

MINUTES

ORDINARY MEETING

WARRNAMBOOL CITY COUNCIL

5:45 PM - MONDAY 1 JULY 2019



VENUE:

Reception Room
25 Liebig Street
Warrnambool

COUNCILLORS

Cr. Tony Herbert (Mayor)
Cr. Robert Anderson
Cr. Sue Cassidy
Cr. Kylie Gaston
Cr. Peter Hulin
Cr. Michael Neoh
Cr. David Owen

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Peter B. Schneider
CHIEF EXECUTIVE OFFICER

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MINUTES OF THE ORDINARY MEETING OF THE WARRNAMBOOL CITY COUNCIL HELD IN THE RECEPTION ROOM, WARRNAMBOOL CIVIC CENTRE, 25 LIEBIG STREET, WARRNAMBOOL ON MONDAY 1 JULY 2019 COMMENCING AT 5:45 PM

PRESENT: Cr. Tony Herbert, Mayor/Chairman
Cr. Robert Anderson
Cr. Sue Cassidy
Cr. Kylie Gaston
Cr. Michael Neoh
Cr. David Owen

IN ATTENDANCE: Mr Peter Schneider, Chief Executive Officer
Mr Peter Utri, Director Corporate Strategies
Mr Scott Cavanagh, Director City Infrastructure
Mr Andrew Paton, Director City Growth
Ms. Vikki King, Director Community Development

1. OPENING PRAYER & ORIGINAL CUSTODIANS STATEMENT

Almighty God
Grant to this Council
Wisdom, understanding and Sincerity of purpose
For the Good Governance of this City
Amen.

ORIGINAL CUSTODIANS STATEMENT

I wish to acknowledge the traditional owners of the land on which we stand and pay my respects to their Elders past and present.

2. APOLOGIES

- Cr. Hulin – Leave of Absence

3. CONFIRMATION OF MINUTES

MOVED: Cr. David Owen

SECONDED: Cr. Robert Anderson

That the Minutes of the Ordinary Meeting of Council held on 3 June 2019 and Minutes of the Special Meeting of Council held on 24 June 2019, be confirmed.

CARRIED 6:0

4. DECLARATION BY COUNCILLORS AND OFFICERS OF ANY CONFLICT OF INTEREST IN ANY ITEM ON THE AGENDA

Pursuant to Sections 77, 78 and 79 of the Local Government Act 1989 (as amended) direct and indirect conflict of interest must be declared prior to debate on specific items within the agenda; or in writing to the Chief Executive Officer before the meeting. Declaration of indirect interests must also include the classification of the interest (in circumstances where a Councillor has made a Declaration in writing, the classification of the interest must still be declared at the meeting), i.e.

(a) direct financial interest

- (b) indirect interest by close association
- (c) indirect interest that is an indirect financial interest
- (d) indirect interest because of conflicting duties
- (e) indirect interest because of receipt of an applicable gift
- (f) indirect interest as a consequence of becoming an interested party
- (g) indirect interest as a result of impact on residential amenity
- (h) conflicting personal interest

A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken. Councillors are also encouraged to declare circumstances where there may be a perceived conflict of interest.

Cr. Tony Herbert Item No. 5.4 East of Aberline Growth Area - Direct Financial Interest

5. REPORTS

5.1. GREAT SOUTH COAST REGIONAL AFL, CRICKET AND NETBALL STRATEGY

PURPOSE:

The report presents the Great South Coast Regional AFL, Cricket and Netball Strategy to Council.

EXECUTIVE SUMMARY

- The Great South Coast Local Government Authorities, State and Regional sporting associations partnered to undertake a project to support the future development, governance and growth of the three sports in the region over the next fifteen years.
- The draft Strategy was made available for public comment from October 2018 to February 2019 and a moderate level of feedback was received from ten respondents, including six clubs.
- Amendments to the final Strategy were made in response to the feedback including increasing its term (from ten to fifteen years).
- Local feedback acknowledged and generally supported the draft Strategy.
- An estimated \$77.4 million worth of investment across the region has been identified to address existing facility gaps, meet agreed facility standards and improve facility capacity. This includes 18 Warrnambool facilities with an estimated of \$16.8 million worth of investment.
- Key considerations from the Strategy for Warrnambool include redevelopment of Reid Oval, provision of female friendly facilities, facility renewal, improved regional collaboration and alignment to the Active Warrnambool Strategy.

MOVED: Cr. Michael Neoh

SECONDED: Cr. Sue Cassidy

That Council receives the Great South Coast Regional AFL, Cricket and Netball Strategy.

CARRIED: 6:0

BACKGROUND

The Great South Coast (GSC) Local Government Authorities (LGAs) – Warrnambool City, Corangamite, Moyne, Southern Grampians and Glenelg Shire Councils – and state and regional sporting associations AFL Victoria, AFL Western District, Cricket Victoria and Netball Victoria - have partnered together to deliver the first joint regional strategy for the sports of AFL, cricket and netball in Victoria. The project commenced in 2017, four years after initial partner conversations, following agreement on project scope and securing partner funding.

AFL, cricket and netball are the most popular organised sports in the GSC attracting over 15,000 participants. LGAs are the major providers of sports facilities (47 football/netball facilities, an additional 44 cricket venues and 10 netball association venues across the GSC). State Sporting Associations, Local Associations, Clubs and participants are the major users of these facilities.

Sports planning has evolved over the past five years with major sports establishing infrastructure planning at the State and National levels to support an integrated approach to facility renewal and development that best meets demand and supports sport and club sustainability and development.

Strategies completed that have provided guidance for this project include:

- AFL Victoria Growing the Heartland, Football Facilities Development Strategy 2017-22
- Cricket Victoria Victorian Cricket Infrastructure Strategy 2017-22
- Netball Victoria State wide Facilities Strategy 2017.

State wide strategies have created a framework for regional sports planning to provide a strategic approach to the development and delivery of sport within a defined region to determine regional and local priorities and assist to secure investment for their implementation. Since 2014, AFL Victoria has been delivering regional strategic planning projects across Victoria. Previous projects have involved partnership with Netball Victoria, where the study area has included football/netball club-based netball, and regular consultation with Cricket Victoria. This Strategy is the first to be delivered in Victoria where planning has considered the future needs of AFL, cricket and netball in an integrated manner.

The recently released report The Value of Community Sport Infrastructure (KPMG 2018) found that community sports infrastructure generates more than \$16.2 billion Australia worth of social, health and economic benefits each year.

PROJECT AIMS AND PURPOSES

The GSC Regional AFL, Cricket and Netball Strategy (the Strategy) investigated the infrastructure and sports development needs for AFL, cricket and netball from both a local and regional perspective.

The purpose of the Strategy was to:

- Undertake a strategic planning approach to support the development of AFL, cricket and netball in relation to infrastructure improvements, and club and sport development, across the region for the next 15 years.
- Engage with key sport and government stakeholders to understand the existing issues, barriers and health of AFL, cricket and netball across the Region.
- Develop a strategic framework for the integrated planning and development of facilities that addresses the current and future projected demand for AFL, cricket and netball.
- Provide a communication and decision-making tool for government, AFL Western District, AFL Victoria, Cricket Victoria and Netball Victoria that clearly identifies the regional and local priorities for facility provision, club and sport development and associated investment.
- Identify the short, medium and long-term Strategic Directions and roles that all project stakeholders can play in the development and delivery of an aligned, sustainable and innovative model for AFL, cricket and netball participation and development across the region.

PROJECT GOVERNANCE AND METHODOLOGY

The project was overseen by a Project Control Group (PCG) that included Council, Corangamite Shire Council, AFL Western District, Cricket Victoria and Netball Victoria. Two project reference groups: Sport (associations and South West Sport) and Government (GSC LGAs and Sport and Recreation Victoria), were established to provide technical advice and input into the project from a local perspective. Inside EDGE Sport and Leisure Planning delivered the project on behalf of the PCG.

The steps undertaken to prepare the Strategy are summarised below:

STAGE ONE (JUNE 2017 TO JULY 2017)

Project establishment, agreed consultation plan and project newsletter to key stakeholders

STAGE TWO (JULY TO SEPTEMBER 2017)

Facility audits and situational analysis

STAGE THREE (OCTOBER 2017 TO APRIL 2018)

Stakeholder workshops, analysis of all AFL, cricket and netball facilities in the region and delivery and feedback on Key Findings Report.

STAGE FOUR (MAY 2018 TO JANUARY 2019)

Draft Strategy development

STAGE FIVE (FEBRUARY 2019)

Presentation and final reporting

The draft Strategy was made available for public comment on Council's website from October to February 2019. The initial period was extended over the Christmas/New Year period to allow for all project partners to engage with their key stakeholders including local sporting clubs. An overview of the draft strategy was also presented to Council's Sports Ground User Group forum in November 2018.

A moderate level of feedback was received from ten respondents, including six clubs. The PCG assessed the feedback in March 2018. Amendments to the final plan were made, including increasing its term (from ten to fifteen years). Local feedback acknowledged and generally supported the draft Strategy.

KEY FINDINGS

The key findings identified during development of the draft Strategy highlight a range of facility, sport and club development issues that the GSC region faces including:

- Participation growth across AFL, cricket and netball, with participation above State averages for each sport.
- Current facility demand needs to be balanced against projected population growth as well as potential for subsequent participation decline (Warrnambool is the only LGA expected to experience participation growth over the longer term).
- Provision of amenities to cater for participation diversity needs to be addressed.
- Local facilities are of equal importance to regional venues, providing social and community benefits.
- Club sustainability will be impacted without strong volunteer foundations and support to clubs to address governance requirements.
- Competition structures will need to consider participation and competition to ensure sports remain viable.
- Project partners, particularly LGAs, face significant challenges to fund future facility renewal and improvements.
- Advocating improvements to funding programs is required if facility renewal and sport development issues and opportunities are to be responded to.

VISION AND STRATEGIC DIRECTIONS

The vision for the Strategy is:

Through continued collaboration, plan facilities and sport development opportunities that build capacity and foster an adaptable and sustainable AFL, cricket and netball community across the Great South Coast.

Four priorities have been identified to guide future facility provision, and sport and club development.

Priority 1 Existing Facilities

Objective: Achieve agreed facility standards and functionality and maximise the use and carrying capacity of existing facilities. Fifteen strategic directions are identified and respond to the key issues of addressing facility provision gaps, female participation and facility renewal and development.

Priority 2 Regional Facilities and Talent Pathways

Objective: Plan and develop regional facilities, considering regional needs, innovation in facility provision and support for talent pathways, programs and competitions. Nine strategic directions are identified and respond to the key issues of regional facility priorities (the Reid Oval Redevelopment is the highest priority) and innovation in facility and ground provision.

Priority 3 Build Capacity

Objective: Build the capacity of clubs, their people and their culture. Seven strategic directions are identified and respond to the key issues of building club capacity and improving local sport competition structures.

Priority 4 Enhance Relationships

Objective: Continue to enhance the relationship between the three sports and government in the planning and provision of facilities and programs. Six strategic directions are identified and respond to the key issues of ongoing stakeholder collaboration, advocacy, funding and monitoring.

