



WELLINGTON SHIRE COUNCIL SPORTING INFRASTRUCTURE PLAN 2020-2031

About this document

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

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

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

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

The development of the SIP has followed five stages:

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

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

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

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

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



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

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EXECUTIVE SUMMARY



Cowwarr Recreation
Reserve

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.



Local Identity and Connection

Facility management that encourages and protects the cultural and heritage values of the community.



Volunteer Recognition and Support

Support and resources for volunteers to adequately manage facilities easily, accessibly and simply.



Sustainability

Environmentally Sustainable Design Principles to underpin infrastructure development and sustainable business practices.



Outcome Focused

Committees of Management to embed Healthy Wellington outcomes into facility operation improving gender equity, healthy living, facility usage and climate change adaption.



Community Engagement

Engagement with the community to identify future need and aspiration. This includes involvement in the planning, design, operation and management of facilities.



Safety

Support for Committees of Management to address and minimise risk, ensuring the safety of the community.



Multi-Use

Providing facilities that are fit for purpose for a range of services and activities. This includes multi-purpose venues with flexible and adaptable spaces.



Access for All

Equitable access to facilities throughout the municipality that are welcoming and inclusive for all.



Evidence Based Development

Community facility redevelopment based on need and prioritised via strong strategic underpinning and connection to Council's objectives.



Consistency and Transparency












Funding for community facility operations is based on an equitable hierarchy, regardless of ownership.

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		 26 OVALS SUITABLE FOR CRICKET AND JUNIOR FOOTBALL	 39 NETBALL COURTS	 95 TENNIS COURTS	 13 BASKETBALL COURTS*	 4 BASEBALL DIAMONDS
AFL	Croquet					
Badminton	Netball					
Baseball	Tennis					
Basketball	Touch Football					
Cricket	Volleyball					
 19 OVALS SUITABLE FOR FOOTBALL		 14 CRICKET PRACTICE NET FACILITIES	 4 CROQUET COURTS	 6 VOLLEYBALL COURTS*	 12 BADMINTON COURTS*	 2 TOUCH FOOTBALL FIELDS

* 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 clarify. 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



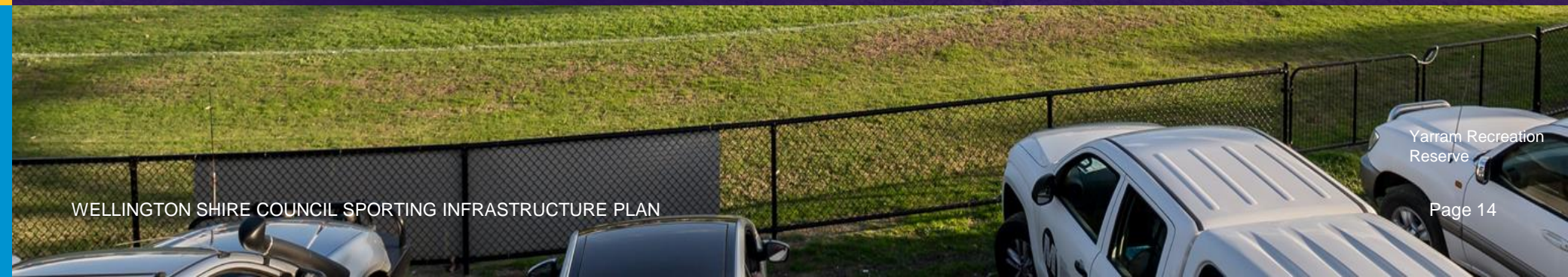
Should rationalisation of underutilised venues or infrastructure components be pursued, Council should utilise the Facility Rationalisation Decision Making Framework within the SIP



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.

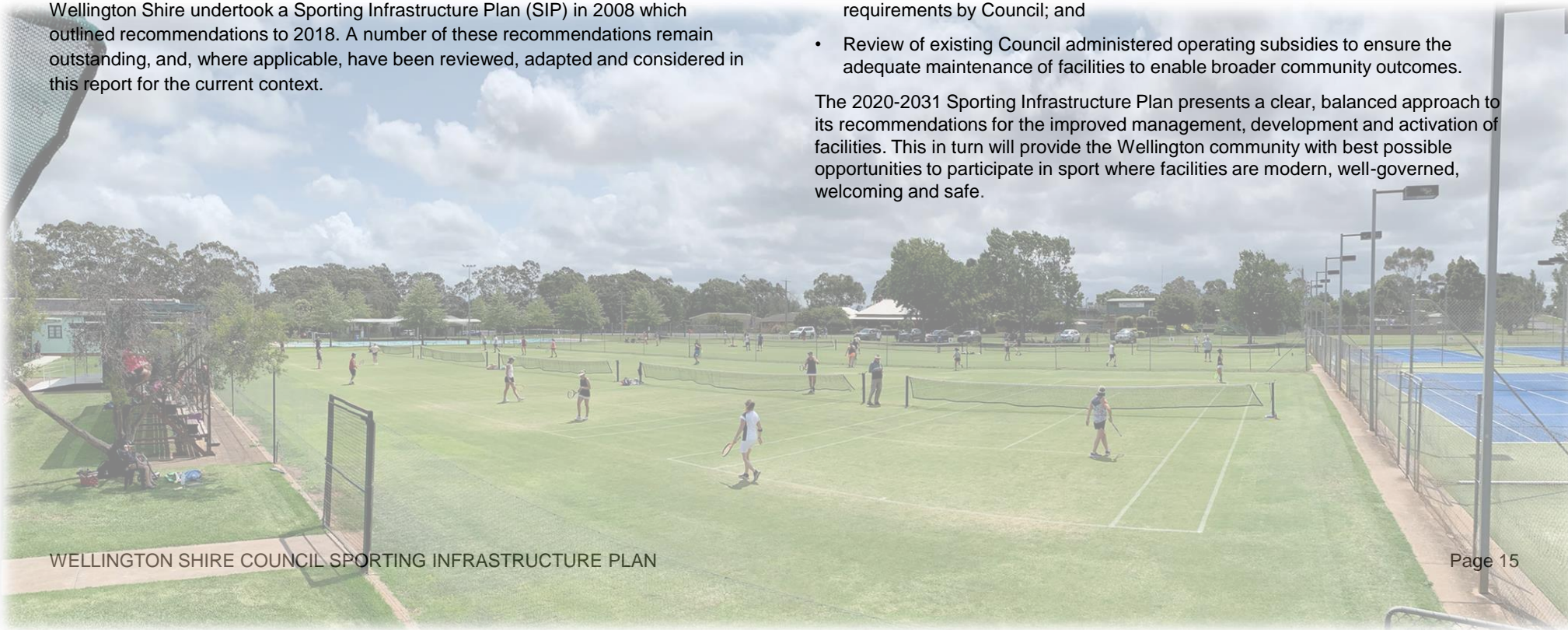
Council is responsible for a wide range of infrastructure including 3,300 kms of sealed and unsealed roads, 180 kms of footpaths, two aerodromes, six libraries (plus a mobile library service), six swimming pools, performing arts centre, art gallery, 120 social facilities, 312 hectares of sporting facilities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

