gippsland x 2 • Traralgon x 5
Family Daycare (1 responses)	<ul style="list-style-type: none"> • Briagolong
Maternal and Child Health Services (9 responses)	<ul style="list-style-type: none"> • Bairnsdale • Glengarry • Latrobe • Morwell • Rosedale

	<ul style="list-style-type: none"> • South Gippsland x 2 • Traralgon x 3
Free Immunisation Service (7 responses)	<ul style="list-style-type: none"> • Foster x 2 • Traralgon x 5
Playgroup (7 responses)	<ul style="list-style-type: none"> • Bairnsdale x 2 • La Trobe valley • Morwell • Traralgon • Welshpool x 2
Kindergarten (6 responses)	<ul style="list-style-type: none"> • Chairo Kinder • Rosedale • South Gippsland x 2 • Traralgon • Welshpool
Family/Parenting Support (3 responses)	<ul style="list-style-type: none"> • Sale • Traralgon x 2
Parent Education Sessions (1 responses)	<ul style="list-style-type: none"> • Traralgon
Libraries (13 responses)	<ul style="list-style-type: none"> • Bairnsdale • Churchill • Foster • Latrobe x 3 • Melbourne • Morwell • Rosedale • Sale • Traralgon x 4
Toy Libraries (0 responses)	
Parks and Playgrounds (33 responses)	<ul style="list-style-type: none"> • Bainsdale x 2 • Basscoat • Blue rock • Cardinia • Drouin • East Gippsland x 4 • Everywhere x 2 • Foster x 3 • Geelong • Glengarry • Latrobe x 4 • Maffra • Meeniyan • Melbourne x 4 • Morwell x 6 • Port Welshpool • Rosedale • Sale x 4 • South Gippsland x 3 • Toora x 2

	<ul style="list-style-type: none"> • Traralgon x 18
Swimming Pools/Leisure Centres (23 responses)	<ul style="list-style-type: none"> • Bairnsdale x 3 • Churchill x 2 • East Gippsland • Latrobe x 2 • Melbourne x 2 • Morwell x 4 • Rosedale • Sale x 3 • Toora x 4 • Traralgon x 7 • Warragul
Community Events (10 responses)	<ul style="list-style-type: none"> • Bass Coast • East Gippsland • Melbourne x 3 • Morwell • Traralgon x 5 • Morwell x 2 • Melbourne • Latrobe Valley • Foster • South Gippsland
Social Support Services e.g. Health, Family Violence, Alcohol / Drug, Legal (6 responses)	<ul style="list-style-type: none"> • Latrobe x 4 • South Gippsland • Traralgon x 2
Other (please tell us the service and why) (9 responses)	<p>Traralgon</p> <ul style="list-style-type: none"> • Child psychologist • Gymbarool • Jump and Climb • Parky's fun park/playcentre <p>Latrobe Valley</p> <ul style="list-style-type: none"> • Pre-natal care at LRH, ultrasounds • Play centres, tenpin bowling, jump and climb Melbourne <p>Monash Clayton</p> <ul style="list-style-type: none"> • Obstetrician/birthing <p>Unknown Location</p> <ul style="list-style-type: none"> • Child psychologist • Paediatrician • Latrobe Valley • in Latrobe Valley

Respondents were asked to indicate why they access these early years services, programs or resources outside the Shire of Wellington. A total of 50 respondents answered this question, providing a wide range of responses. Those mentioned multiple times were:

- Not available in my area (12 times)

- Variety (6 times)
- Better facilities (3 times)
- Closer to my home (3 times)
- We access pools in other areas as the local pool isn't warm enough (2 times)

In addition, many of the responses make some reference to ease of access because survey respondents are in the area already, the opening hours suit their needs better or they prefer the services, program or resource in another location.