The priorities are aligned to State Sporting Association strategic directions and are underpinned by regional and local strategy directions. Of the 36 strategic directions, the following 10 have been identified as high priorities.

HIGH PRIORITY STRATEGIC DIRECTIONS	
1	Guided by facility and participation data, develop asset management plans to guide incorporation into LGA capital works and renewal programs, and support funding processes and budgets. Prioritise facility renewal at those venues not currently meeting recommended provision levels or at sites with identified and potential female participation growth.
2	Prioritise change room upgrades for application to various grants programs to cater for unisex use
3	Support the redevelopment of Reid Oval to be the premier regional outdoor sports ground in the Great South Coast.
4	Collectively lobby for recognised regional priorities in this Strategy to maximise external funding support.
5	Support the development of the Western Country Regional Cricket Hub at Monivae College
6	Seek to provide a wider suite of AFL, cricket and netball programming that encourages non competitive participation. Ensure adequate support and resourcing is provided to local Leagues, Associations and clubs to assist with implementation of such programs/competitions.
7	Conduct club "volunteer forum" within each municipality to identify opportunities to attract and retain volunteers and encourage alternate club operations models such as paid administrators.
8	AFL Western District and Warrnambool City Netball Association continue to partner to review competition options that harnesses players currently lost to netball.
9	Support existing LGA funding advocacy mechanisms to represent the Region's infrastructure funding requirements to State and Federal Government.
10	Formalise and support a process for Great South Coast LGAs to review the initiatives from the Great South Coast AFL, Cricket and Netball Regional Strategy and to act as a further consultative process for AFL, cricket, netball and LGAs in the Region.

A copy of the Strategy is attached as **Appendix A**.

IMPLEMENTATION AND FUNDING

The Strategy estimates that the GSC region is likely to require \$77.4 million worth of investment over the next 15 years to address existing facility gaps to meet minimum preferred provision. The estimated investment value for Warrnambool is \$16.8 million (for further information see below).

All project partners, including State and Regional Sporting Associations, clubs, State and Federal Governments and South West Sport will have a role in facilitating the implementation of the Strategy. LGAs have a core responsibility to support sport and recreation infrastructure planning, facility renewal and improvements. The Strategy will help inform facility investment priorities, planning (including asset management plans), policy and capital works programs, and securing partner investment (including local clubs).

The Strategy recommends the establishment of a forum to monitor the implementation of the Strategy and act as a further consultative process for AFL, cricket, netball and LGAs in the region. Council, on behalf of the PCG, has asked the project partners to consider how this Group might be convened.

CONSIDERATIONS FOR WARRNAMBOOL

Summary of Audit Findings

Facility numbers, management and estimated investment

Facility No.GSC	Facility No. Warrnambool	Managed by Council	Managed by Others (Education & Committee of Management)	Estimated Facility Investment \$
102	18	13	5	\$16.8m

Facility Classifications

Regional Level	Local Level	Junior/School Level
2(Reid Oval and Warrnambool Stadium)	13	2 (Allan and Wenbourn Ovals)

Reid Oval

The Strategy confirms the redevelopment of Reid Oval to be the priority regional infrastructure project for the region.

Female Friendly Facilities

Female football and cricket participation in the region continue to grow. Since 2014, an additional 219 females (137% growth) have commenced playing football. Over the same timeframe, female cricket participation has grown by 102%, with 191 new players. The region has, to date, successfully assimilated female football and cricket players into mainstream competition structures, where 296 females participated in cricket in Season 2016/17 and 379 females in football in season 2016. With the growth and profile of AFLW and Womens Big Bash, it is expected that female participation rates will continue to grow in the GSC over the coming years.

Clubs using thirteen of the seventeen Warrnambool sport ground facilities currently host female cricket or football teams. The facility audit findings have found that none of facilities meet the Female Friendly Facilities guidelines (lack of partitioned showers and urinals). It should be noted that Council and user clubs have undertaken a significant level of work in previous years to provide netball change facilities at sports grounds. These facilities and management solutions such as scheduling of training and competition may help to overcome this challenge in the short term. In the medium and longer term, planning and investment to support the growth of female participation in football and cricket will be required.

Facility Renewal and Development

The need for facilities to be renewed and made fit for purpose is a key priority of the Strategy and should be a focus over the development of new facilities.

The estimated facility investment costs, outlined on page 22, are based on known average project costs as developed by AFL, AFL Victoria, Cricket Australia and Netball Victoria.

The highest infrastructure needs emerging from the facility audits are female suitable change rooms (as outlined above) and oval lighting with the majority of facilities not meeting compliance (this is consistent for all GSC LGAs). Netball court lighting and umpire amenities were the next highest priorities with 50% of facilities rated below the required standards.

With the Strategy now finalised, consideration will need to be given to incorporating the Warrnambool data into Councils Capital Works, renewal and asset management programs. The data will also help guide Council's funding applications over the coming years. The Merrivale Recreation Reserve Infrastructure Improvements project, to commence in 2019/20, includes automated irrigation to sports oval, a power upgrade and redevelopment of the sports ground lighting. The project responds to the findings of the Strategy and Council's asset renewal recommendations.

Regional Cooperation

Ongoing collaboration between the project partners is important to successful implementation of the Strategy. Funding advocacy, monitoring and review, shared resources for training and development, and scheduling and competition structure planning are key components identified.

Active Warrnambool Strategy

This Strategy, that will guide Council's planning and delivery of sport, recreation and physical activity for the next ten year, is currently under development and due for completion in August 2019.

The implementation of the regional sport strategy is a key recommendation of the Active Warrnambool Strategy and will directly inform actions to support the three sports, and clubs involved.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

2 Foster a healthy City that is socially and culturally rich

- 2.1 Promote healthy lifestyles
- 2.3 Increase community health and social connections.
- 2.4 Encourage and support participation in sport, recreation and physical activity.

3 Maintain and improve the physical fabric of the City

- 3.3 Build Infrastructure that best meets current and future community needs.
- 3.5 Maintain and enhance existing Council Infrastructure.

OFFICERS' DECLARATION OF INTEREST

No declaration of interest.

APPENDICES

1. Great South Coast Strategy FINAL March 2019 [5.1.1 - 85 pages]



GREAT SOUTH COAST REGIONAL AFL, CRICKET AND NETBALL STRATEGY 2019 TO 2033

FINAL | MARCH 2019



ACKNOWLEDGEMENTS

PROJECT PARTNERS

The preparation of the Great South Coast AFL, Cricket and Netball Regional Strategy has been a collaborative effort by a number of partner organisations including AFL Western District, Cricket Victoria, Netball Victoria and the five Local Government Authorities comprising the Great South Coast Region.

Input and advice from the Great South Coast regional AFL, cricket and netball communities, State Government and regional sports stakeholders has also assisted the development of this document.

PROJECT CONSULTANTS

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THE GREAT SOUTH COAST AFL, CRICKET AND NETBALL REGIONAL STRATEGY IS DELIVERED IN TWO SEPARATE VOLUMES

[Great South Coast AFL, Cricket and Netball Regional Strategy \(This Document\)](#)

The **Great South Coast AFL, Cricket and Netball Regional Strategy** provides the principles and strategic framework to support the future development, governance and growth of AFL, cricket and netball throughout the Great South Coast Region for the next 15 years. It also provides key regional strategic directions and priorities, as well as identifying high priorities for AFL Western District, AFL Victoria, Cricket Victoria, Netball Victoria, leagues, clubs and associations and project partner LGAs. Strategic directions within this Strategy are set at the regional level, while allowing emerging opportunities to be harnessed at the local level. As priorities continue to evolve, the periodic monitoring and review of strategic directions will be vital in maintaining the relevance of this Strategy to 2033. Accordingly, further review of the Strategy may be required where there is significant change to the sporting landscape in the Region.

[Key Findings Report](#)

The **Key Findings Report** completed in March 2018 provided an overview of issues and focus areas that were identified through extensive research, analysis, facility investigation and consultation. The **Key Findings Report** included an overview of team statistics and demographics for the Region, commentary on the state of local clubs, associations and leagues, future directions and capital investment into AFL, cricket and netball facilities. It also provided analysis on the issues, opportunities and challenges impacting AFL, cricket and netball across the Great South Coast Region, highlighting potential opportunities for facility improvement based on facility audit outcomes. Sports development opportunities, club structure, volunteer capacity, sport governance and competition structure were also considered in the **Key Findings Report**.

Relevant information from the **Key Findings Report** has been incorporated into this **Strategy** where required.



STRATEGY CONSULTATION AND FEEDBACK

This is not the Final Great South Coast Regional AFL, Cricket and Netball Strategy

This Draft Strategy presents proposed priorities and strategic directions and is an opportunity to test these through engagement with the sector. This includes testing assumptions, statistical evidence and critical actions to determine the future AFL, cricket and netball facility and sports development needs in the Great South Coast Region.

Feedback received on this Draft Strategy will be reviewed by the Project Control Group for consideration as part of delivering the Final Strategy.





EXECUTIVE SUMMARY

The Great South Coast Regional AFL, Cricket and Netball Strategy provides the strategic framework to guide the future development of AFL, cricket and netball. The Strategy aims to consider all aspects of sports provision, from facilities to governance, competition structures, supporting diversity and building club capacity to ensure clubs are viable and sport remains strong in the Region.

Strategic Directions set in the Strategy have been based on extensive research and consultation with local, regional and state level stakeholders that represent government, AFL, cricket, netball, leagues, community clubs, associations and regional sports assemblies.

Competition for funding is high between sporting codes and the Strategy provides opportunity for project partners to prioritise facility renewal and sports development initiatives for AFL, cricket and netball based on identified need.

Current trends in participation growth are not projected to continue, with the Region estimated to see an overall 3% decrease in population aged 5-39 years (typically the key playing age for sport) by 2026. With shrinking participation bases to draw from, this decline has the potential to impact the viability of sport and community clubs at the local level.

Warrnambool is the only LGA in the region anticipated to see growth, with 6% or +920 additional people in this age cohort projected by 2026. Any resultant growth in participation could effectively be managed at this stage through access to existing facilities and grounds. This is where these facilities are provided to an appropriate standard of provision, cater for diversity and offer suitable ground access and capacity.

For the four other LGAs, finding innovative ways to manage decline, maintain participation and potentially repurpose public assets to increase facility sustainability will be a challenge.

The Region's LGAs must commit to ongoing facility renewal programs that consider current need and future life cycle costs if the health and social benefits sport brings to their communities is to continue to be enjoyed.

Responsibility cannot lie with LGAs alone and support will be required from all levels of Government, sport, clubs and alternate investors if these challenges are to be met. As land managers/owners of some venues in the Region, the Department of Environment, Land, Water and Planning (DELWP) also has a role to play in facility renewal to better serve tenant community clubs, reduce volunteer burden and address club expectations of LGAs to accept a level of maintenance responsibility for these venues.

A key outcome of this Strategy will be to further build on collaboration between project partners. Local government is the major provider of AFL, cricket and netball facilities in Victoria and their support of local clubs, administrators and volunteers is vital to the continued development of sport.

Participation

There were over 15,000 combined AFL, cricket and netball participants across the Great South Coast Region (AFL season 2017, cricket 2016-17 and netball season 2016). Sustained growth has resulted in high participation levels, particularly female participation that now sits well above Victorian regional averages.