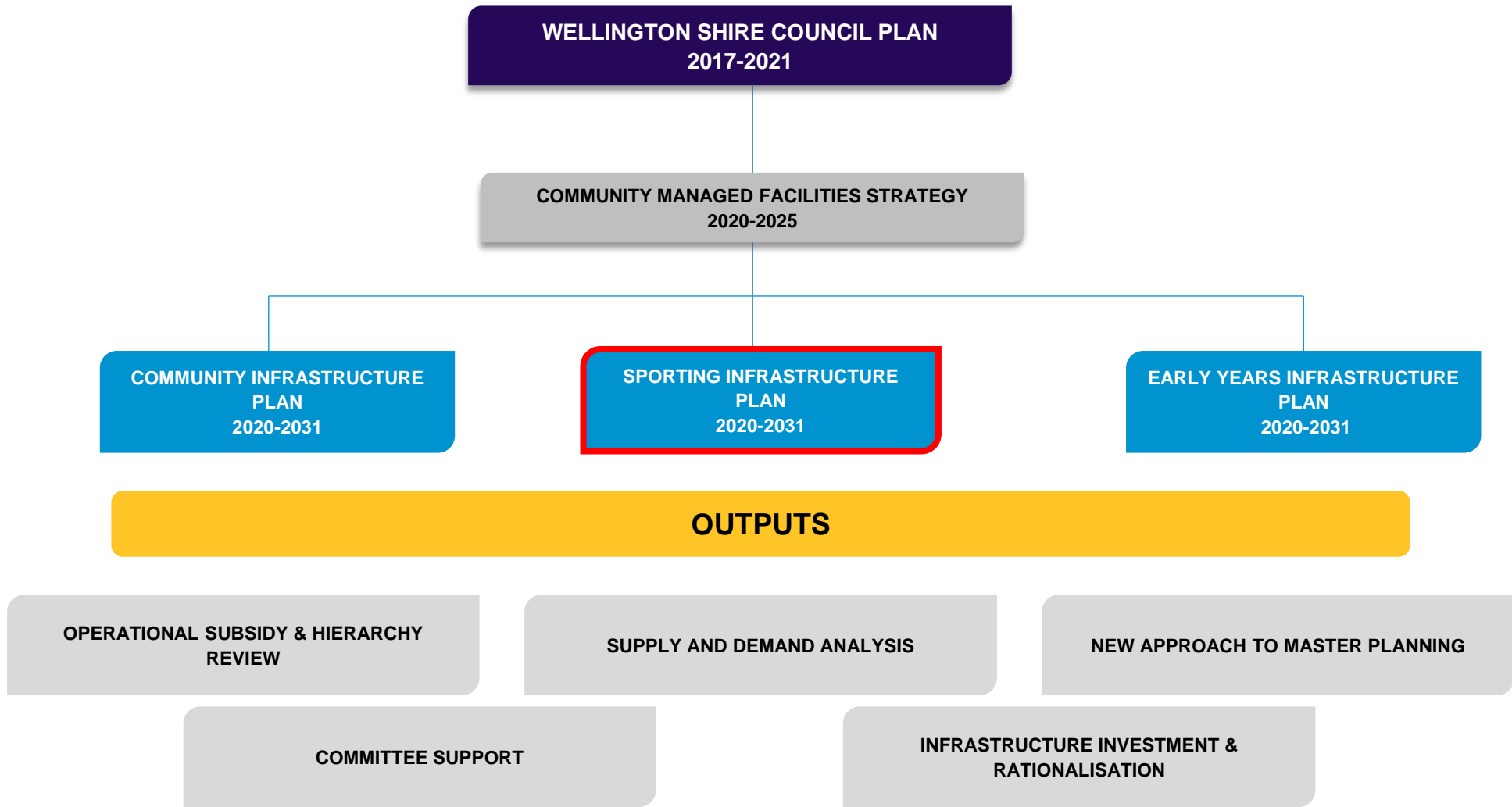
- Consider and analyse the current and future participation trends at a Shire wide level;
- Improve Council's understanding of whether existing sporting facilities meet the needs of the community, and the barriers which prevent them from delivering activities in line with governing body guidelines;
-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

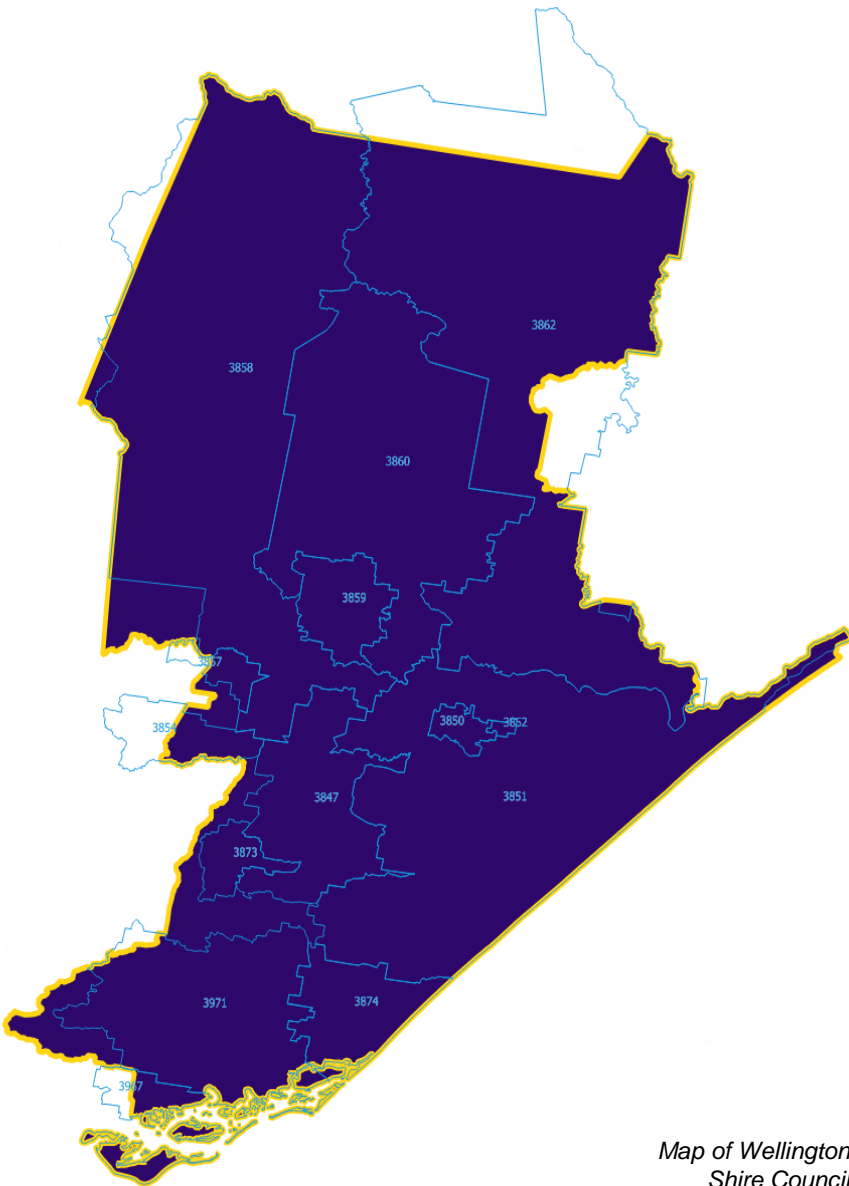
Population increase
in Heyfield-Maffra
District by 2031



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 tenanting 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 tenanting 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



Gordon St
Recreation Reserve

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.