A full list of the other responses is provided below:

- Bairnsdale has a wonderful Steiner playgroup that we are happy to travel to as it simply is far better than any local playgroups. Family daycare in Briag as our preferred carer is located there.
- Bairnsdale was my closest Kmart and we would often stop at the park after
- Because my daughter's dad lives in Morwell
- Bigger better playground
- Community Events were well advertised and accessible for a working family
- Convenient
- Ease of accessibility for hours
- Foster library open since Covid restrictions
- I access immunisations at Foster as that's where we attend the doctors, I access playgrounds all over the place as my son thoroughly enjoys having somewhere to run around and play when we're out for the day
- I do more things like shopping and after school activities in Traralgon
- I enjoy Welshpool playgroup more, foster medical centre/doctors are amazing and we love our family doctor down there
- I lived outside the Wellington Shire
- Lack of available leads in our area and huge wait lists. We just do not have
- Access to specialist healthcare in the Wellington shire like we used to.
- Larger and better events
- Lived there and when visiting family or friends
- Lots of playgroups available, easy to find information on the Facebook page
- Meeting family or friends change of scenery
- No indoor swimming pool in Yarram
- Particular playgroup more aligned with our family values
- Playgroup & parks closer to home

- Prefer to travel to Traralgon then Sale
- Proper kindergarten
- That was where we were living previously
- The waiting list was too long in Wellington - child psychology.
- There was no access to speech therapy in Sale for my daughter
- Too expensive to access pre-natal care at central Gippsland health,. LRH provided shared care arrangement at no cost. Ultrasounds are bulk-billed at many centres in Latrobe Valley
- We lived in Latrobe
- We were travelling
- When on holiday
- While attending appointments or vacation.

A.6 Difficulties or challenges using early years services, programs and resources offered outside Wellington Shire

A total of 131 survey respondents (82.4 percent of total respondents) answered the question about whether there is anything that makes it difficult or challenging to access early years services, programs and resources outside Wellington Shire. A very high proportion of survey respondents indicated they do not experience any difficulties or challenges using early years' services, programs and resources outside Wellington Shire. See table x.12 for more details.

Faced Difficulties or Challenges whilst accessing early years services, programs and resources outside Wellington Shire	Number of Responses	Percentage of Responses
Yes	44	33.6%
No	87	66.4%
Total Responses	131	
Skipped Question	28	
Total Respondents	159	

Table A.14: Difficulties or challenges accessing early years services, programs and resources outside Wellington Shire

Survey respondents were then asked to indicate why the services, programs and resources were DIFFICULT or CHALLENGING to use, if they had selected 'yes' to the previous question. A total of 38 responses (23.9 percent of all respondents) answered this question with key challenges including:

- Cost / affordability

- Travel distance.

Services, Programs and Resources	Difficulties or Challenges Faced
Centre Based Childcare (10 responses)	<ul style="list-style-type: none"> • Affordability x 2 • Availability • Distance x 4 • None available or too far away • The waiting list to get there are horrible the cost of fuel • Too hard to get into • Travel x 2
Family Daycare (2 responses)	<ul style="list-style-type: none"> • Cost x 2 • Distance x 2 • Travel x 3
Maternal and Child Health Services (5 responses)	<ul style="list-style-type: none"> • Cost • Distance x 3 • Travel x 3
Free Immunisation Service (3 responses)	<ul style="list-style-type: none"> • Cost • Distance x 2 • Travel x 2
Playgroup (5 responses)	<ul style="list-style-type: none"> • Cost • Distance x 2 • No information. Can't find one • Travel x 3
Kindergarten (4 responses)	<ul style="list-style-type: none"> • Cost x 2 • Distance • Hard for ones with after hours care • Travel x 2
Family/Parenting Support (2 responses)	<ul style="list-style-type: none"> • Cost • Distance • Travel x 2
Parent Education Sessions (2 responses)	<ul style="list-style-type: none"> • Cost • Distance • Travel x 2
Libraries (7 responses)	<ul style="list-style-type: none"> • Cost • Distance x 3 • None available or too far away • Opening hours vs school hours • Travel x 3
Toy Libraries (1 responses)	<ul style="list-style-type: none"> • Cost • Distance • Travel
Parks and Playgrounds (8 responses)	<ul style="list-style-type: none"> • Carrying items like bikes to these facilities • Distance x 6 • Travel x 2
Swimming Pools/Leisure Centres	<ul style="list-style-type: none"> • Distance x 4