Nearly 16% of the Region's population aged 5-39 participate in AFL (well above the Victorian country average penetration rate of 11.8%). Similarly, across all individual player categories, (introductory, junior, youth and senior), the Region's AFL participation averages are well above the Victorian State country penetration averages.

Female football participation grew by 183% in season 2017 with an additional 245 females attracted to the game. 1.9% of the female population aged 5-39 now participate in AFL. This again sits well above the State regional female penetration average of 1.1%.

Cricket participation has generally remained steady with no significant change to overall participation numbers across the Region over the last three seasons. Whilst there has been a slight decline in male participation, this has been balanced against 102% growth in female cricket participation, with 296 females now participating in cricket. In assessing the penetration rate (current participation against current population figures) overall cricket's player penetration rate of 3.36% is well above Cricket Victoria's Country Region average of 1.87% and State average of 1.6%.

Netball participation has continued to grow, attracting +680 participants (16% increase) over the last three seasons. Like AFL and cricket, netball enjoys a high participation base with 6.7% of the Region's population participating in netball. This is also well above rural and regional Victorian averages of 3.2%.

Current Facility Provision

Whilst not mandatory, each sport has developed guidelines to support facility planning and renewal programs. These guidelines outline preferred amenity condition and provision (commonly referred to as *preferred provision*) according to classification within the sports' facility hierarchy. For example, at a local (community club) level, AFL preferred provision for change rooms is three lockable cubicle showers. This increases to four showers at regional venues.

Sports' aim in providing preferred provision guidance is to see investment into inclusive physical and cultural environments that support club cohesion, connectedness and sustainability and maximise venue usage.

Formal auditing of AFL, cricket and netball facilities across the Region identified that most had some level of improvement required to meet each sport's preferred provision. Player and umpire amenities need to cater for female participation, gaps exist in minimum level lighting provision for ovals and netball courts and netball player amenities are lacking.

Investment into essential player and official change room amenities is critical to support the increasing need to cater for female participation, continue to attract and retain participants to AFL, cricket and netball and recognise netball as a major sport in the Region.

Lack of lighting to minimum training standards prohibits leagues and associations from expanding their competition offering or supporting training and pre-season requirements. Poor lighting also leads to overuse of ovals that are well lit and premature wearing of grounds due to players being restricted to training in certain areas of the ground.





Achieving aligned thinking, a commitment to a regional vision and working collaboratively to address sport and facility development challenges will positively impact the sustainability of grassroots AFL, cricket and netball for the Region.

LGAs and sport must continue to work together so individual needs and challenges can be understood. This will ensure the continued promotion of healthy and active communities and maximise facility usage and investment outcomes.

Developing State and Federal Government relationships and garnering support is also required to address the growing facility investment gap. This is particularly relevant where State Government is the asset owner. The sustainability of smaller clubs, where participation increases are not necessarily prevalent but club retention is essential for continued community connectedness, will be impacted if these gaps are not closed.

Meeting the Challenge

During consultation LGAs expressed genuine concern regarding the level of investment required to simply keep facilities operational, against shrinking revenue pools. Although LGAs have planned future renewal works, they remain dependent on capital works budget processes and access to external funding. Flexibility in renewal works models can also be impacted when funded by State Government. Processes are further complicated by State Government ownership of some venues who provide little or no financial support to clubs or host municipalities to maintain or renew facilities.

Joint advocacy to State and Federal Government by the Region's LGAs must be actioned so these challenges are heard and understood.

The focus for LGAs with projected population decline and resultant participation losses, is to maximise sports development, participation and facility access opportunities across a broad range of users. Alternate sports programming options, best use of existing venues, facility investment priorities that support diversity and encourage multi-user access and rationalisation of facilities where participation shrinks will go some way to meeting this challenge.

Whilst this Strategy acts as a guide for all stakeholders, Strategic Directions will continue to be subject to consideration via future budget processes and analysis of various priorities by project partner LGA's. Collaboration between AFL, cricket, netball and the Region's LGAs to pool resources, share opportunities and better support each other with sport programming, facility planning and event delivery will ensure healthy, viable sports environments for Great South Coast communities into the future.

Building Sustainability

There is a need to build the capacity of clubs and their volunteers so they are sustainable and provide a range of opportunities for the community to participate in sport regardless of age, gender or background.

At the ground level it is evident that clubs are struggling with volunteer recruitment and retention. Consultation with Leagues and Associations indicated clubs had insufficient volunteer numbers, lacked direction in implementing volunteer attraction programs and struggled to keep pace with their legal and ethical responsibilities within the club governance context.

Provision of position descriptions for volunteers, paid administration staff and expanded club education options to support clubs with governance requirements and reduce pressure on volunteers will build club capacity. This needs to be supported by both regional sport staff and regional sports assemblies who should collaborate to define and deliver required education programs.

Clubs will also need to be supported to develop strategic plans to set their long term objectives and establish planning processes for program delivery, facility renewal and asset management. These should align to annual initiatives and associated operational plans and budgets.

The structure of AFL, cricket and netball across the Region will need to diversify if these sports are to remain viable. Consideration needs to be given to alternate introductory program and competition models, encouraging participation and social benefits over competition and supporting strategic planning within and across sports bodies.

Associations and Leagues will need to work together to identify opportunities for sport delivery that maximises access for players and encourages cross over between sports. This is particularly applicable to smaller communities where the potential player pool is limited and participants may endeavour to play a number of sports (for example, netball Saturday and female football Sunday), where competition structures permit.



1. CONTEXT



PROJECT BACKGROUND

INTRODUCTION

AFL Western District, Cricket Victoria, Netball Victoria and the five Local Government Authorities (LGAs) within the Great South Coast region, have partnered to investigate the infrastructure and sports development needs for AFL, cricket and netball from both a local and regional perspective

The Great South Coast Region incorporates the five local government areas of Corangamite Shire Council, Moyne Shire Council, Glenelg Shire Council, Southern Grampians Shire Council and Warrnambool City Council. Funding for the project has been provided by AFL Victoria, AFL Western District, Cricket Victoria, Netball Victoria and project partner LGAs.

Since 2014, AFL Victoria have been delivering regional strategic planning projects across Victoria. Previous projects have involved partnership with Netball Victoria, where the study area has included football-netball club based netball, and regular consultation with Cricket Victoria. This Strategy is the first to be delivered in Victoria where planning has simultaneously considered the future needs of AFL, cricket and netball as key project deliverables.

Combined, the Region had over 15,000 AFL, cricket and netball participants in seasons 2016 and 2017 (different seasons for each sport). Sustained growth has resulted in high participation levels, particularly female and junior participation, that now sit well above Victorian regional averages for the three sports.

Participation categories include senior and junior male and female AFL, cricket and netball, NetSetGO, Cricket Blast, NAB AFL Auskick, Access All Abilities teams, school participation, umpiring and coaching.

Football-netball clubs affiliated with AFL Western District are spread between the five project partner LGAs. However, not all clubs based in those five municipalities are affiliated with AFL Western District and may belong to other AFL Victoria Commissions like AFL Goldfields or AFL Wimmera Mallee.

Cricket Associations across the Great South Coast are aligned to Cricket Victoria's Western Country Cricket Region. This Region oversees participation across ten LGAs including the LGAs that are project partners to this Strategy.

Netball Associations based in the Region are affiliated to Netball Victoria. Netball participation may be through one of these Associations or via a football-netball club aligned to one of the AFL Victoria Regional Commissions, generally AFL Western District.

LGAs continued support of sport in the Region is vital to club and association sustainability and facility provision and renewal. This support is impacted by the financial pressures of rate capping, limited funding opportunities and ageing facilities. These challenges have directed the purpose of this Strategy which is to:

- undertake a strategic planning approach to support the development of AFL, cricket and netball in relation to infrastructure improvements and club and sport development across the Region for the next 15 years;
- engage with key sport and government stakeholders to understand the existing issues, barriers and health of AFL, cricket and netball across the Region;
- develop a strategic framework for the integrated planning and development of facilities that addresses the current and future projected demand for AFL, cricket and netball;
- provide a communication and decision making tool for LGAs, AFL Western District, AFL Victoria, Cricket Victoria and Netball Victoria that clearly identifies the regional and local priorities for facility provision, club and sport development and associated investment; and
- identify the short, medium and long-term Strategic Directions and roles that all project stakeholders can play in the resourcing and delivery of an aligned, sustainable and innovative model for AFL, cricket and netball participation and development across the region.



- Set national priorities / needs for local, regional and state venues
- Align with Federal Government and other national codes
- Allocate FDR funding
- Establish industry standards and provide resources / support to industry

- State-wide scope.
- High level strategic overview.
- Provide a basis for the development of Region / League Plans.

- One for each Region Commission area in the country and each league in metro areas.
- Consultation and collaboration with key stakeholders ie LGAs.
- Provide specific and prioritised guidance regarding facility requirements in the area (finals venues, night competition venues, club venues).

- Individual plan for club/Venue.
- Usually include a range of venue users and often led by LGAs.
- May include a Master Plan for the venue, concept pavilions developments etc.
- May not be needed for all venues and the level of planning will differ based on the complexity of the site / project and level of use.

FACILITY PLANNING HIERARCHY FROM AFL VICTORIA'S GROWING THE HEARTLAND FOOTBALL FACILITIES DEVELOPMENT STRATEGY 2017-2022

WHAT THE STRATEGY WILL DELIVER

The Great South Coast Regional AFL, Cricket and Netball Strategy investigates the issues and opportunities facing AFL, cricket and netball and identifies the four key priorities and strategic directions to address these regionally and by LGA.

Using the knowledge and resources from each of the five represented LGAs, AFL Western District, Cricket Victoria, Netball Victoria, local leagues, associations and clubs, the Strategy will assist these project partners to advocate for and attract additional funding for community facilities to support sport delivery. Key deliverables for Strategy development included:

- auditing of all facilities within the Region;
- an assessment of participation and growth, club and association sustainability, governance and associated planning and potential future partnerships;
- identification of key issues relating to access to suitable facilities to support club sustainability;
- known future facility investment;
- analysis to inform club and sport development support resources;
- identification of facilities that enhance talent pathways and/or support regional events; and
- opportunities to increase the use of existing facilities including school venues.

The Strategy builds on information from the *Key Findings Report*, recommending actions to better provide for and support AFL, cricket and netball in the Great South Coast region, including key deficiencies in existing venues.

The Strategy does not include individual club/venue master plans with specific costings. Whilst indicative investment needs will be provided separately to project partner LGAs, individual venue costing analysis will continue to be developed at the discretion of these LGAs, in consultation with users, pending master planning processes, analysis of identified facility gaps and venue usage requirements.