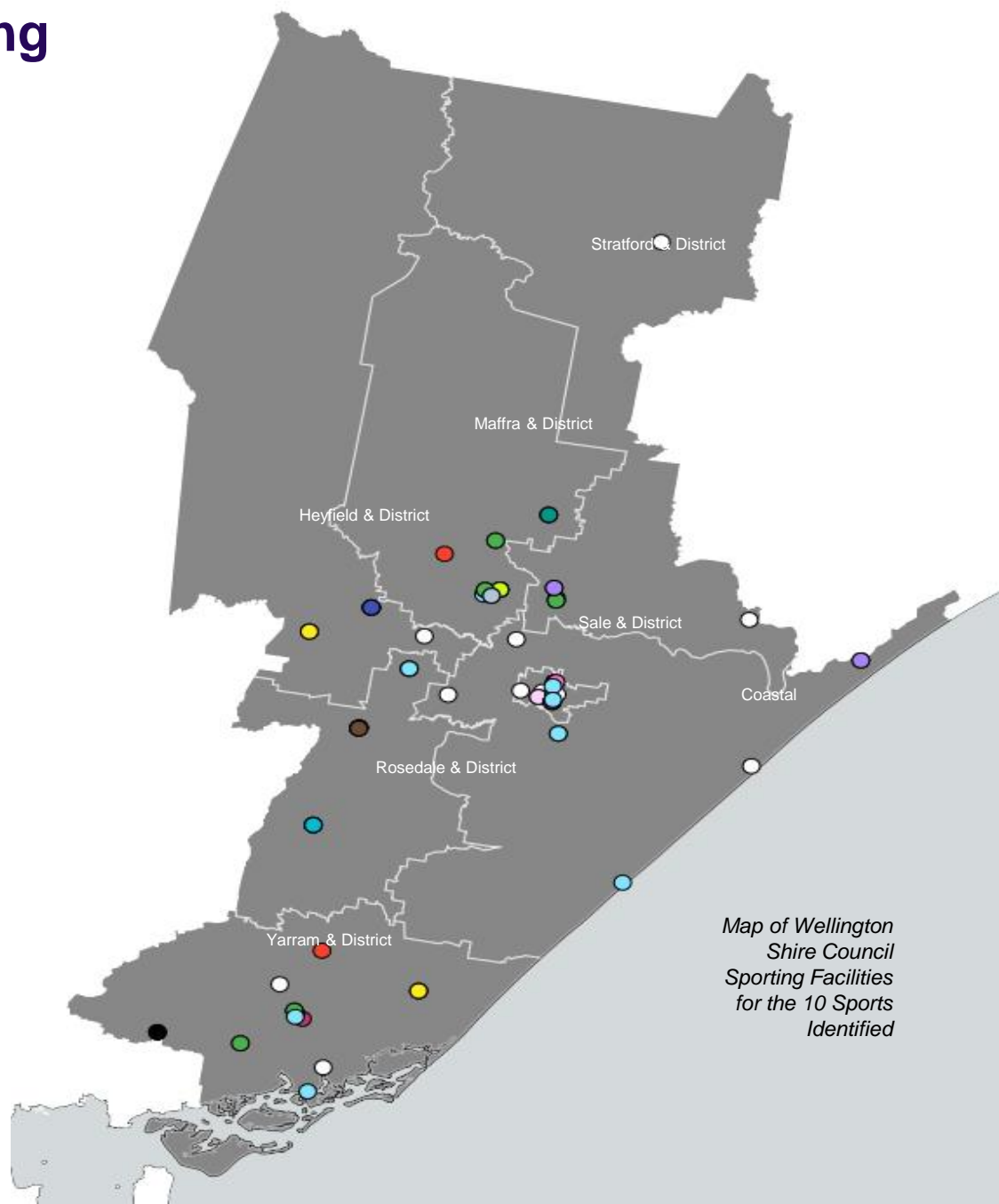
Rosedale Recreation Reserve

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.

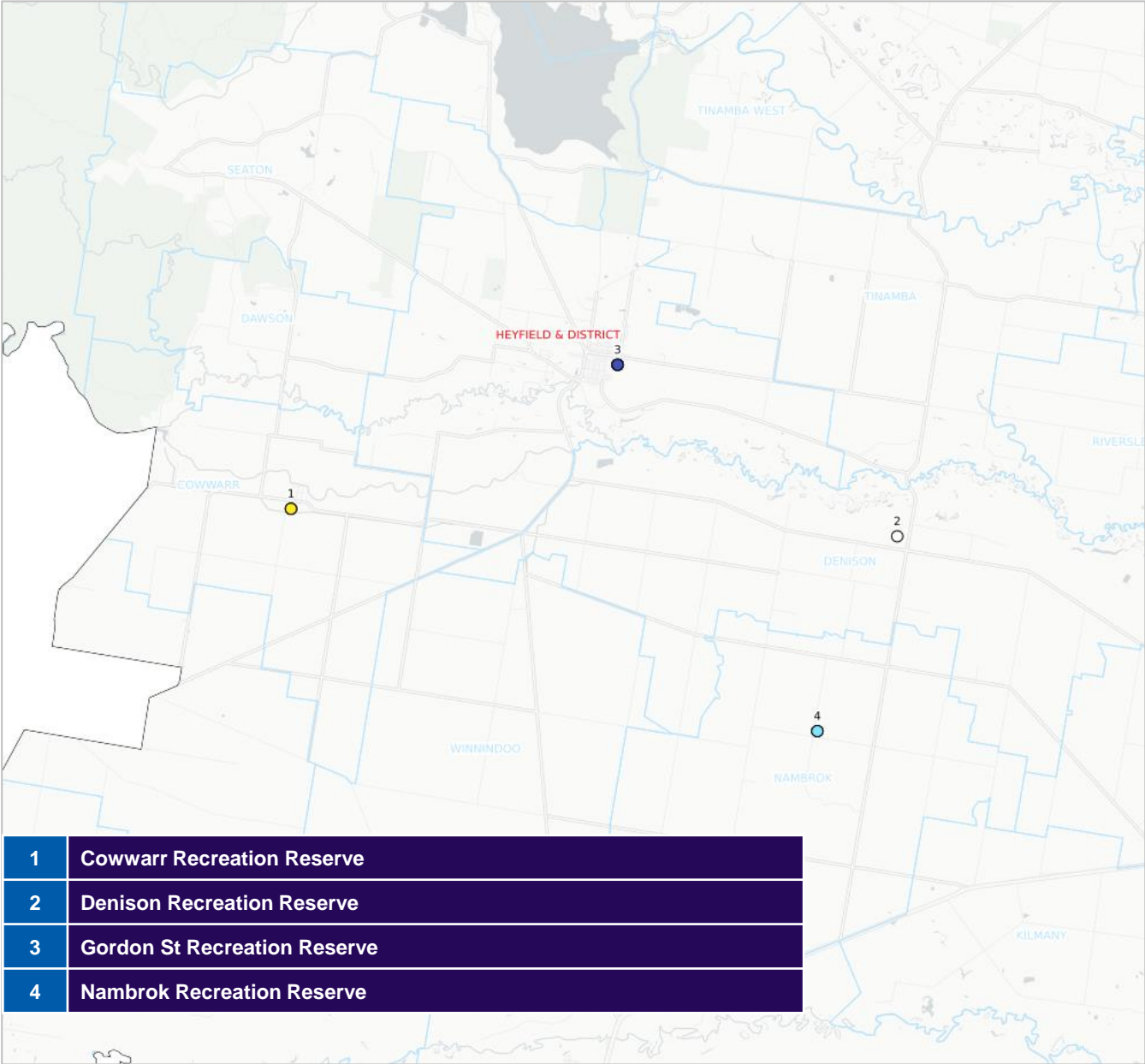
The seven identified districts are:

- 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)



*Map of Wellington
Shire Council
Sporting Facilities
for the 10 Sports
Identified*