(12 responses)	<ul style="list-style-type: none"> • Have to travel 1/2 an hour by car to Toora when we could walk to Yarram pool but just not user friendly and does not offer what we need • None available or too far away • Opening hours • Travel x 5 • Cost x 2
Community Events (4 responses)	<ul style="list-style-type: none"> • Crowds • Distance x 3 • None available or too far away • Parking • Transport
Storytime at the Library (3 responses)	<ul style="list-style-type: none"> • Distance • Times didn't suit naps • Travel
Social Support Services e.g. Health, Family Violence, Alcohol / Drug, Legal (5 responses)	<ul style="list-style-type: none"> • Difficult to get there after school but before closing • Transport • Travel time x 2 • Waiting lists, not enough professionals
Other (please tell us the service and why) (10 responses)	<ul style="list-style-type: none"> • Child psychologist - an hour travel each way is hard and I had to take my breastfed baby and mother to babysit her while in the session with older child. Made for a much longer and harder day with more stress for all involved. • Child psychologist it is hard to get there • Cost • Distance x 3 • Just my health issues mainly • Not aware of what is available in the area x 2 • Obstetrics and birthing at Monash - travel, accommodation, cost and finances • Transport

A.7 Future Planning for Families and Children

Survey respondents were asked a series of questions regarding future planning for families and children.

A total of 127 survey respondents (79.9 percent of total respondents) answered the question about what they like most about bringing up children in the area they live in. They were able to select up to 3 answers from a predetermined list. The most selected answer was *playgrounds and open spaces* (74.8 percent of people who answered this question), followed by *being close to friends and family* (57.5 percent of people who answered the question).

Others receiving reasonable levels of response were the sense of community and belonging (43.3 percent), the walking and cycling paths (38.6 percent) and the school and education options (36.2

percent).

See table A.15 for more details.

What they like most about bringing up children in their area	Number of Responses	Percentage of Responses
Playgrounds and open space	95	74.8%
The walking and cycling paths	49	38.6%
Availability of public transport	1	0.8%
Availability of maternal and child health services	22	17.3%
Availability of health services	17	13.4%
Availability of family and social support services	3	2.4%
School and education options	46	36.2%
Availability of kindergarten	37	29.1%
Availability of childcare	18	14.2%
The sense of community and belonging	55	43.3%
Being close to friends and family	73	57.5%
Community safety	35	27.6%
Other*	13	4.7%
Total Number of Respondents	127	
Skipped Question	32	
Total Respondents	159	

Table A.15: What they like most about bringing up children in this area

*Other reasons identified by survey respondents were:

- Being able to be able to walk a ramp to the beach as Carpark 5 is not far from me
- Being able to be left alone and not have social contact with others, for example, at a park
- Being close to beaches, rivers, etc. Having a backyard. Lower costs of living (slightly). Less rushed lifestyle
- Having land
- Like the space and home lifestyle we have
- Living in a small community and on a rural property
- Nature.

Survey respondents were then asked what they would most like to see improved in the area they live in, to support their children and family. They were able to select up to 3 answers from a

predetermined list. Similar to the question about what survey respondents like most about bring up children in the area they live, *playgrounds and open space (40.2 percent)*, and *walking and cycling paths (37.8 percent)* were the most selected answer for aspects survey respondents would most like to see improved. While this may seem like a contradiction, it is quite common for the aspects people like the most about the area they live, to also be the aspect they would most like to see improved or would most like to see Council continue to invest in.

Other key areas for improvement identified by survey respondents are:

- The availability of childcare
- The availability of health services
- Community safety
- The availability of public transport.

See table A.16 below for more details.

What they would most like to see improved in the area they live in	Number of Responses	Percentage of Responses
Playgrounds and open space	51	40.2%
The walking and cycling paths	48	37.8%
Availability of public transport	37	29.1%
Availability of maternal and child health services	10	7.8%
Availability of health services	39	30.7%
Availability of family and social support services	18	14.2%
School and education options	31	24.4%
Availability of kindergarten	19	15.0%
Availability of childcare	40	31.5%
The sense of community and belonging	26	20.5%
Being close to friends and family	4	3.2%
Community safety	39	30.7%
Other*	21	16.5%
Total Number of Respondents	127	
Skipped Question	32	
Total Respondents	159	

Table A.16: What survey respondents would most like to see improved

Survey respondents were asked to think about the buildings or places they have accessed early years services or programs in the last 2 years and consider whether there is anything they would like to see changed about the buildings or places. They were asked to provide the name of the BUILDING or PLACE and their ideas for changing the building or place. A total of 46 respondents answered this question with key responses suggesting improvements should include:

- Improved **kindergarten** facilities in Sale
- Increasing the size and quality of **childcare facilities** and the availability of **childcare services** in Heyfield, Sale (Kath Foley), Maffra and Yarram.
- Improvements to the **Maternal and Child Health facilities** in Maffra, Heyfield and Yarram, and improvements to the car parking supporting the Sale MCH service.
- Upgrades to **playgrounds, parks and open space** including fencing to improve child safety, improving ancillary amenities such as public toilets, seating, shade, BBQs, delivering more universally accessible, culturally sensitive and challenging play spaces and parks, eliminating mosquitos and providing more facilities to support older children e.g. 5 – 12 years.
- Improvements to **swimming pool facilities** to make them more accessible and appealing for families e.g. more learn to swim space, Yarram Pool as an indoor heated facility, improving family change facilities and providing more shade.
- Providing an improved and more permanent home for the **Wellington Toy Library**.

A full list of the answers to this question are provided below.

Child Care	<ul style="list-style-type: none"> • Childcare needs bigger space. • Improve Kinder facilities (Gumnuts, Gwenfa Hampton and Hyland) x 4 • More child-care • New long day care service in Maffra so families can access childcare in Maffra. It would be good to have maternal child health there too. This would make it easier to attend appointments. • School holidays programs in Sale and Maffra are both in very old run-down buildings. Grammar and Maffra primary • The hub, larger space for the childcare so that they can accommodate more children and 3-year-old kinder
General Upgrades	<ul style="list-style-type: none"> • Better indoor play spaces • Double pram access • Heyfield community resource center (Heyfield early learning) needs to be bigger to cater for more children and longer hours • More inclusive of different cultures at all. With welcoming pictures of children from all cultural backgrounds • More pram friendly
Kath Foley Centre	<ul style="list-style-type: none"> • Kath Foley Building (pram access, over-crowded, outdated, vandalism) x 2
Maternal and child health services	<ul style="list-style-type: none"> • Improvement in the Maffra Maternal Child Health space. Waiting room for Heyfield Maternal Child Health • Maffra Maternal Child Health needs relocating. It is old and run down and not a nice space to bring small children. • Maternal child health nurse Heyfield is it a Poky little room at the doctors needs it own or better space • More car spots in Maternal child health in sale • The maternal and child health service room in Yarram has a poor waiting area in a corridor and no privacy for breastfeeding or toys to keep children busy while waiting. It is also open so kids can run off or wander away

<p>Playgrounds, parks and open spaces</p>	<ul style="list-style-type: none"> • Indigenous elements at parks and playgrounds, incorporating musical elements to the park, sensory garden, disability friendly components to playgrounds. Heated pool with longer opening season. Increased capacity for childcare and kindergarten, bigger outdoor areas also. • Parks need to be sprayed or more plants that deter mosquitoes, Bigger facility for the pool, more undercover BBQs at parks • Parks- so few parks have fencing from major roads. With little kids they can run so fast, we avoided parks when my daughter was learning to walk because it didn't seem safe. Boisdale park is great! More of that would be great. Sale hospital- have to push prams on the road to access the specialist building and jump up/down curbs. More shade sails or the parks would be good. Some more shade options at the splash park as well? • Playgrounds - eliminate the mosquitoes!! And increased shade cover on the playgrounds that don't have many trees. • Public toilets near the Seed Community Garden • The Briagolong Anzac park needs more shade and a fence. • The playgrounds in Maffra aren't very adventurous, some more challenging activities would be nice. Some undercover play equipment would serve on both rainy day's and super hot ones. • The playgroup in Stratford is well run and attended but run down. • Toilets in the Botanic gardens. I hope they have a family room with good change facilities. • Updated and purpose-built spaces - often groups or services are held in makeshift places, not conducive or suitable for kids
<p>Sale Library</p>	<ul style="list-style-type: none"> • The Sale library is fabulous but there is nowhere secure to take small children where they can't run off. The item design looks great but when you have multiple children under 5 who are prone to run off and want to play on the stairs it makes it really hard