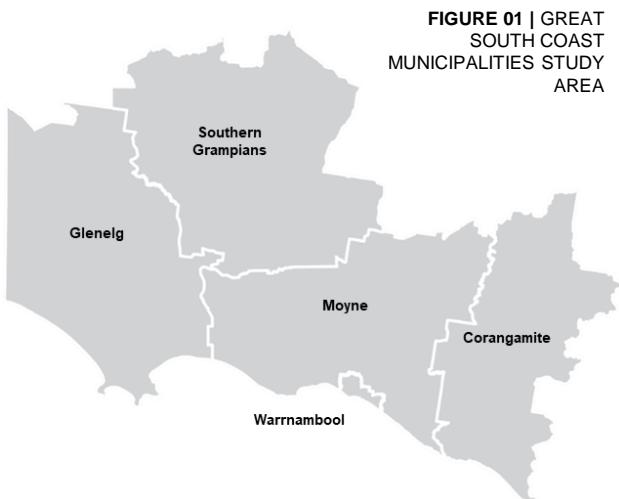
Finally, the Strategy should act as a guide for all stakeholders. Key actions recommended in the Strategy will continue to be subject to consideration via future budget processes and analysis of various priorities by project partner LGAs.

The following diagram represents the project methodology and steps undertaken to prepare the Great South Coast Regional AFL, Cricket and Netball Strategy.

The following project governance structure was established for the delivery of this project.

STAGE ONE (JUNE 2017 TO JULY 2017)
Project establishment, agreed consultation plan and project newsletter to key stakeholders
STAGE TWO (JULY TO SEPTEMBER 2017)
Facility audits and situational analysis
STAGE THREE (OCTOBER 2017 TO APRIL 2018)
Stakeholder workshops, analysis of all AFL, cricket and netball facilities in the region and delivery and feedback on Key Findings Report.
STAGE FOUR (MAY 2018 TO JANUARY 2019)
Draft Strategy development
STAGE FIVE (FEBRUARY 2019)
Presentation and final reporting

QUICK FACTS
5 Local Government Authorities
92 Sportsgrounds
10 Netball Association venues
4 Football Netball Leagues
3 Junior Football Associations
5 Cricket Associations
12 Netball Associations
6,618 Registered AFL participants
3,378 Registered Cricket participants
5,032 Registered Netball participants



PROJECT CONTROL GROUP (PCG)

To provide high level strategic direction on key issues, opportunities and approve draft and final reports – includes representatives from Warrnambool City Council, Corangamite Shire Council, AFL Western District, Cricket Victoria and Netball Victoria.

PROJECT REFERENCE GROUPS (PRG)

PRGs were split between sport and government representation to provide technical advice and input into the project from a local perspective.

Project partner LGAs and Sport and Recreation Victoria represent the **Government Reference Group**.

The **Sport Reference Group** includes representatives from:

AFL - AFL Western District, Hampden Football Netball League, Mininera District Football Netball League, South West District Football Netball League, Warrnambool and District Football Netball League, Warrnambool and District Football Umpires Association and Western District Umpires Association

Cricket - Cricket Victoria, Western Waves, Hamilton District Cricket Association, Portland and District Cricket Association, South West Cricket Association, Warrnambool and District Cricket Association and Grassmere Cricket Association

Netball - Netball Victoria, Warrnambool City Netball Association, Hamilton Netball Association, Nirranda District Netball Association, Portland Netball Association, Terang District Netball Association, Coleraine Junior Netball Association, Camperdown District Netball Association, Camperdown District Junior Netball Association, Cobden District Netball Association, Casterton District Netball Association, Mortlake Netball Association and Port Fairy Netball Association

Other – Regional Sporting Assembly, South West Sport

STRATEGIC DRIVERS AND CONTEXT

The range of sports planning undertaken by project partners is extensive. AFL, cricket and netball have invested in infrastructure strategies to ensure an integrated approach to facility renewal that best meets demand and ensures sustainability. LGA strategic commitment to sport and recreation and the associated health and wellbeing of their communities is outlined in a wide variety of municipal plans as commissioned by each LGA.

AFL VICTORIA – GROWING THE HEARTLAND, FOOTBALL FACILITIES DEVELOPMENT STRATEGY 2017-2022

AFL Victoria's state-wide strategy, *Growing the Heartland, Football Facilities Development Strategy 2017-2022* (known as the *Heartland Strategy*) guides the development and improvement of football facilities across the State. The *Heartland Strategy* identifies the need to undertake more detailed regional plans to strategically address facility requirements with a desire for existing facilities to meet preferred minimum provision as outlined in the *AFL Preferred Facilities Guidelines*.

The initial *Heartland Strategy* was released in 2014. The changing face of football across Australia however, led to a review in 2016 to ensure strategic directions evolved to best assist all partners and meet the needs of communities where football is played. These changes included the extraordinary growth in female football, a larger focus being placed by Government on areas such as unisex design and access for all abilities, the need to explore alternate facility options such as school venues and synthetic grounds and increased financial pressures faced by local government. The revised *Heartland Strategy* captures these changes through initiatives such as:

- working with State Government to maximise funding and provide flexibility in funding programs and categories;
- committing to ongoing facility audits and assessment to understand investment need;
- continued promotion of synthetic surfaces to address ground carrying capacity issues;
- supporting planning processes to prioritise unisex change room provision; and
- capitalising on school ground access opportunities as they become available.

CRICKET VICTORIA – VICTORIAN CRICKET INFRASTRUCTURE STRATEGY 2017-2022

Cricket Victoria has undertaken significant consultation and planning to develop the *Victorian Cricket Infrastructure Strategy 2018-2028 (VCIS)*. The following five strategic pillars have been identified as being critical to the overall planning and development of cricket facilities across Victoria.

- Game and practice facilities
- Regional cricket and community centres
- Inclusive facilities
- Multi-use facilities
- Planning and investment

The VCIS is supported by the Cricket Australia National Facilities Audit. Delivered from 2015-2017 the National Facilities Audit saw Cricket Australia capture the most detailed set of facility data in the history of Australian cricket which now acts as a catalyst for the development of facilities strategies nationally.

Cricket Victoria in partnership with Cricket Australia and the Victorian Government commissioned the development of the VCIS to provide an integrated and strategic approach to the future provision and investment of cricket facilities across metropolitan Melbourne and regional Victoria for the next 10 years.

STRATEGIC DRIVERS AND CONTEXT

NETBALL VICTORIA – STATEWIDE FACILITIES STRATEGY

Netball Victoria's *Statewide Facilities Strategy* provides an integrated and strategic approach to the provision of netball facilities across Victoria. The *Strategy* provides analysis of current infrastructure, location, quality and functionality and identifies the need for the development of regional strategies for the six Netball Victoria Zones. The *Strategy* identifies a facility hierarchy for existing and proposed venues inclusive of preferred facility standards, components, catchment areas, maintenance and development regimes and potential partnership opportunities. Key initiatives include:

- advocating for existing facilities and new facilities to be developed to meet national standards;
- optimise the capacity and use of facilities,
- build on partnerships with schools, universities, TAFE colleges and private facility operators in planning netball facilities; and
- support LGAs to apply for funding to develop new netball courts and amenities.

The *Strategy* links to *Netball Victoria Facilities Manual* which details preferred netball facility provision, minimum court run off expectations, court conditions and player facilities and amenities to a level that ensure a safe and playable environment for all users.

LGAs

Each project partner LGA has their own strategic commitment (Council Plan, Municipal Public Health and Wellbeing Plan and Recreation Strategy) that underpins the importance of investing in sport and recreation and associated facility improvement.

These LGAs have commissioned and are seeking to continue to advocate for investment into sport and recreation infrastructure that address facility renewal gaps and/or the improvement or retirement of facilities, to support sustainability of sport participation opportunities in their local and regional communities.

A regional approach to sports development and facility planning across the Great South Coast region provides an opportunity to coordinate and align program delivery and facility provision based on current and future demand and facility usage levels.



STRATEGIC DRIVERS AND CONTEXT

THE VALUE OF SPORT

The benefits of investing in sport extend beyond participation to providing economic and social outcomes. These outcomes positively impact the communities that clubs support through inclusiveness, diversity programs, female participation and commitment to participant welfare and wellbeing.

The *Value of a Community Football Club* study undertaken by La Trobe University in 2015 (see Appendix 7) found that for every \$1 spent to run a community AFL club, there is at least a \$4.40 return in social value.

This “social value” is measured in terms of increased social connectedness, wellbeing and mental health status, employment outcomes, personal development, physical health, civic pride and support of other community groups. The study identified that the reach of a community club is significant and extends beyond club players and volunteers within the club; “for every 1 player, football clubs reach 10 people in their community.”

The economic impact of AFL is well known. AFL Victoria’s *Heartland Strategy* estimates that AFL participation is worth \$3.1 billion per annum across Victoria, with Community Football estimated to make up about 45% of the total.

The significant impact sport has on local communities is further highlighted in the Department of Health and Human Services *Active Victoria, A Strategic Framework for Sport and Recreation in Victoria 2017-2021 (The Framework)*. *The Framework* notes the significant contribution sport and active recreation makes to Victoria’s liveability, bringing people together, building community cohesion and connecting healthcare, education, training and economic opportunities. *The Framework* sets a vision for sport and active recreation to be “more active, diverse and inclusive; robust, flexible, sustainable and affordable; broad-based and connected; and collaborative”.

Strategic directions from the *Framework* include increasing participation opportunities, supporting volunteers, increasing the capacity of facilities and infrastructure and working together for shared outcomes. Measurable outcomes from these strategic directions include a coordinated approach to sport and active recreation that maximises health, economic, community and liveability benefits. State Government support for the collaboratively developed Strategic Directions within this Strategy, is one step towards achieving identified *Framework* outcomes.





WHY A REGIONAL APPROACH?

Addressing the issues and gaps in AFL, cricket and netball facility provision on a regional scale provides many benefits to project partners. Participation or competition / league structures are not constrained to municipal boundaries. Sport and facility provision varies across the municipalities and is not expected to be duplicated. Regional planning provides opportunity to coordinate and align future facility provision that optimise planning policies, resource allocation, facility usage levels and improves financial viability and sustainability of facilities.

Improved Investment Opportunities

As the focus of the Strategy is at a regional level, State and Local Governments have the opportunity to implement actions in a planned, prioritised and coordinated manner. The commitment of Government and peak sporting bodies allows for greater collaboration. This assists the targeted provision and future investment in facilities and services, directly impacting a larger portion of the Victorian community.

The Strategy will also assist project partners to advocate for and attract additional funding for community AFL, cricket and netball facilities and support attraction of investment from alternate providers such as commercial and sponsorship partners.

Attraction of funding is evidenced by the impact of the first Regional Strategy developed, the G21 and AFL Barwon Regional Strategy, which has addressed 90% of facility gap recommendations within the first two years of its adoption. Similarly, the Western Metropolitan Region has sourced over \$40M in facility investment based on identified strategic priorities since Strategy completion.

Collaboration with Project Partners

Through regional planning, project partners have sought to achieve a collaborative approach to future facility provision that enhances investment, increases facility usage levels and supports sustainability. In addition, regional planning ensures appropriate facilities that meet sport and community needs now and into the future.

Regional planning provides a communication and decision making process for government and sport that clearly identifies the regional and local priorities for facility provision, sport development and associated investment.

The collaboration between a wide range of stakeholders through this project and the ongoing relationship building as a result, should ensure that community sport remains resilient and sustainable and the infrastructure is in place to facilitate the development and growth of AFL, cricket and netball.