Heyfield & District



1	Cowwarr Recreation Reserve
2	Denison Recreation Reserve
3	Gordon St Recreation Reserve
4	Nambrok Recreation Reserve

1. Cowwarr Recreation Reserve

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

2. Denison Recreation Reserve

- 1 Cricket/Junior Ovals

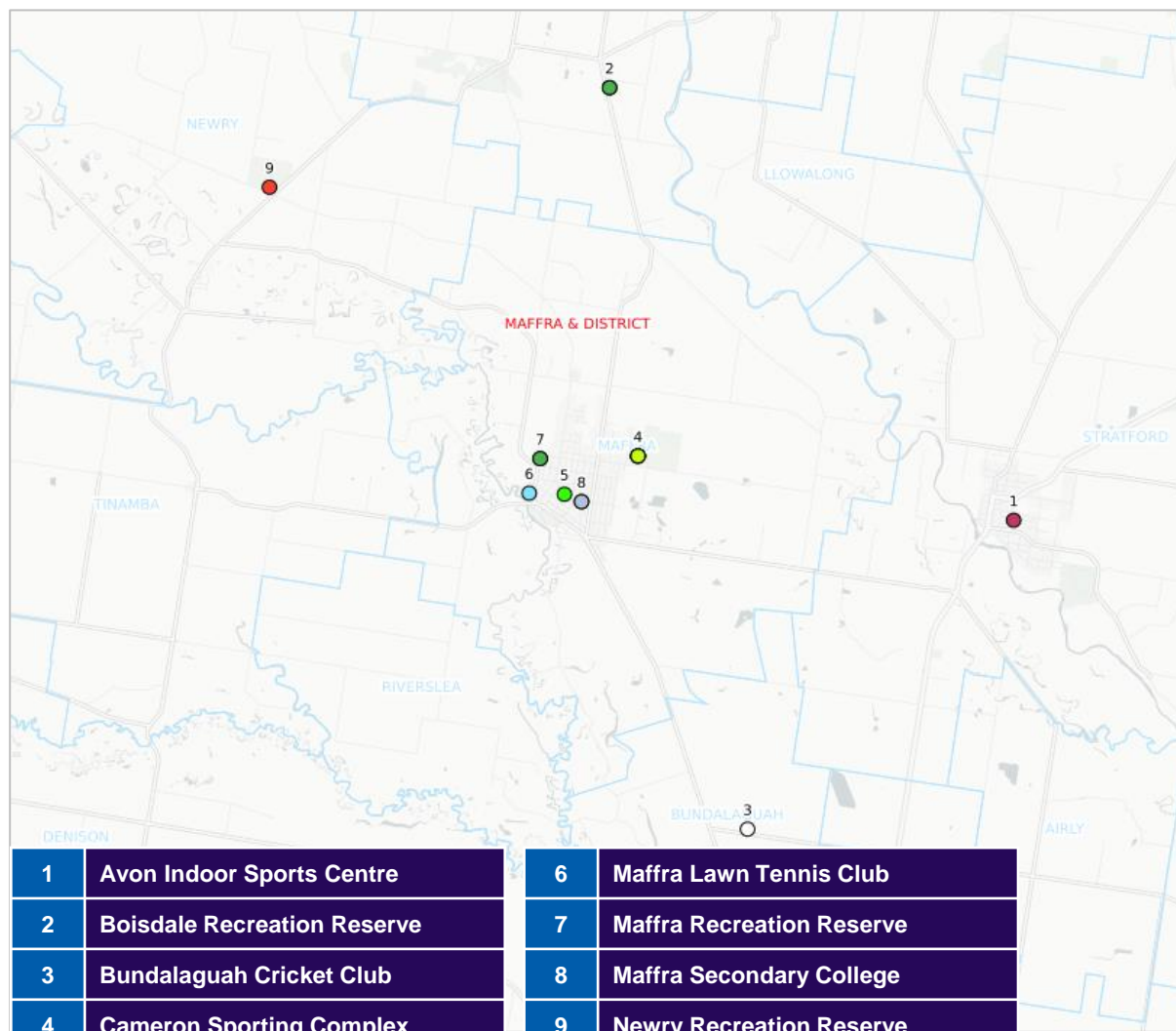
3. Gordon St Recreation Reserve

- 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	6	Maffra Lawn Tennis Club
2	Boisdale Recreation Reserve	7	Maffra Recreation Reserve
3	Bundalaguah Cricket Club	8	Maffra Secondary College
4	Cameron Sporting Complex	9	Newry Recreation Reserve
5	Maffra Croquet Club		

- 1. Avon Indoor Sports Centre**
 - 1 Basketball Court
- 2. Boisdale Recreation Reserve**
 - 1 AFL Oval
 - 1 Netball Court
- 3. Bundalaguah Cricket Club**
 - 2 Cricket/Junior AFL Ovals
 - 1 Cricket Practice Facility (indoor)
- 4. Cameron Sporting Complex**
 - 1 AFL/Cricket Oval
 - 2 Cricket/Junior AFL Ovals
 - 1 Cricket Practice Net Facility
 - 3 Multi-purpose indoor courts (two courts currently under construction – on completion, all 3 courts will be basketball/volleyball compliant, 2 of 3 courts will be netball compliant)
 - Gymnasium
- 5. Maffra Croquet Club**
 - 1 Croquet Court
- 6. Maffra Lawn Tennis Club**
 - 16 Tennis Courts
- 7. Maffra Recreation Reserve**
 - 1 AFL Oval
 - 2 Netball Courts
- 8. Maffra Secondary College**
 - 1 Badminton/Volleyball court (indoor)
- 9. Newry Recreation Reserve**
 - 1 AFL Oval

Rosedale & District



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

1. Gormandale Recreation Reserve

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

2. Rosedale Indoor Stadium

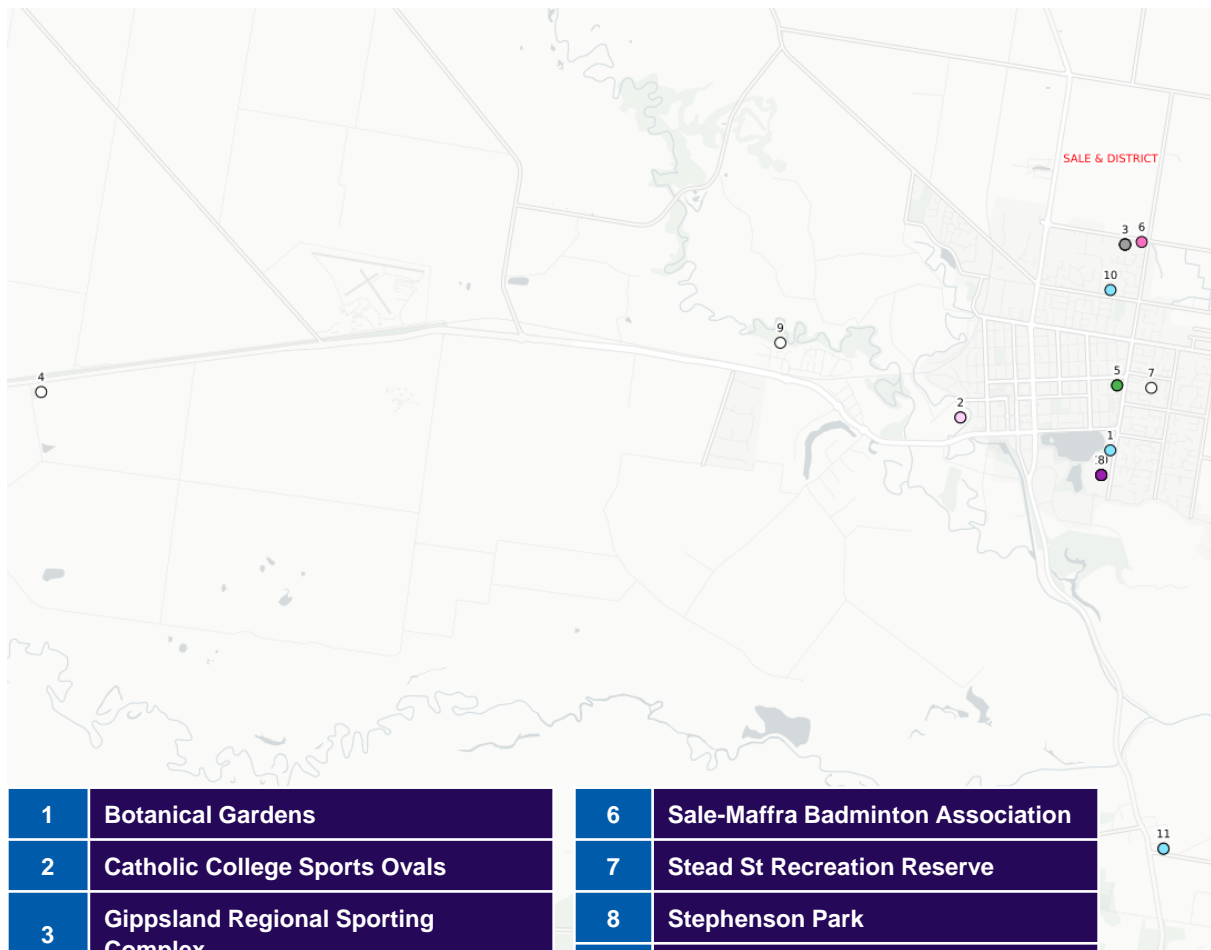
- 1 Basketball Court (indoor)