Swimming Pools	<ul style="list-style-type: none"> • Aqua Energy; Larger meeting room facility, improve toilets and change room facilities • Better parking at the pool, fauna park • External access to the Sale pool in summer because walking in through the main entrance on hot days with young kids all the way through the centre then out to the pool is very hard, will make it so much more accessible. • Improve Sale pool kiosk • Make Yarram pool indoor so can have lessons all year round • More pools and the existing pools extended with more learn to swim space. Outdoor pools open longer in the year. Cheaper pool membership • The pools do not have adequate family changing facilities. • Yarram pool needs heating x 3 • Yarram pool needs shade
Wellington Toy Library	<ul style="list-style-type: none"> • Improve and make a permanent home for the Wellington Toy Library x 5
Yarram Early Learning Centre	<ul style="list-style-type: none"> • At capacity and needs more spaces, unable to alter my son days at day care temporarily in case I can't get him back in when it's required • Great service but fully booked most of the year. As an ex-employee the facilities are not great for staff, staff room and programming space are tiny and no external areas to have your break. • Make a larger centre. Unable to currently get spaces needed to cover my work. • Needs expanding to be able to have more space for children x 3
Yarram Memorial Park	<ul style="list-style-type: none"> • Needs to be more child friendly and checked daily, first thing in the morning for dangerous items.
Yarram Park	<ul style="list-style-type: none"> • Include accessible options, or make a play scape rather than playground.
Youth Services	<ul style="list-style-type: none"> • As our children range from 5-12 we would like to see more facilities for older children such as a bike track or adolescent playground/skate park

The final question survey respondents were asked was whether they have any other comments or information that they believe is important for Council to consider when planning for early years' services and early years' needs of the Wellington community. In total 39 survey respondents answered this question, with a wide variety of responses provided. Key issues and ideas raised multiple times included:

- The need for improved **outside school hours care options**. Locations specifically identified were Rosedale, Longford, Cowwarr and Stratford.

- **Improved access to childcare and longer kindergarten sessions.** Stratford was identified as a particular location where childcare services are needed.
- Improvements to **walking and cycling paths** with specific locations identified including Stratford, Longford, Gormandale/Hiamdale/Willung South Carrajung region.
- Improved access to **health services**, both specialist and general practitioner services.
- Having access to an **affordable, family friendly, all-weather play space**, particularly during wintertime.
- Ensuring services, programs and resources **support smaller communities** and are not centralised in Sale e.g. indoor pool in Sale only, lack of public transport to communities such as Yarram.

A full list of the answers to this question are provided below.

<p>Before and After School Care</p>	<ul style="list-style-type: none"> • Before and after school care for all kids and school holiday programs for working parents, having a program only open 8.30-5 doesn't work. Care is the single reason we are considering moving out of Cowwarr and Wellington Shire • Before and after school care programs in Rosedale • More after school hours care options!!!! Specifically, out Longford way. • More childcare available in Stratford and before and after school care
<p>Childcare</p>	<ul style="list-style-type: none"> • Better access to childcare • Childcare needs bigger space, I volunteered for a day felt very claustrophobic • Kindergartens could have more work friendly hours ie. 9-3. • More childcares with availabilities! • Staff at the childcare centre have expressed the need for development of their facilities. Greater room to accommodate more children, a proper staff room, better planning areas. • Stratford needs a childcare centre, not having one means children are going elsewhere for schools as there is nowhere for children to go after schooltime or before school time. Or we just need before and after school care available at the schools or close by. • The childcare facility at Aqua Energy is excellent and should be maintained or increased. It is vital for the welfare of young mothers who wish to access fitness options and for the opportunity to make new friends and socialise. • There needs to be a lot more help and support for single parents. More affordable and flexible childcare options.

<p>Walking and Cycling Paths</p>	<ul style="list-style-type: none"> • Footpaths make life a lot easier for people with prams. Sale and Rosedale have great footpaths but Stratford is really lacking past the police station and along the river past the Catholic primary school • More walking paths around Longford. Andrews Rd has increased traffic and tradesmen travelling at high speeds and there is nowhere to walk safely with a pram or for kids to ride a bike. Same with the Seaspray Rd. There is plenty of room for walking tracks they just don't exist! • Need for infrastructure in Gormandale/Hiamdale/Willung South Carrajung region. No bike paths, no walking tracks, only basic playground, limited services. • Paths around older parts of Stratford to keep children off road. • Stratford needs well connected footpaths asap so I can safely walk with my children to services without having to lift the pram up kerbs or have my 4-year-old wander along the road. Because it is unsafe it is stressful and discourages us from walking or riding bikes even though the distance would be very manageable. This also discourages me from shopping locally because once I am in the car it's not that hard to drive to another larger town to shop.
<p>Health Services</p>	<ul style="list-style-type: none"> • Access to more specialist health services eg, paediatric audiologists • Health services • I think there's a place for specific immunisation dates for under school aged children. It gets crazy busy with long wait times especially in the months when flu shots are available. The waiting times are really hard with little kids- so much so I only went a couple of times before going to our Dr instead which is more costly. • There is a real lack of access to general practitioners in the Wellington shire community. We really need a general practitioner that is open 7 days a week. You can't seem to get an appointment when you need one