CONSULTATION

In developing the Great South Coast Regional AFL, Cricket and Netball Strategy, the following stakeholder consultation activities have been undertaken:

- Ongoing project meetings with the Project Control Group.
- Two Project Reference Group workshops with representation from AFL Western District, Cricket Victoria, Netball Victoria, South West Sport, AFL/Netball Leagues, Cricket Associations, Netball Associations, Umpire Associations, project partner LGAs and Sport and Recreation Victoria (October 2017 and March 2018).
- Infield Facilities Audit completed by LGAs, AFL Western District, Netball Victoria and Cricket Victoria staff (July to September 2017).
- Review of Draft Key Findings Report by the Project Control Group (December 2017 to February 2018).
- Review of Draft Key Findings Report by Project Reference Group members (February to March 2018).
- Review of Draft Strategy by Project Control Group (May to July 2018)
- Review of Draft Strategy by Project Reference Group members (August to October 2018)
- Review of project partner LGA, AFL Victoria, Cricket Victoria, Netball Victoria, AFL Western District, League and Association strategies, capital works programs, historical funding outcomes and planned future works.
- Project newsletter distributed to all clubs, leagues, associations and key stakeholders.



2. KEY FINDINGS

KEY FINDINGS

Key findings identified during development of this Strategy highlight the range of facility and sports development issues that the Great South Coast Region face and are summarised below.

High participation in AFL, cricket and netball sitting above State and Regional averages for each sport

Current facility demand needs to be balanced against projected population, as well as the potential for subsequent participation decline

Provision of amenities to cater for participation diversity, including women and all abilities, needs to be addressed

Local facilities are of equal importance to regional venues, providing social and community benefits

Club sustainability will be impacted without strong volunteer foundations and support to clubs to address governance requirements

A diversity of participation options, including competitive and non-competitive participation, is required to ensure sport remains viable

Project partners face significant challenges to fund future facility renewal and improvements

Advocating to seek changes to funding streams is essential if facility renewal and sports development opportunities are to be harnessed

FACILITY AUDITS

The location, provision and condition of 47 football / netball facilities, 44 stand-alone cricket venues and 10 netball association venues across the Great South Coast Region were audited either by sports, LGAs and/or clubs at the local level between May and August 2017.

Audits were carried out using the industry accepted audit tool, Sports Facility Auditor. Sports Facility Auditor is a customised audit program, developed individually for each sport and designed to assess existing facilities against sport specific guidelines and standards.

The AFL has made a six year national commitment to Sports Facility Auditor - AFL delivering an annual audit program to collect, update and monitor facility provision (and geographic location) and its quality and compliance with guidelines.

The Sports Facility Auditor – AFL tool includes netball questions relating to player and umpire amenities and court provision at football-netball clubs, which are traditionally located in regional Victoria.

Similarly, Cricket Australia made a three year national commitment to the Sports Facility Auditor – Cricket database in 2016 and has spent over 18 months collecting cricket facility information nationally.

Both resources have been made available to AFL Victoria and Cricket Victoria staff, regional commissions, cricket associations and community football leagues to assist in providing empirical evidence to effectively plan and support the delivery of facility improvement and development projects.

The Sports Facility Auditor – Netball tool has been developed to support regional planning projects and is currently being used by Netball Victoria staff to assess netball association venues.

Audit programs measure provision and conditions analysing compliance with Australian Standards, *AFL Preferred Facilities Guidelines*, *Cricket Australia's Community Cricket Facility Guidelines and Netball Victoria Facilities Manual* and criteria identified during extensive consultation with AFL, Cricket and Netball Victoria staff.

Audit data was then used to provide a rating for each facility, identifying gaps in provision (what amenities a facility has) and standards (condition, size and general provision).

Facility Conditions Ratings (refer to Appendix 5) are a guide to identify strengths and gaps in football and football-netball club facility and amenity provision. They will also support prioritisation of investment into facility renewal and development at a regional level.

Ratings are only provided for AFL and netball amenities at football-netball clubs. Cricket and association netball do not have a rating system within their specific audit tool so ratings are not available. Analysis without ratings has been provided on cricket and association netball provision in Appendices 6 and 7.

For AFL and football-netball club venues, ratings range from 0 to 15. Ratings used to determine the condition of club facilities are detailed in *Criteria for Rating AFL and Netball Amenities at Football Netball Clubs* were provided in the *Key Findings Report*. Where a club has access to multiple facilities, such as two ovals, the rating is based on the primary facility (the main oval).

When reviewing ratings it is important to note that the audits do not consider "functional issues" and that condition ratings should be used as a guide only, referencing cosmetic not structural issues.

Finally, night time meter readings have been completed by project partner LGAs and lux levels identified in the ratings reflect those readings.

JUNIOR AND SCHOOL VENUES RATINGS

Venues classified as junior or school venues are only partially rated. As these venues are used for NAB AFL Auskick, junior or school competitions, facility provision expectations are limited to oval size and condition, provision of drainage and irrigation and the centre cricket wicket profile. Ratings for player change room, umpire facilities, social room, netball facility and court provision are not included in overall ratings for junior and school venues.

EXISTING PROVISION

The following analysis provides a regional snapshot of current facility provision, with individual audit venue data identifying a number of gaps in provision and sub-standard conditions in need of priority attention across each local government area:

- Change rooms are not inclusive and cannot sustain concurrent male and female activity. Despite trends in female participation growth, the gap in female facility provision continues to widen. Across the Region, 98% of player change room facilities and 76% of umpire facilities are not considered to be female friendly and inclusive in their design. Similarly, 20% of football-netball club based venues lack appropriate netball player and official change room amenities.
- Over a quarter of umpire facilities are in poor condition. Combine this deficiency with a lack of unisex umpire rooms and umpire attraction and retention is directly impacted.
- The Region's average estimated synthetic pitch surface remaining life of 6.8 years is above the country regional average of 6.6 years but indicates that a significant renewal program in the short-medium term is needed with 26 pitch surfaces requiring replacement over the next 5 years.
- While 60% of playing fields across the Region have synthetic pitches that are greater than 2.4m in width, consideration should be given when implementing renewal programs to address pitch width to the identified standard. Cricket Australia's *Community Facility Guidelines* recommend synthetic pitches be equal to or greater than 2.4m in width to increase the likelihood of young players landing their delivery on the pitch and also promoting the craft of spin bowling (wider area required to deliver the ball). The recommended length for synthetic pitches is also 25m or greater with only 36% of the Region's pitches meeting this length. This impacts on the quality and condition of safe bowling approaches.
- Reviewing the Region's current approach to turf wicket provision (including LGA subsidy provisions and maintenance responsibilities) is a key priority for the Region. LGAs have indicated that the capacity to continue to resource turf wickets due to a lack of clay, resultant financial implications and cost benefits of synthetic versus turf provision is not sustainable. Preferred provision ratios are currently being developed by Cricket Victoria and should be applied by project partners once released, to inform the future level of development of turf wickets.
- In the interim, it is recommended investment toward turf pitch development be prioritised at:
 - Monivae College (Regional Cricket and Community Centre)
 - 'Regional' level cricket grounds
 - At venues that promote and accommodate player development and pathway opportunities (e.g. host representative cricket competitions and training programs).
- Varying management models exist across the Region impacting facility maintenance and renewal and quality of ground, facility and amenity provision. Often Committees of Management are responsible for venues through DELWP. This leads to little or no investment from LGAs. With no funding currently forthcoming from DELWP (in some cases) to support these Committees with facility renewal, disparity in facility and ground provision is evident.
- 80% of grounds across the Region have no lighting or lighting below the minimum 50 lux level AFL training standard. Gaps in lighting provision create lost opportunity to remodel competition structures to build on current participation and leads to overuse of ovals that are well lit.
- This is similarly the case with netball court lighting. 75% of main netball courts at football-netball clubs and 33% of outdoor association netball courts offer no lighting or lighting is below Australian standard.
- Lack of court lighting at association netball venues prohibits venue managers from expanding their competition offering or supporting football-club based netball training and pre-season requirements.
- While significant investment has been made by the Regions' LGAs to improve netball court provision, court condition at association venues has been assessed as low quality at many venues. 92% of main courts at football-netball clubs are meeting minimum playing standards. This provision however does not translate to association netball venues. 60% of courts at association netball venues are in poor condition and a further 69% do not meet minimum run off requirements. This identifies a need for maintenance and repair to ensure ongoing player safety. It is noted that netball court assessments do not consider court lifecycle and anticipated ageing of hotmix, asphalt courts within 10-15 years. Allowance for renewal of existing courts in LGA asset renewal budgets needs to be considered.

FACILITY INVESTMENT

HISTORICAL INVESTMENT

- In the last 5 years significant facility investment has occurred across the Region. \$10.2M worth of community AFL, cricket and netball related capital works projects have been completed since 2013, with local government being the main investor contributing just over 40% of this investment.
- The remaining facility investment has been sourced through tenant clubs, leagues and associations, State sporting associations, philanthropic trusts and State and Federal government funding programs.
- LGA continuing investment into ongoing maintenance and renewal of facilities, outside of planned upgrades, also needs to be recognised and is indicative of the importance LGAs place on future proofing pivotal infrastructure and facilities.
- Essential facility renewal and development projects have included sports ground surface, drainage and irrigation reconstructions, power and floodlighting upgrades to ovals and netball courts, change room conversion to unisex provision for players and umpires, indoor cricket training facilities, cricket net installation, pavilion refurbishments and netball court resurfacing.

PLANNED INVESTMENT

- \$3.6M worth of AFL, cricket and netball related infrastructure projects are in progress across the Region. A further \$2.2M worth of investment is planned into the future, pending receipt of funding and capital works budget approvals.
- Project range includes lighting upgrades at Terang Recreation Reserve (Corangamite), Alexandra Park and Hanlon Park (Glenelg Shire), netball change room upgrades at Tyrendarra Football Netball Club (Glenelg Shire), netball court lighting upgrade at Victoria Park self funded by Koroit Football Netball Club and female friendly change facilities and irrigation system improvements at Pedrina Park (Southern Grampians).
- Warrnambool City Council will commence functional design to implement the Reid Oval Development Plan.

- Court surface improvements at Melville Oval (Southern Grampians) had previously been planned with full project funding levels still requiring procurement, the timeline for which remains unclear.
- Of regional importance is development of the Western Country Regional Cricket Hub at Monivae College in Hamilton. This will become the regional centre for Western Victoria Cricket and involves building a multipurpose indoor cricket facility, primarily for indoor cricket training nets and female and male change facilities for players and umpires. This facility will also house regional cricket development officers and coaches (Cricket Manager-West Country, Coach and Talent Specialist and Participation Officer). Outdoor training wickets, both turf and hard wicket, are planned. The project also involves an upgrade of the main oval and the construction of a suitable grandstand for viewing games. Anticipated project cost is \$1.78 million with investment from Monivae College, Cricket Australia, Cricket Victoria and the Victorian Government.
- While the Region's LGAs have a strong understanding of sports participation in their municipalities, ongoing commitment to supporting sport to meet club sustainability challenges, particularly in areas of decline, is critical. This includes investigating opportunities to rationalise community assets and instead provide multi-purpose facilities that cater for a number of sports.
- Rate capping, growing maintenance and renewal gaps, inadequate funding provision, ground water and turf maintenance needs and investment competition from other sports will combine to impact on the capacity of LGAs to fund improvements identified in this Strategy. The Strategy does however show a commitment to continued collaboration on facility renewal and development that balances stakeholder priorities and expectations. This collaboration better supports opportunities for facility maintenance and upgrades that ensure club viability and greater understanding of facility needs and challenges across competing stakeholder interests.