3. Rosedale Recreation Reserve

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



Sale & District



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

1. Botanical Gardens

- 2 Tennis Courts

2. Catholic College Sports Ovals

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

3. Gippsland Regional Sporting Complex

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

4. Kilmany Recreation Reserve

- 1 Cricket/Junior AFL Ovals

5. Sale Oval

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

6. Sale-Maffra Badminton Association

- 4 Badminton Courts

7. Stead St Recreation Reserve

- 1 Cricket/Junior AFL Oval

8. Stephenson Park

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

9. Wurruk Recreation Reserve

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

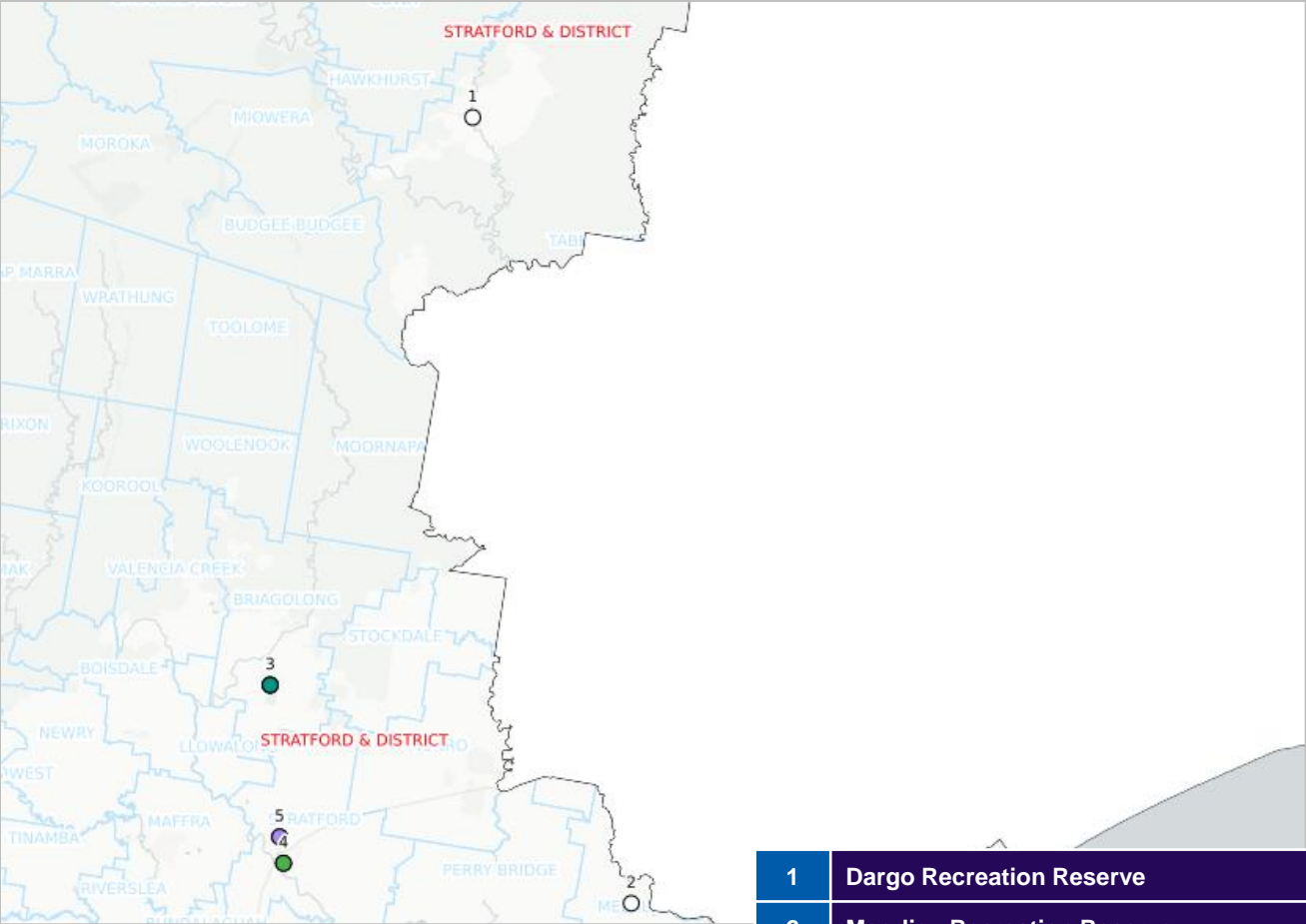
10. Lions Park

- 1 Tennis Court

11. Longford Recreation Reserve

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

Stratford & District

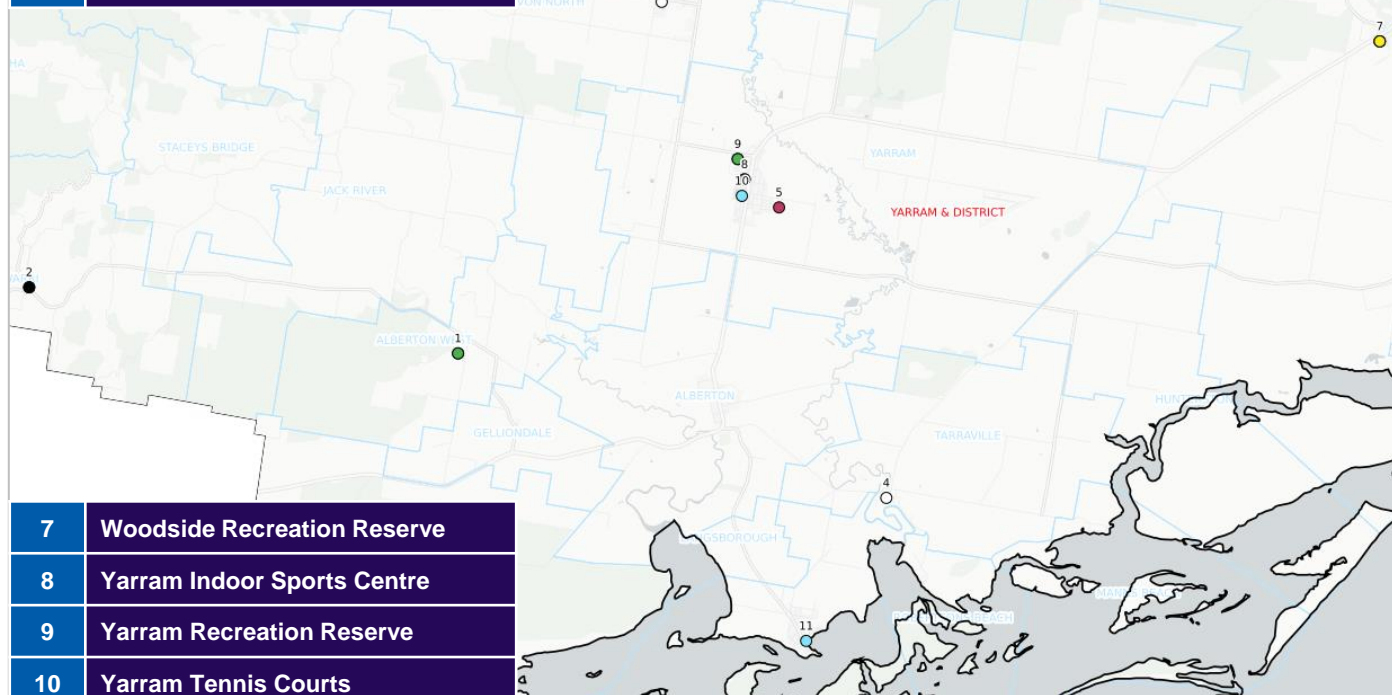


- 1. Dargo Recreation Reserve**
 - 1 Cricket/Junior AFL Oval
- 2. Meerlieu Recreation Reserve**
 - 2 Cricket/Junior AFL Ovals
 - 1 Cricket Practice Nets
- 3. Briagolong Recreation Reserve**
 - 1 AFL Oval
 - 1 Cricket/Junior AFL Oval
 - 1 Cricket Practice Net Facility
 - 4 Tennis Courts
- 4. Stratford Recreation Reserve**
 - 1 AFL Oval
 - 1 Cricket Practice Net Facility
 - 2 Netball Courts
- 5. Pinelodge Reserve**
 - 1 Cricket/Junior AFL Oval
 - 8 Tennis Courts

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

Yarram & District

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



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

1. Alberton West Recreation Reserve

- 1 AFL Oval
- 2 Netball Courts

2. Binginwarri Recreation Reserve

- 1 AFL Oval
- 2 Tennis Courts

3. Devon North Recreation Reserve

- 1 Cricket/Junior AFL Oval

4. Tarraville Recreation Reserve

- 1 Cricket/Junior AFL Oval

5. Walpole Stadium Yarram

- 2 Basketball Courts (indoor)

6. Won Wron Recreation Reserve

- 1 AFL Oval

7. Woodside Recreation Reserve

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

8. Yarram Indoor Sports Centre

- 1 Basketball / 4 Badminton Courts (indoor)