<p>Indoor Play Space</p>	<ul style="list-style-type: none"> • A facility indoors for winter would be good • It would be wonderful to have an affordable family friendly cafe with indoor play space to go when weather is unsuitable for parks/playgrounds. Somewhere accessible with good car parking spaces and room for prams etc.. perhaps with links to other services available to parents/carers. • More access to play based learning programs, more indoor activities for kids • There needs a to be more indoor /all weather play spaces especially for younger kids • There needs to be more splash parks for the kids in summer • We need more things for young families like indoor playgrounds and trampoline parks etc
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Other	<ul style="list-style-type: none"> • Appropriate events for children that are at times suitable to age targeted at • Cater for the dairy farmers in the area that work hard and find it hard to juggle children • Distant residents should get discounted access / swimming lessons at the heated pool • Not all mothers stay at home. Not all careers are women. • People are happy to drive for quality services. Communities do not feel as safe and cohesive as they once were. We need to make sure there are quality local services (health, childcare, education and safe livability) to prevent people seeking it towards Melbourne - which further depletes the local need and means funds are allocated/spent outside WSC. • Public transport difficult for families to use in the Shire • Some small fenced in park would be amazing for the mums of multiples (twins or more) its very hard to chase 2 toddlers without fencing. Also more playgroups and community getting together to help with parents isolation would be amazing. • Stop forgetting about your smaller communities. We pay rates and get stuff all in return! • There are a number of unused sites in great locations currently such as old special school and old policy station. It would fantastic is council developed these sites and considered leasing in park to ppl who would be interested in created indoor play spaces for kids. This is really the key thing lacking in sale. A great indoor facility for winter such as a trampoline centre or some type of ninja warrior course for kids. Something that gets them moving but can be used in all weather. Parents are crying out for this. • This is an area of the community that is impossible to overspend on. Young families are everywhere and need to be supported. Primary carers need safe and welcoming spaces for them to bring their young children to play, where they can find a friendly face, rest their weary bones and gain access/information to support services if need be. Something like the "Parent Place" run by City of Ballarat Council would be ideal. Access to health/allied health services for children in Wellington needs urgent attention. We have spent a whole year on
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	<p>waiting lists just to get an assessment... so that we can get the help that we needed a year ago! It's not good enough.</p> <ul style="list-style-type: none"> • Toilet facilities across shire vary a lot and could be improved. • We really enjoy the programs at the library. • Wellington Shire is Sale-centric. The pools only open depending on the weather in Sale. We can't book into swimming lessons in Sale at convenient times (if there are any spaces), there is no public transport for people in Yarram to access all the extra services on offer there- but there is a bus to Traralgon. • More information on play groups and where they are located • Smaller play equipment for toddlers. • More paediatric services available, speech pathologists and occupational therapists. • I hope the three-year-old rollout of kinder is well advertised and parents are kept in the loop.
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13.2. THE WEDGE MASTERPLAN ADVISORY GROUP MEMBERSHIP

ACTION OFFICER: MANAGER ARTS AND CULTURE

PURPOSE

For Council to appoint the nominated community representatives to The Wedge Masterplan Advisory Group, as detailed in the attached confidential report, *'The Wedge Masterplan Advisory Group Membership'*.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That Council:

- 1. Appoint the nominated community representatives to The Wedge Masterplan Advisory Group, as detailed in the attached confidential report, 'The Wedge Masterplan Advisory Group Membership'.***
- 2. The information contained in the confidential attachment 'The Wedge Masterplan Advisory Group Membership' and designated confidential under Section 3(1) Confidential Information of the Local Government Act 2020 by the General Manager Community & Culture on 20 August 2021 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 applicants can be made public.***