FACILITY COSTING ESTIMATES

Based on the audit outcomes of AFL, cricket and netball venues (including netball associations) and LGA advice regarding proposed infrastructure investment across the Great South Coast, it is estimated that the region is likely to require \$77.4M worth of investment over 15 years to address existing facility gaps to meet minimum preferred provision.

Facility renewal and improvement estimates relate only to identified facility gaps that directly support sustainability and participation retention and growth. These gaps are:

- home and away and umpire change rooms and the capability of change rooms to cater for female participants;
- ground surface condition;
- pavilion size and condition;
- provision and condition of netball player amenities;
- condition of netball courts;
- lighting lux levels;
- cricket training net provision and condition; and
- synthetic wicket length and condition.

These estimates do not account for unknown factors such as required power upgrades to meet new lighting installations, additional facility or amenity requirements to meet community provision beyond AFL, cricket and netball, site clearing or master plan development.

Consideration also needs to be given to differences in cost when using alternate materials such as LED lighting or synthetic surfaces and different costs associated with new amenity development over facility upgrade / retrofit costs.

The basis for costings are known average project costs as developed by AFL Victoria, Cricket Victoria and Netball Victoria in consultation with architects working directly with these sports and LGAs to design and cost facility upgrades and improvements.

AMENITY	ESTIMATE
Oval Lighting	\$ 4,200,000
Unisex Player Change Rooms	\$ 51,300,000
Unisex Umpire Change Rooms	\$ 3,850,000
Pavilion	\$ 660,000
Netball Player Amenities	\$ 4,760,000
Netball Court Surface	\$ 4,100,000
Netball Lighting	\$ 3,700,000
Cricket Training Nets	\$ 1,081,000
Synthetic Wicket	\$ 260,000
Oval Surface	\$ 3,500,000
TOTAL	\$ 77,411,000

Project cost will vary between individual facilities. The final cost for any project will only be identified once a significant level of investigation and design development work has occurred. It is expected that the cost for projects will increase based on cost escalation and detailed design.

The indicative cost of \$77.4M across the Region is provided to give an understanding of the quantum of investment that will be required to meet appropriate AFL, cricket and netball facilities.

It is noted that the indicative cost does not include the proposed redevelopment at Reid Oval (Warrnambool) currently assessed at \$12.5M.

PROJECTED PARTICIPATION

- High participation is currently enjoyed across sport with female and junior participation sitting well above Victorian regional average penetration rates.
- Sustained growth in AFL has resulted in a 15% overall increase in player numbers since season 2015 (+875 participants). Female AFL participation has also grown steadily with an additional 245 females attracted to the game in season 2017.
- Netball has also continued to grow with 681 extra netball participants taking the court since season 2014 (8% growth). At 6.7% of total population, the Great South Coast average netball membership rate for season 2016 sits well above the rural and regional Netball Victoria State averages of 3.2%.
- Cricket participation has generally remained steady with no significant change to overall participation. A slight decline in male participation numbers has been balanced against 102% growth in female participation (+191 participants).
- The Great South Coast Region population aged 5–39 (typically the key sport participation age) is forecast to decrease overall by 3% by 2026. Warrnambool is the only municipality projected to see an overall population increase in this age cohort of 6%.
- When considering sport playing age cohorts, the projected population decreases translate to 9% or -500 people across the age cohorts of 5-9, 10-14 and 15-19 respectively. Only the senior age cohort of 20-39 is estimated to see an overall increase with +400 people or 2% growth.
- To determine the potential AFL, cricket and netball market to 2026 population projections are analysed against current (2017) individual LGA penetration rates for each sport.
- Across all project partner sports and LGAs except Warrnambool, projections show potential decline in participation based on population decline. Decline however, needs to be balanced against the growth of female participation in AFL and cricket and existing participation trends that show growth overall for AFL and netball and minimal fluctuation in participant numbers for cricket over the last three seasons.
- Cricket Victoria's Western Country which encapsulates the Great South Coast has the highest population decline in Victoria yet continues to experience participation growth. This is despite trends with most other country regions marrying participation and population decline. The reverse is the case for Western Country and indicates that when compared to other country regions, cricket in Western Country Victoria is strong.
- Using population projections, only Warrnambool is anticipated to have participation increases in all three sports. AFL increases are estimated at +127 participants to 2026, the equivalent of five AFL teams. Cricket is estimated to have +49 participants, the equivalent of four teams and netball +66 participants or a six team equivalent.
- The projected participation increases in AFL and cricket and resultant ground access requirements may be addressed through operational solutions and best use of existing infrastructure.
- Netball Victoria's *Statewide Facilities Strategy* has identified an over-supply of courts in the Region and despite participation projections, the area as a whole may require court rationalisation into the future. For Warrnambool specifically, operational solutions and lighting upgrades to outdoor netball courts would support any netball participation increases.
- Participation trends will need to be monitored annually to ensure current trends in AFL, cricket and netball growth and stability are balanced against population analysis and projected participation decline.
- Based on these projections and current participation trends, the focus is not in new venue and facility development, but in supporting club sustainability and improvement to club capacity.
- One of the ways that club sustainability and capacity can be supported is through maintaining and renewing fit for purpose, multi-user facilities and ensuring that existing oval surfaces, cricket wickets and netball court surfaces are of a high quality to maximise usage options.





3. THE STRATEGY



VISION

Through continued collaboration, plan facilities and sport development opportunities that build capacity and foster an adaptable and sustainable AFL, cricket and netball community across the Great South Coast.

STRATEGIC FRAMEWORK



The following presents the recommended strategic framework required to achieve the vision for AFL, cricket and netball facilities in the Great South Coast Region. Four priorities have been identified to guide future facility provision and sports development and will be underpinned by regional and local strategic directions. These are aligned to State Sporting Association strategic directions.

VISION FOR THE GREAT SOUTH COAST REGION

Through continued collaboration, plan facilities and sport development opportunities that build capacity and foster an adaptable and sustainable AFL, cricket and netball community across the Great South Coast.

PRIORITY 1 EXISTING FACILITIES

Objective: Achieve agreed facility standards and functionality and maximise the use and carrying capacity of existing facilities.

PRIORITY 2 REGIONAL FACILITIES & TALENT PATHWAYS

Objective: Plan and develop regional facilities, considering regional needs, innovation in facility provision and support for talent pathways, programs and competitions.

PRIORITY 3 BUILD CAPACITY

Objective: Develop the capacity of clubs, their people and their culture.

PRIORITY 4 ENHANCE RELATIONSHIPS

Objective: Continue to enhance the relationship between AFL, cricket, netball and government in the planning and provision of facilities and programs.

► STRATEGIC DIRECTIONS (Defined for each Priority)



IMPLEMENTATION PLAN

IMPLEMENTING THE GREAT SOUTH COAST REGIONAL AFL, CRICKET AND NETBALL STRATEGY

Through the implementation phases of the Strategy there will be three key roles for stakeholders to play:

INITIATE

Planning and scoping of the range and timing of Strategic Directions.

IMPLEMENTING

On ground delivery of Strategic Directions, activities and services to the Great South Coast community.

SUPPORT

Support for program, activity and service delivery through the provision of people, skills, funding, equipment and promotion.

Strategic Directions aim to be practical and realistic in delivery.

Many Strategic Directions will require further stakeholder consultation. To ensure they can be achieved in a timely manner, continued collaboration between sport and government is crucial.

Proposed Strategic Directions have been allocated a level of priority based on their relative impact on delivering the desired outcomes for the Region. The level of priority should be used to inform each project partner of the relative importance of a particular action as opposed to an expected delivery timeframe. A description of each priority level is provided below:

HIGH

Strategic Direction that has a serious impact on ongoing service delivery and without achievement other Strategic Directions cannot be progressed or will be hindered in their implementation.

MEDIUM

Strategic Direction that contributes to meeting overall Regional Strategy objectives.

LOW

Strategic Direction that contributes to overall Regional Strategy improvement activities.

ONGOING

Strategic Direction that will require ongoing commitment of sport and government stakeholders.



PRIORITY 1

Achieve agreed facility standards and functionality and maximise the use and carrying capacity of existing facilities

This Priority identifies opportunities to sustain AFL, cricket and netball through continued, prioritised improvement of ground capacity and amenity provision.

The current funding programs do not adequately meet infrastructure investment needs and LGAs are faced with reduced financial capacity.

To ensure best use of existing infrastructure, LGAs need to commit to ongoing maintenance and renewal programs. There is also a need to establish partnerships with schools to identify mutually beneficial projects at the local level that may provide additional access.

HOW CAN PRIORITY 1 BE ACHIEVED?

A number of opportunities are available to the Region to support the delivery of Priority 1:

- Investment in oval upgrades to improve carrying capacity
- Lighting provision for ovals and netball courts to Australian Standards to increase access options
- Use of school facilities and alternate venues to provide additional ground capacity
- Unisex amenities to support female participation
- Review of existing turf wicket provision and preferred provision ratios
- Facility rationalisation to better support LGA resourcing and funding availability

ADDRESSING PROVISION GAPS

Funding facility upgrades is becoming increasingly difficult for LGAs in the current financial climate. The broad range of services that LGAs provide and their limited financial capacity means they continue to rely heavily on State and Federal Government and commercial partnerships to deliver facility projects. LGAs also often rely on community clubs for financial support to address even minor facility renewal projects to ensure they are delivered.

Current funding provision also does not recognise asset renewal gaps and the challenge faced by LGAs to complete basic renewal work on pavilions, amenities and grounds to keep clubs operational. Funding is required to support this ongoing maintenance investment.

For example, Warrnambool has identified the need for asset renewal funding of \$8.9M over the next ten years to meet its sports buildings and open space asset management plan requirements. This figure includes \$949,000 in deferred renewal that is currently not funded. A range of upgrade and development works have also been identified (oval and court lighting, pavilion and public amenities, court resurfacing, cricket training nets and turf wickets), across all reserves. The projects are currently not fully costed or funded and will be unlikely to proceed unless government and user group funding is committed.

Some LGAs in the Region have a number of vulnerable facilities. These LGAs may have to consider asset rationalisation of public infrastructure if even maintenance needs are to be met.

Renewal and improvements to existing facilities should be prioritised over the development of new in order to focus on strengthening the existing club environment. Projects that increase the carrying capacity, functionality and activation of existing facilities (e.g. refurbished player and umpire change rooms and amenities to encourage greater use and inclusiveness) should be prioritized.

Where supported by the local sport community, opportunities for the potential consolidation of underutilised facilities and merging of struggling clubs to improve efficiencies in capital investment, and club servicing and delivery should be explored.

Clubs and communities will need to consider venue amalgamation and venue sharing in multi-purpose facilities that accommodate a number of sports and community groups and potential changes to competition structures.