9. Yarram Recreation Reserve

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

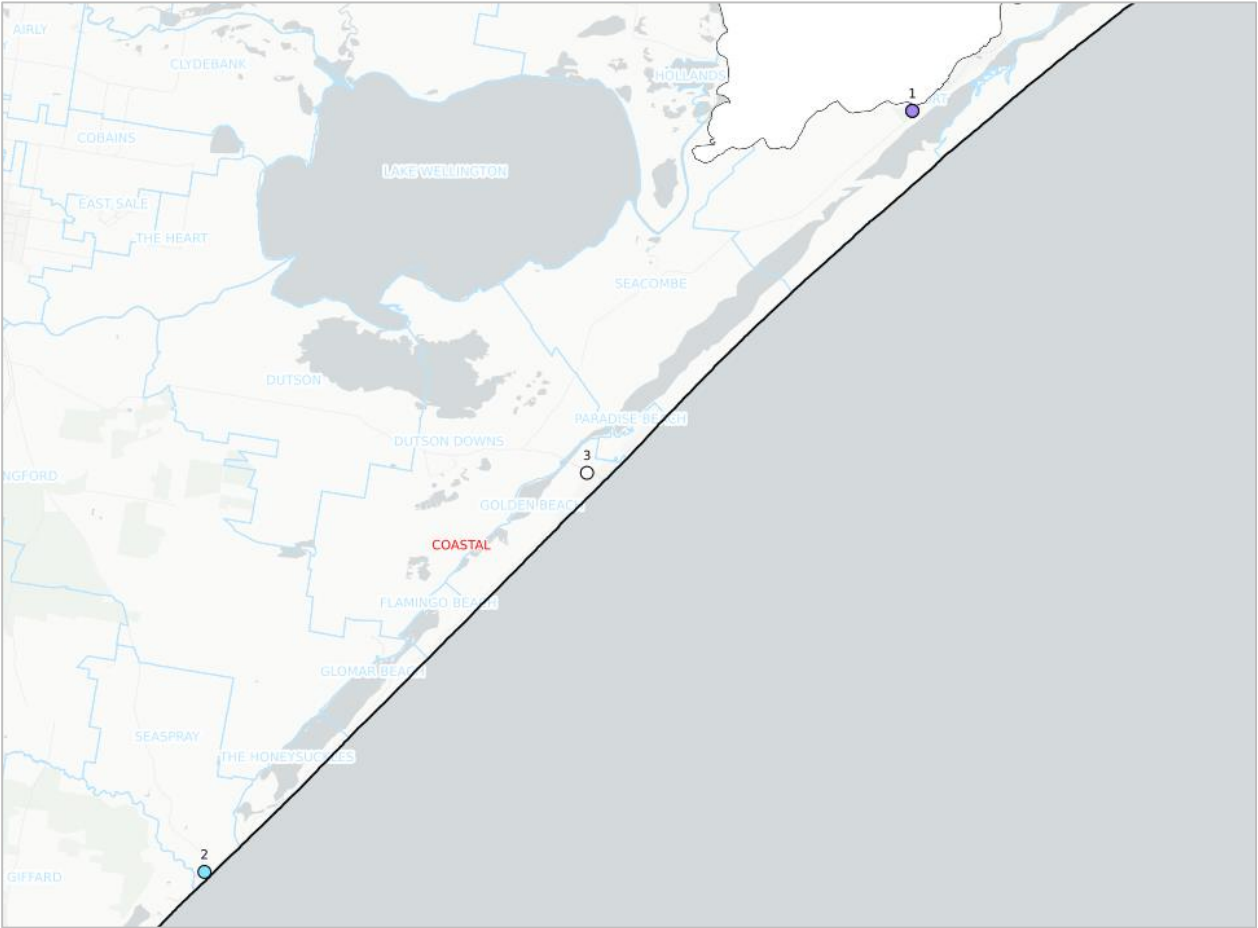
10. Yarram Tennis Courts

- 8 Tennis Courts

11. Port Albert Tennis Courts

- 2 Tennis Courts

Coastal



- 1. Charles St Reserve**
 - 1 Cricket/Junior AFL Oval
 - 2 Tennis Courts
- 2. Seaspray Recreation Reserve**
 - 4 Tennis Courts
- 3. Veronica Maybury Recreation Reserve**
 - 1 Cricket/Junior AFL Oval (not competition compliant)

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

2.1.2 Facility Condition Ratings (AFL)

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

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

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

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

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

2.1.3 Sporting Facility Provision

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

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

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

Supporting considerations when assessing provision ratios should include:

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



Newry Recreation Reserve

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

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

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

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

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

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

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

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

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

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

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

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

2.1.4 Consultation with Peak Sporting Bodies

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

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

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

2.1.5 Identification of Underutilised Sporting Infrastructure

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

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

2.1.6 Long Term Infrastructure Needs

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

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

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

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

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



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

- **The current provision of facilities is well within recommended industry benchmarking standards** and will mostly remain so within each District by 2031.
- **The previous tables on pages 34-36 indicate that based on provision ratios alone, should WSC maintain the current provision of sporting facilities, this will mostly be adequate for the population in 2031.** In some instances, there will still be an oversupply.
- **The Sale district has two facilities, GRSC and the Sale Tennis Club, which are to be classified as Premier and Regional venues, respectively.** Both facilities have a **higher standard of infrastructure provision, adding to the overall provision for this district.**
- **The Rosedale district indicates a small need for an additional indoor court that could service badminton/basketball/volleyball by 2031.** Importantly however, there is currently no active participation in these sports within the district at present. **The provision of an additional indoor court may be better accommodated at existing facilities,** for example, those at Traralgon and Maffra, which are already underway, as well as GRSC, which has the means to operate indoor facilities efficiently.
- **The Rosedale district indicates a small need for an additional tennis court by 2031. Increasing the capacity of existing facilities** such as ensuring courts comply to guidelines and floodlighting to accommodate future need **would be recommended to service future demand. Noting that there is presently no active competition within the district at present.**
- **The Yarram district identifies a small need for volleyball by 2031. Any need in this sport can be accommodated for within existing indoor court facilities.**
- Other districts indicating a small possible need for facilities to 2031, including Heyfield-Maffra, should again be closely monitored. **Any future need should ideally be serviced through existing facilities.**
- Based on benchmarking, **there is an oversupply of tennis courts across WSC. A strategic approach to the future development and infrastructure needs for the sport should be considered in conjunction with appropriate asset management principles,** better programming/scheduling of existing facilities and considering capacity and access to existing venues.
- **The Heyfield-Maffra District indicates the largest oversupply of tennis courts, however this provision includes two venues with 12 and 16 courts respectively; the Gordon St Recreation Reserve Tennis Courts and the Maffra Lawn Tennis Club.** As District facilities, both venues are required to have additional provision than would a local venue. Any identification of underutilised courts within this district should be considered against utilisation, condition, access and proximity of other venues. Gordon St Recreation Reserve has four tennis courts deemed to be in poor to very poor condition. Council should consider the number of courts that should continue to be maintained at the Reserve, particularly where areas of undertulisation 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.



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:



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 tenanted 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
Biginwarri 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? 1 = To capacity 2 = Above 50% 3 = Above 30% 4 = Limited use 5 = Cessation of formal activities		10	
2. To what extent is the facility being used during weekdays 8.00am to 4.00pm? 1 = To capacity 2 = Above 50% 3 = Above 30% 4 = Limited use 5 = Cessation of formal activities		10	
3. If the facility is question did not exist, what is the impact on the community? E.g. social, financial, economic, environmental 1 = Very high impact 2 = High impact 3 = Some impact 4 = Low impact 5 = No impact		20	
4. Is the facility in question currently being used for its intended purpose? 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		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? 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		10	
6. If an alternate facility is identified, what distance is it from the facility in question? 1 = >25km 2 = 20-25km 3 = 10-20km 4 = 5-10km 5 = 0-5km		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? 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		10	
9. Does the rationalisation align with WSC's strategic priorities including its responsibility to ratepayers? 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		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). 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		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)
<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.
<ul style="list-style-type: none">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.
<ul style="list-style-type: none">Spatial requirements and preferred facility layouts should be used to inform any future Council planning and development within the region.
<ul style="list-style-type: none">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.
<ul style="list-style-type: none">The AFL classifies its community facilities under a three tier hierarchy system. State League, Regional and Local.
<ul style="list-style-type: none">The AFL Preferred Facility Guidelines can be found here

BASEBALL VICTORIA – REGULATIONS FOR NEW BASEBALL FIELDS (2014)
<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.
<ul style="list-style-type: none">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 umpiresStorage 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.
<ul style="list-style-type: none">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

- 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.