BACKGROUND

The overall role of the advisory group is to:

- Review The Wedge Masterplan project scope of works and ensure inclusion of appropriate community consultation, environmentally sustainable design and universal access principles.
- Set and monitor milestones for significant Wedge Masterplan project activities.
- Address emergent issues which may impact desired outcomes of The Wedge Masterplan project.
- Promote community interest and involvement in the development of The Wedge masterplan through application of a community and stakeholder engagement plan and external communications plan.
- Encourage collaborative involvement of appropriate community stakeholders in the planning and design process of The Wedge Masterplan along with retention of usual advisory group roles of:
 - Encourage community participation in, and utilisation of the centre, its events and facilities

- Promote cooperation between the centre and other cultural services of Council.
- Utilise networks to obtain support for the centre, both financial and non-financial, and to assist with philanthropic support of those activities.

The Wedge Masterplan project status: a consultant has been appointed to develop a business case, costed concept design and proposed operating model for potential future development of The Wedge performing arts centre for Council's consideration.

The Wedge Masterplan Advisory Group will play an important role in representing the various users and stakeholders of The Wedge and advise the consultant on the opportunities to strengthen and improve this council service via the potential redevelopment of the centre.

With some vacancies currently on the advisory group, we have three new applications for membership.

ATTACHMENTS

1. Confidential Header The Wedge Masterplan Advisory Group Membership [**13.2.1** - 1 page]
2. CONFIDENTIAL REDACTED - The Wedge Masterplan Advisory Group Membership [**13.2.2** - 9 pages]

OPTIONS

Council has the following options available:

1. Appoint the nominated community representatives to The Wedge Masterplan Advisory Group, as detailed in the attached confidential report. '*The Wedge Masterplan Advisory Group Membership*', and
2. The information contained in the confidential attachment '*The Wedge Masterplan Advisory Group Membership*' and designated confidential under Section 3(1) Confidential Information of the Local Government Act 2020 by the General Manager Community & Culture on 20 August 2021 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 applicants can be made public, or
3. Not appoint the nominated community representative to The Wedge Masterplan Advisory Group and seek further information for consideration at a future Council meeting.

PROPOSAL

1. Appoint the nominated community representatives to The Wedge Masterplan Advisory Group, as detailed in the attached confidential report, '*The Wedge Masterplan Advisory Group Membership*'.
2. The information contained in the confidential attachment '*The Wedge Masterplan Advisory Group Membership*' and designated confidential under Section 3(1) Confidential Information of the Local Government Act 2020 by the General Manager Community & Culture on 20 August 2021 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 applicants can be made public.

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 2017-21 Theme 1 Communities states the following strategic objective and related strategy:

Strategic Objective 1.2: *"Celebrate, recognise and acknowledge our diverse community and improve social connections among youth, aboriginal and aged communities."*

Strategy 1.2.1: *"Ensure that Council services, facilities and events promote inclusivity, social connectedness and accessibility."*

The Council Plan 2017-21 Theme 2 Services & Infrastructure states the following strategic objective and related strategy:

Strategic Objective 2.1: *"Council services and infrastructure are responsive to identified current and future community needs within budgeted parameters."*

Strategy 2.1.2: *"Provide access to a diverse range of recreational opportunities for all sectors of the community."*

The Council Plan 2017-21 Theme 4 Lifelong Learning states the following strategic objective and related strategy:

Strategic Objective 4.1: *"Improve people's access to opportunities to challenge and extend their thinking, promote independence, stimulate ideas, further develop leadership skills and lead meaningful lives."*

Strategy 4.1.3: *"Provide accessible cultural opportunities and activities for all sectors of the community."*

This report supports the above Council Plan strategic objectives and strategies.

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 7 SEPTEMBER 2021

On this day, 20 August 2021, in accordance with Section 3(1) Confidential Information of the *Local Government Act 2020*; I, Sharon Houlihan, General Manager Community & Culture declare that the information contained in the attached document **THE WEDGE MASTERPLAN ADVISORY GROUP MEMBERSHIP** is confidential 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;*

.....
Sharon Houlihan, General Manager Community and Culture (Delegate)

14. 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.

15. 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.