Asset rationalisation extends to already merged clubs who currently expect LGAs to support facility renewal at more than one venue. Moving forward, clubs may need to determine which facility has investment priority based on participation trends and future need.

The overall average provision and condition levels of ovals across the Region is considered to be above average for both AFL and cricket, suggesting the current volume of facilities is adequate. The Region's high winter rainfall does however, present challenges in managing ground conditions to a high standard, further exacerbated by the additional traffic on grounds with the growth in AFL female participation and the use of grounds for community events. This is particularly applicable at regional venues where the hosting of events beyond sport continues to be a challenge for ground managers.

Improved playing field surfaces, lighting investment and school access to support ground capacity is essential.

Lighting upgrades to the minimum lux level to grounds and netball courts will create new competition options and support the current sustained growth in AFL and netball participation. There is significant opportunity at Warrnambool Stadium to maximise outdoor court usage, support current and anticipated growth and better manage overflow of players from football-netball clubs to association netball through lighting provision.

A Strategic Direction for this Strategy is for sport stakeholders to work closely with schools to develop individual facility renewal and improvement programs. The involvement of sport in the planning stages of new or redeveloped school facilities to ensure compliance to sport needs and standards, ensures access opportunities won't be missed. These opportunities may become more relevant where LGA capacity to meet facility renewal gaps continues. Generally access to school venues is arranged at the club level to support AFL pre-season needs and cricket competition. There is however, no ongoing commitment beyond local arrangements. Developing partnerships with State, independent and Catholic schools to improve access to support community sport may be required.



FEMALE PARTICIPATION & FACILITY PROVISION

AFL and cricket female participation in the Region continues to grow. Since 2014, an additional 219 females (137% growth) have commenced playing AFL. Over the same timeframe, female cricket participation has grown by 102% with 191 new players. The Region has successfully assimilated female AFL and cricket players into mainstream competition structures and clubs with all project partner LGAs having female players in both sports. 296 females participated in cricket in Season 2016-2017 and 379 females in AFL.

Growth in female participation is being further accelerated by the success and promotion of the AFLW, Women's Big Bash League and strengthening of national pathways. These factors, combined with AFL Western District and Cricket Victoria's targeted female participation programs, will continue to promote interest in both games.

A new female youth competition was launched in Season 2017 through AFL Western District and Deakin University partnering to create the Deakin University Female Football League. This new competition for females aged 13-18 has now expanded for season 2018 to be a 10 team competition. Of more interest is that the League attracted an age group of participants that traditionally abandons sport for other pursuits such as work and study.

From a national survey of AFL clubs, participants and volunteers in 2015, lack of female friendly change rooms and amenities is one of the top three barriers to female participation. This was reinforced by the Victorian Government's "Safe and Strong, A Victorian Gender Equality Strategy 2016" which found that one of the factors impacting female participation rates in sport and recreation was a "lack of access to appropriate facilities. Many sporting facilities do not have female change rooms, are not accessible to women and girls, or are only available at inconvenient times."

The impact of female AFL and cricket into the future is still unknown. AFL Victoria female participation projections over the last three years have fallen well short of actual demand from girls and women wanting to play AFL at the grass roots level.

Where female participation continues to grow, competition structures will need to accommodate additional games. This can only be achieved through innovative scheduling of training and competition, including mid week hosting of games for female competitions, where ground usage capacity and night competition lighting (for AFL) is available. Consideration of umpire needs further highlights the value of provision of lighting to minimum standards and unisex rooms to ensure existing umpire numbers are supported and diversity is encouraged.

The high participation numbers for netball also needs to be recognised by providing facilities appropriate to current and future needs to attract and retain participants. This will ensure netball is viewed as a priority consideration for investment in the Region.

Ground access challenges across Victoria in the wake of female participation growth has strengthened collaboration and planned facility developments between Cricket Victoria, AFL Victoria and State Government with a number of joint school / sport projects now planned or in progress. This investment opportunity should be harnessed by project partners who are currently accessing school venues to support community sport.

Female friendly infrastructure grants available through AFL Victoria, Cricket Victoria and Sport and Recreation Victoria provide an opportunity for the Region to target change room upgrades based on existing and projected female participation. In recognition of the significant gap in female friendly infrastructure, an additional \$15M was committed by Sport and Recreation Victoria to the *Female Friendly Facilities Fund* in 2018.

Funding is also available to support investment into ground surfaces to address ground capacity issues in high needs areas of Victoria.

Cricket Victoria/Cricket Australia funding schemes to support infrastructure and participation include the *Growing Cricket for Girls Fund* and the *National Community Facilities Funding Scheme*. Netball Victoria's grants program includes the *Worksafe Club Safety Fund* and *Abel Sports Equipment Fund*.

Achieve agreed facility standards and functionality and maximise the use and carrying capacity of existing facilities

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
1.1 Guided by facility and participation data, develop asset management plans to guide incorporation into LGA capital works and renewal programs, and support funding processes and budgets. Prioritise facility renewal at those venues not currently meeting recommended provision levels or at sites with identified and potential female participation growth.	High	LGAs	LGAs	AFL Victoria, AFL Western District, Cricket Victoria, Netball Victoria & State Government
1.2 Prioritise change room upgrades for application to various grants programs to cater for unisex use.	High	LGAs	LGAs	AFL Victoria, AFL Western District, Cricket Victoria, Netball Victoria & State Government
1.3 Collaborate to bring grounds and netball courts with no or low lighting up to minimum standards and at Regional venues to night competition standard to support alternate fixturing	Medium	LGAs	LGAs	AFL Victoria, AFL Western District, Cricket Victoria, Netball Victoria & State Government
1.4 Warrnambool City Council, Netball Victoria and Warrnambool City Netball Association advocate for lighting provision to outdoor courts at Warrnambool Stadium.	Medium	Warrnambool City Council	Warrnambool City Council	Netball Victoria & Warrnambool City Netball Association
1.5 In line with the Victorian Cricket Infrastructure Strategy, conduct a review of the Region's current turf wicket provision levels and approach to management.	Medium	LGAs	LGAs, DELWP & Associations	Cricket Victoria
1.6 Support Cricket Victoria and AFL Victoria's current Turf Wicket Pilot Program aimed at identifying strategies and processes that can assist in addressing the challenge of turf wicket preparation prior to season commencement.	Medium	LGAs	LGAs, DELWP & Associations	Cricket Victoria
1.7 Continue to support innovative fixturing to increase reserve capacity.	Medium	AFL Western District, Netball Victoria & Associations	AFL Western District & Netball Victoria	LGAs, Clubs, Leagues & Associations
1.8 Encourage models that promote increased junior and senior club connectedness such as dual turf / synthetic pitch ovals which also increases ground capacity and availability (e.g. juniors in the morning and seniors in the afternoon).	Medium	Cricket Victoria & Netball Victoria	Cricket Victoria & Netball Victoria	LGAs, Clubs, Leagues & Associations

Achieve agreed facility standards and functionality and maximise the use and carrying capacity of existing facilities

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
1.9 Explore all opportunities to advocate for access to facilities and long term partnerships with schools.	Medium	AFL Victoria, Cricket Victoria & Netball Victoria	AFL Victoria, Cricket Victoria & Netball Victoria & Schools	State Government, LGAs, Clubs, Leagues & Associations
1.10 Sport to continue to collaborate with the School Building Authority to identify opportunities for school facility access, joint investment and consideration of sports' needs in building design.	Medium	AFL Victoria, Cricket Victoria & Netball Victoria	AFL Victoria, Cricket Victoria & Netball Victoria & Schools	State Government, LGAs, Clubs, Leagues & Associations
1.11 Promote and communicate what infrastructure a community club facility needs, and what is critical to AFL, cricket and netball.	Medium	AFL Western District, Cricket Victoria & Netball Victoria	AFL Western District, Cricket Victoria & Netball Victoria	LGAs, Clubs, Leagues & Associations
1.12 Encourage cultural change at the local level to support acceptance of non traditional venues for pre-season training and co-tenancy of facilities.	Medium	AFL Western District, Cricket Victoria & Netball Victoria	AFL Western District, Cricket Victoria & Netball Victoria	LGAs, Clubs, Leagues & Associations
1.13 Support land owners/managers to manage the carrying capacity of existing playing fields with high use through education and resourcing. This includes increasing education on ground maintenance and turf wicket management requirements and best practices to local clubs.	Medium	AFL Western District & Cricket Victoria	LGAs & Clubs	AFL Western District & Cricket Victoria
1.14 At the local level and where there is declining demand, LGA's consider rationalisation of facilities as part of overarching recreation / open space strategies.	Medium	LGAs	LGAs	State Government, AFL Western District, Cricket Victoria & Netball Victoria
1.15 Reference Universal Design Principles as outlined in SRV's Design for Everyone Guide for all new and existing facility upgrades.	Ongoing	LGAs	LGAs	State Government, AFL Western District, Cricket Victoria & Netball Victoria



PRIORITY 2

Plan and develop regional facilities, considering regional needs, innovation in facility provision and support for talent pathways, programs and competitions

Regional level facilities may provide a more sustainable direction for developing sports facilities. Efficiencies can be created through co-location of sports and other activities, shared facilities, overheads, financial contributions and administration functions, maximising stakeholder return on investment.

Where collaboratively planned, facility provision at this higher level can also assist local stakeholders to avoid venue duplication where catchment areas and service markets overlap.

HOW CAN PRIORITY 2 BE ACHIEVED?

Delivery of Priority 2 can be achieved through:

- Collective support of identified regional level projects
- Planning facilities that include talent pathway requirements
- Facility and amenity upgrades that consider unisex and Universal Design, capacity for club growth, lighting and regional facility needs to support finals and community events
- Continue to support innovation in facility design and ground surface provision where relevant

VALUE OF INVESTING IN REGIONAL LEVEL FACILITIES

LGAs have a strong understanding and appreciation for the health and social benefits sport brings to their communities. Crucial to this is LGA commitment to providing access to quality facilities, coaching, training and talent pathways where funding and investment is available.

The social and economic benefits of regional facility provision extend beyond sport. Regional facilities have the potential to grow the sustainability of a region through promotion of the area as an attractive place to work and live, job creation through construction and venue operation, talent retention, sports promotion, health and wellbeing outcomes and associated social and community benefits. Regional venues draw facilities, sports, educational, entertainment and recreational activities into the one space. This avoids duplication of amenities and creates complimentary facilities within a network.

The economic benefits of hosting large regional events are generally known. At a community sport level, it is estimated that one regional League final provides an additional net economic benefit of almost \$250,000 to the host municipality. Generally amenities required to enable hosting of AFL and netball finals include site fencing, four change rooms, two umpire change rooms, two netball courts with associated player amenities, scoreboard provision, both ground surface and netball court surface in excellent condition, spectator amenities such as toilets and hard stand viewing areas and car parking availability.

This is particularly relevant when considering available and quality finals facilities for combined AFL-netball finals, where netball player and umpire amenities, spectator facilities and at times, court playing surfaces do not meet minimum preferred provision. Netball Victoria is committed to continuing advocacy for finals venues that ensure player, official and spectator access to quality amenities and courts.