CHALLENGES

- 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.

OPPORTUNITIES

- 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:

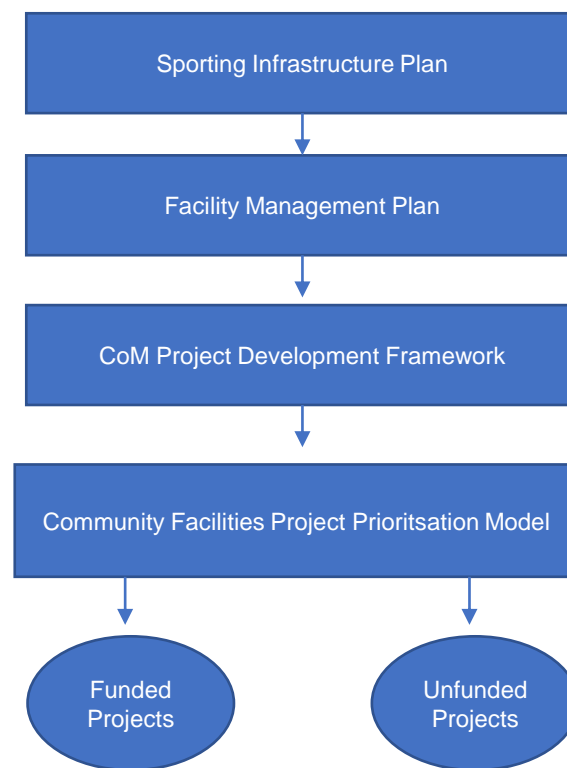
As previously outlined in Section 3.4, the Facility Management Plan (FMP) aims to create a holistic planning document for every community facility, which will be rolled out based on the areas of highest need. In terms of infrastructure investment, the FMP will outline the aspirations of the CoM and facility, 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 tenaning clubs as a result of infrastructure investment (e.g. increased operational capacity, addresses safety risk, improves opportunities to generate income through increase usage etc).				
10.	Design development has considered Universal Design Principles that encourage usage of the facility by any person of any ability.				

4.1.2 Community Facilities Project Prioritisation Model

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

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

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

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

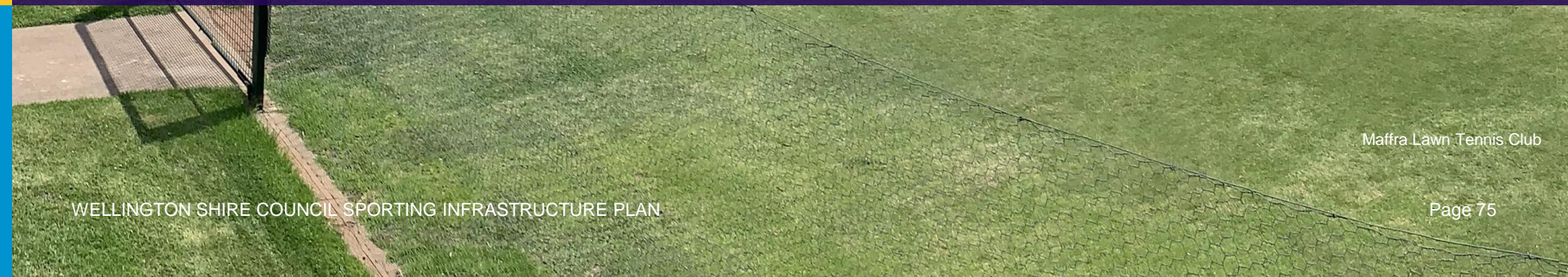
Other influences which will likely see the Model utilised include service planning changes, legislative requirements and community/customer requests.

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

No.	Criteria	Assessment Measure (0 = low importance, 100 = high importance)	Weighting	Strategic Alignment
1	Hierarchy Level	Score between 0 - 100	25%	Consistent with current Community Facilities Framework
2	Asset Component Importance – Community & Council	Score between 0 - 100	15%	Consistent with Strategic Objective 1 in Council Plan 2017-21 (Communities)
3	Level of Participation and if Maintained or Improved	Score between 0 - 100	20%	Consistent with Strategic Objective 1 in Council Plan 2017-21 (Communities)
4	Efficiency / Compliance / Operational Improvements	Score between 0 - 100	15%	Consistent with Strategic Objective 6 in Council Plan 2017-21 (Organisational)
5	Asset Condition Rating	Score between 0 - 100	25%	Consistent with Strategic Objective 2 in Council Plan 2017-21 (Services & Infrastructure)



SECTION 5: RECOMMENDATIONS AND IMPLEMENTATION



Mafra 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

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.

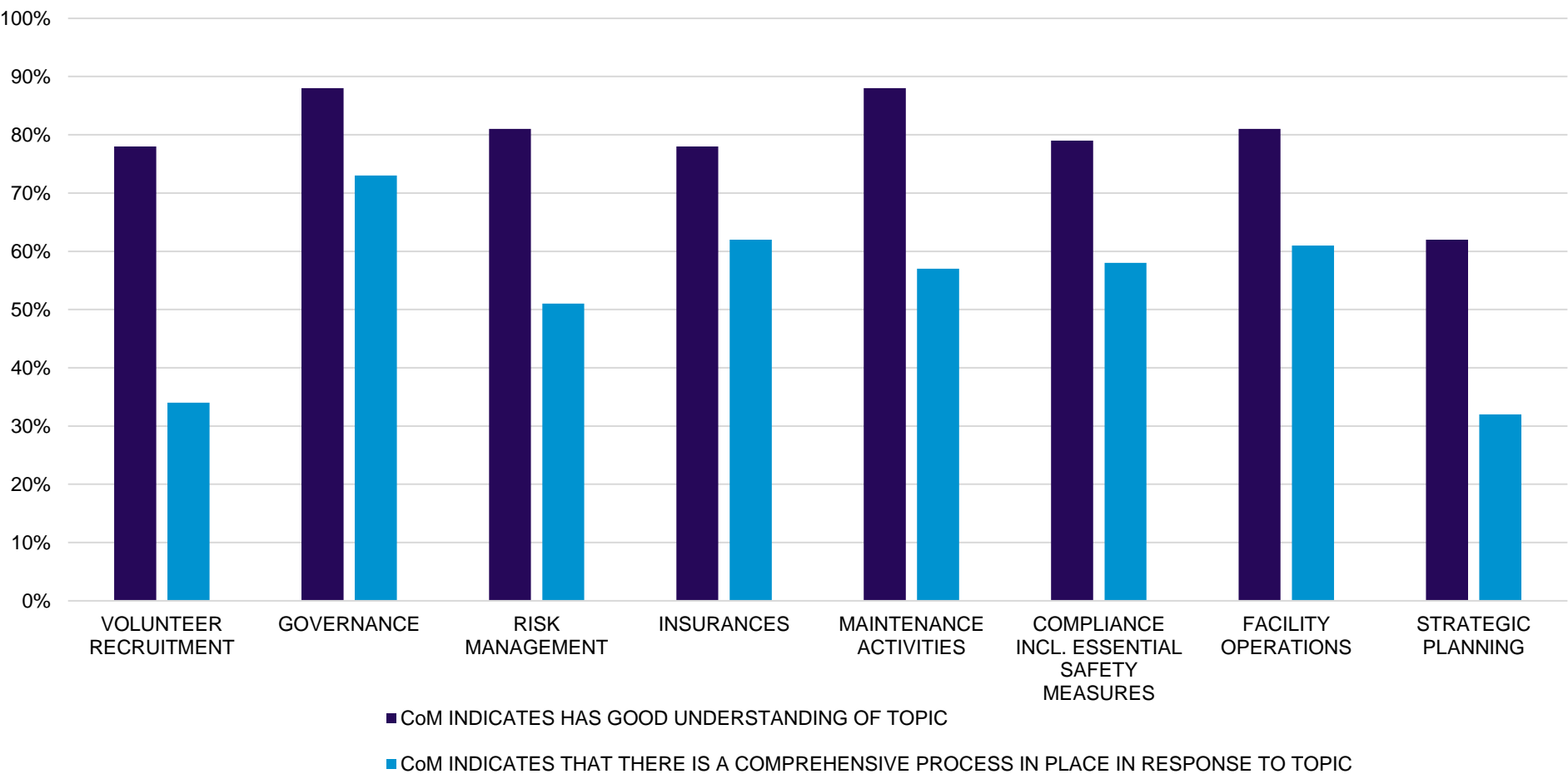
Playing Surface Maintenance Activities

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.

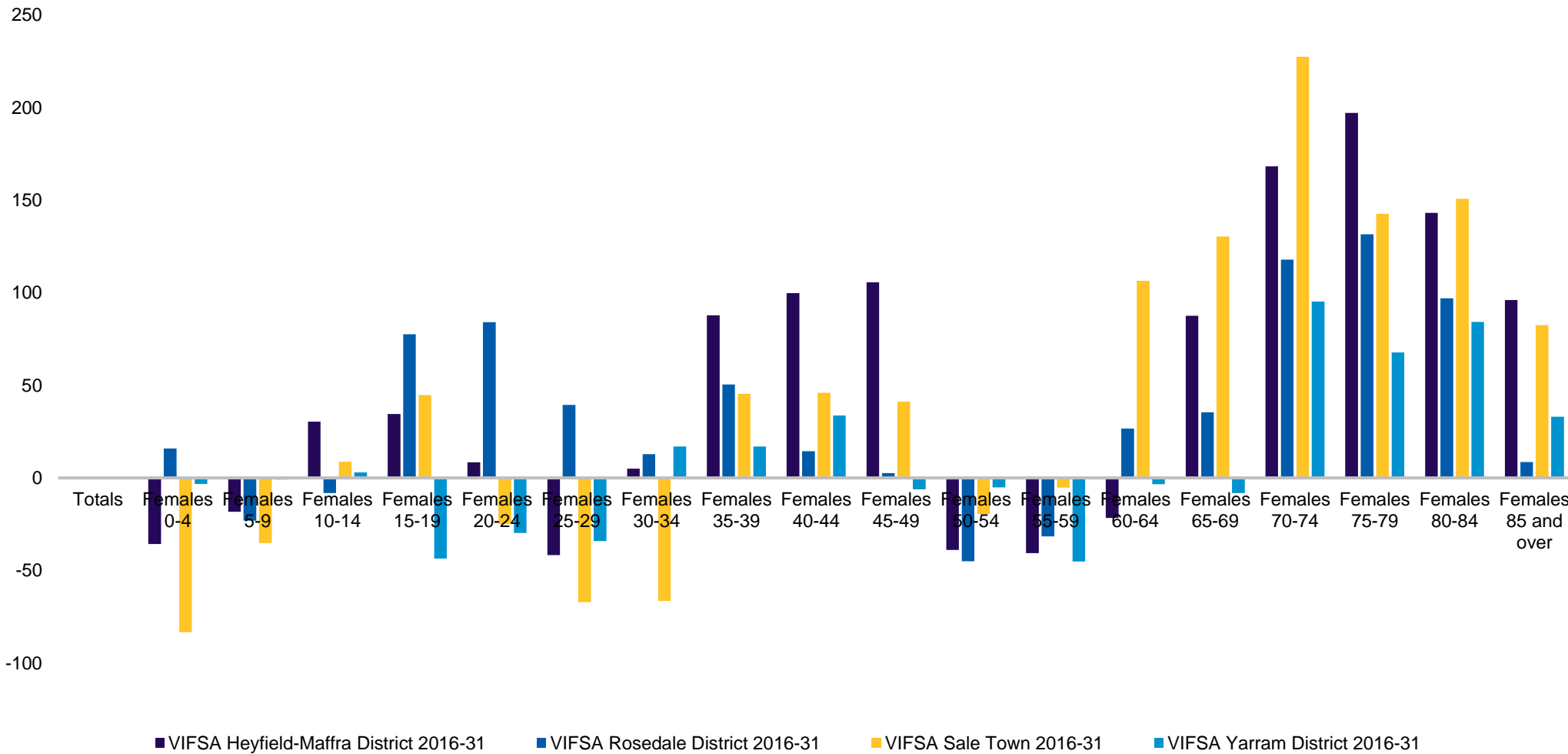
Ground classification	Irrigation	Mowing	Aeration	Fertilise	De-compaction	Over sown	Top dressed	Pest & weed control	Tree maintenance	Path maintenance	Building
Level 1A	Yes	Weekly or more (dependant on events schedule)	Yearly	Every 6-12 weeks	Yearly	Between season	Yearly	Up to 9 times per year	As required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

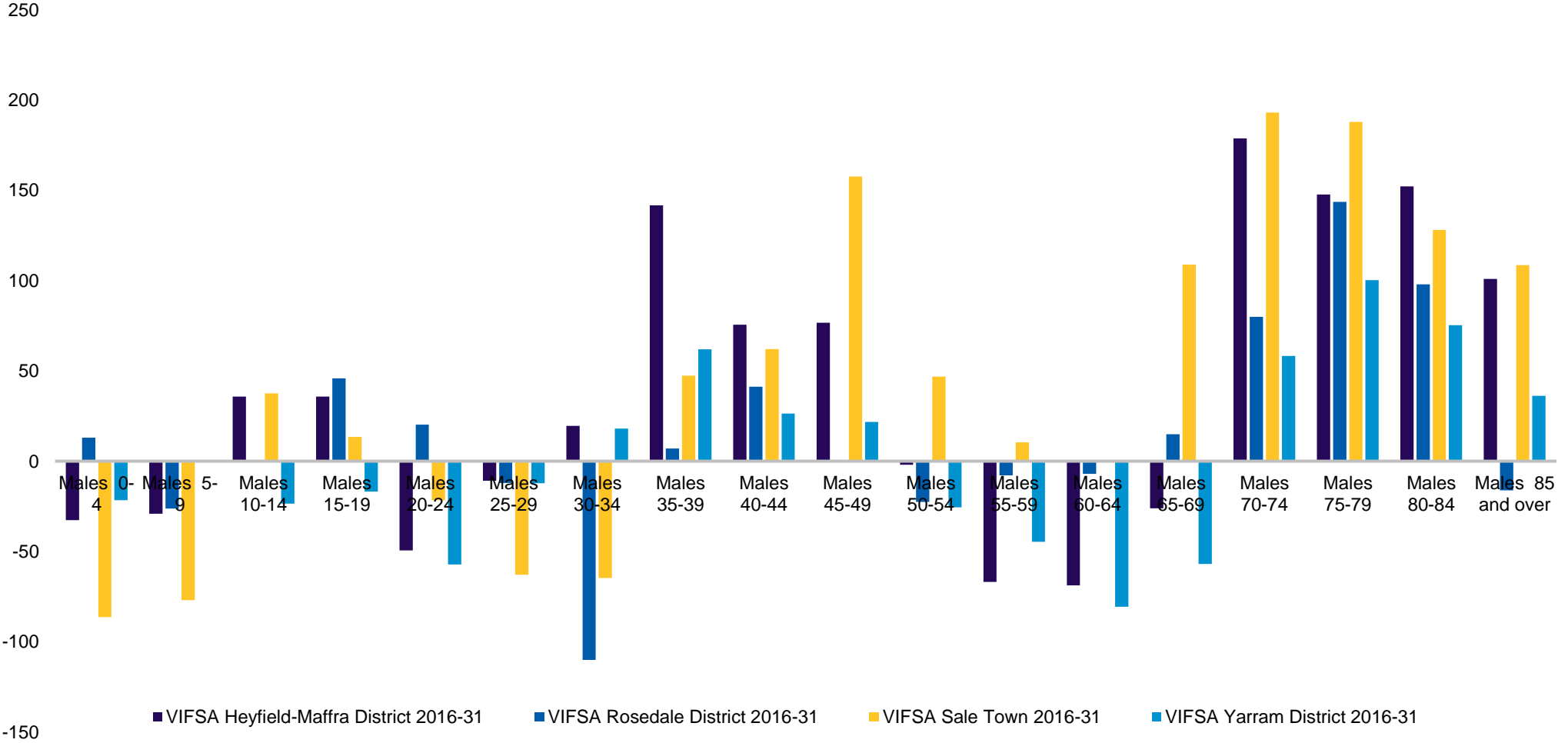


Wellington Shire Female Population Forecast 2016-2031



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
Beginwarri 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