With the growing divide between maintenance and renewal costs and LGA ability to meet these costs, the housing of several existing sports and community users in a 'hub' should be considered by the Region's LGAs and sport stakeholders.

As facility renewals are planned, consideration should be given to meeting regional level classification in key locations. This would better support clubs, leagues and associations to cater for finals, provide opportunity to secure regional level events providing economic and social benefits and create multi-user tenancy options.

Facilities classified as regional level or above equate to only 7% of all venues accessed by AFL, cricket and netball across the Region. This is reflective of State averages with only 7% of all venues in regional Victoria classified as regional level or above; indicative of both sport and LGAs focus for appropriate facility provision at the community club level as the first priority. Investment to regional level classification should only be considered at selected sites where the sport, community and economic benefits can be capitalised on.

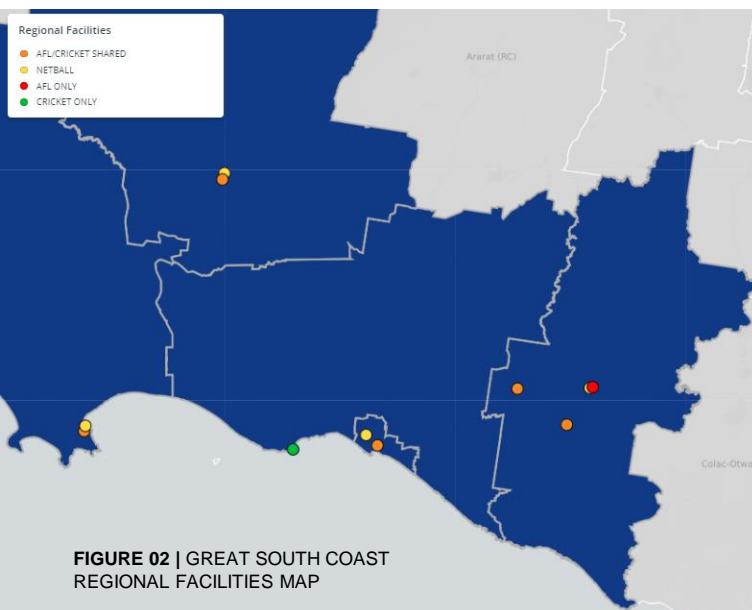


FIGURE 02 | GREAT SOUTH COAST REGIONAL FACILITIES MAP

Regional venues should not be developed at the expense of community facilities. Whilst Regional venues play an important function, they should not be the sole focus for investment. Local facilities are of equal importance to support club sustainability and harness social and community benefits

REGIONAL FACILITY PRIORITIES

Reid Oval

The key significant regional facility priority for the Great South Coast is the redevelopment of Reid Oval at Albert Park Reserve in Warrnambool. The vision for Reid Oval is to be recognised as the premier regional outdoor sports ground providing sport and recreation opportunities for Warrnambool and surrounding Great South Coast communities. Reid Oval will be developed as Warrnambool’s key destination for local, regional and higher level sporting events and competition, league and association finals. Its amenity and program provision should also see it become a destination that drives sports development in all community sectors.

This project is one of Warrnambool City Council’s Strategic Priority Projects. The first stage, completed in 2015, included improvements to netball facilities and a new electronic scoreboard.

A business case for the project was completed in July 2018, and was used by Warrnambool City Council as the key advocacy document to seek State Government funding. The business case outlined the following elements for the redevelopment project:

- Full renovation of the main oval playing surface, including the installation of drainage and automatic irrigation to improve capacity and management;
- Improvement of playing field lighting;
- Replacement of player and umpire amenities, public toilets and match day facilities;
- Improvement of spectator amenities and cricket practice facilities; and
- Provision for the Warrnambool and District Football Umpires, sporting administration offices and match day functionality.

An estimated \$12.5M will need to be secured through the State Government and stakeholder partnerships to fulfil the long-term vision and direction for Reid Oval.

As well as Reid Oval, Albert Park Reserve includes two other outdoor sports grounds, an outdoor equestrian facility, synthetic hockey pitch, a number of grass training areas, tracks and trails, playspace, croquet and bowls facilities, a table tennis stadium, club operated social facilities and a community garden.

The Reserve currently provides competition and training facilities for football, netball and cricket clubs playing in the Hampden Football Netball League, Warrnambool and District Football Netball League, Warrnambool and District Cricket Association, as well as the headquarters and training facility for the Warrnambool and District Football Umpires Association.

The presence of major social, community, entertainment and function facilities within the broader Albert Park Precinct make it a focal point for additional community use and activity beyond sport and recreation.

As the premier sporting venue for AFL, cricket and netball in the Great South Coast Region, Reid Oval is recognised as a critical project by the local community, regional stakeholders and State and national sporting bodies.

With limited capacity for investment from Warrnambool City Council, project outcomes cannot be achieved without financial commitment from all levels of government and sport, including local user groups.



Other Key Regional Projects

Cricket Victoria has a focus on creating Regional Cricket and Community Centres in identified locations to support talented player development. Up to 13 Regional Cricket and Community Centres have been identified for strategic delivery across Victoria. In conjunction with the Victorian Government, local government, education sector and cricket communities, Cricket Victoria is implementing a range of centres to support the delivery of the game. Cricket Victoria’s short term focus is on the State’s regional areas, including the Western Country Cricket Region (of which the Great South Coast is a part of).

This is represented by the Western Country Regional Cricket Hub development at Monivae College. The Hub will provide facilities capable of hosting State and regional level training and matches, deliver a cricket academy for students and promote female and indigenous participation. Long term the venue offering will expand to training camps, coaching accreditation and training courses, female specific State camps, player and coach appearances, provide a home base for Cricket Victoria staff, a training base for Hamilton District Cricket Association and Western Waves and increase employment opportunities in the Region.

As a recognised regional level venue in Corangamite Shire, \$200,000 of planned lighting improvements at Leura Oval will support amenity expectations to regional level classification. Further investment is required into unisex player and umpire change room amenities and netball court surface condition if preferred regional level provision is to be fully met. These upgrades would enable Leura Oval to adequately host League finals for both AFL and netball and ensure player and official comfort and safety.

This is similarly the case for Hanlon Park in Glenelg Shire, which also requires a \$620,000 lighting upgrade in 2018. Like Leura Oval, further investment in unisex player and umpire change rooms and netball court lighting is required if the venue is to attain full regional level facility standard.

Over \$440,000 of lighting and ground improvements have been delivered at Melville Oval, Southern Grampians only classified regional level venue. The venue supports junior football and netball, senior cricket finals and exhibition games and is the focus of a large town structure plan which is in development. An additional \$150,000 to support court upgrades is currently being invested at the site.

Netball court provision at three of the four Sub-Regional/Regional association netball venues is of a low standard and in poor condition. This impacts the capacity of these venues to satisfactorily host regional level netball events where player safety and high quality court provision, expected at this higher level of venue classification, cannot be assured. For example, the eight courts at Flinders Park (in Portland), are in poor condition and do not meet compliance requirements. This prevents the Shire from attracting higher level netball competitions and local associations from expanding their netball offering.

It is estimated that approximately 300 participants are lost to netball each year through a glut of numbers at football-netball clubs. Growing court capacity at Warrnambool Stadium through lighting to the outdoor courts would provide an opportunity to deliver alternate competition structures. Warrnambool City Netball Association and AFL Western District should consider partnering to identify competition options to harness those participants currently lost to netball. Structures could grow to “reserve” teams to accommodate players and provide mid week matches at Warrnambool Stadium. This is in preference to Saturday matches where existing court time availability is limited.

There is potential for investment at Deakin University to act as a regional overflow and support venue that compliments the Reid Oval redevelopment. There is also likely to be a requirement for some venues to act as relocation facilities during the Reid Oval Redevelopment construction period. Deakin University is well placed to take up such an opportunity. As Deakin University acts as the administration base for AFL Western District, serving a regional sports administration function, meeting their ongoing strategic requirements will be important. The presence of AFL Western District at the site allows for future scheduling and programming opportunities such as coaching and training clinics and to support league activities. Whilst the vision for Deakin Oval is to remain multipurpose, there is a willingness of all stakeholders around future engagement to define the role of Deakin University and continue to support AFL needs, particularly around the increased growth in female football.



INNOVATION

Continued innovation in facility and ground provision provides an opportunity for the Region to capitalise on best use of existing venues, grow capacity and provide amenities to an appropriate standard. LGAs indicated that their primary objective was to sustain participation and be innovative in achieving this through cost effective investment and reduction of ongoing maintenance costs.

Investment into modular change rooms to meet amenity shortages may be more cost effective for the Region than retrofitting of existing structures. Estimated cost for modular change rooms, which include two player and one umpire change room with toilets and showers, is approximately \$400,000. The AFL has worked closely with preferred providers to develop several design options ranging in price. This is to ensure installation is both cost effective for LGAs and meets unisex and accessibility requirements.

Many growth areas across Victoria are considering or have installed synthetic multi purpose fields to provide capacity to cater for growth. AFL and Cricket Australia endorsed synthetic fields offer the equivalent of three natural turf fields, cater for many sports and relieve the pressure on natural turf fields which are less likely to be impacted by overuse problems where synthetic is available.

Another alternate turf option is reinforced (hybrid) natural turf. This turf option is able to sustain wear, increasing carrying capacity from approximately 25 to 40 hours per week, has multiple uses and can be installed at approximately half the cost of a full synthetic field. Whilst current demand in the Region may not warrant full synthetic field or hybrid turf investment, redevelopment of existing playing fields should consider use of these materials in high traffic areas such as goal squares.

Pre-season training requirements and participation growth provides opportunity to identify public or open space areas that could also benefit from synthetic or hybrid turf installation to support access needs if required.

Provision of dual turf/synthetic pitch ovals is further opportunity to grow ground capacity whilst supporting club cohesion. Dual pitch ovals expand opportunities to schedule juniors, female and/or senior cricket all in the one day.

The use of LED lights for ground and court lighting provision is becoming the norm across Victoria. Whilst LED lighting attracts an additional 30-40% in capital costs from traditional metal halogen lights, use of this type of lighting future proofs lighting maintenance costs for decades, increases lighting life spans and ensures lighting uniformity across ovals. LED lights also provide dimmable options that ensure uniform lighting around the playing area and are user friendly reducing volunteer hours.

Facility renewal should also consider preferred regional level provision from the *AFL Preferred Facility Guidelines*, the *Netball Victoria Facilities Manual 2016* and Cricket Australia's *Community Cricket Facility Guidelines*. Whilst not mandatory, these guidelines were developed by sport to act as a guide for facility planning. They cover the full scope of amenity provision to create inclusive, cohesive environments and consider Universal Design principles and sustainability best practices. Upgrades to lighting and netball courts should also be in accordance with relevant National Standards.

Plan and develop regional facilities in key areas, considering regional needs, innovation in facility provision and support for talent pathways, programs and competitions

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
2.1 Support the redevelopment of Reid Oval to be the premier regional outdoor sports ground in the Great South Coast.	High	Warrnambool City Council	Warrnambool City Council	AFL Western District, Cricket Victoria, Netball Victoria & State Government
2.2 Collectively lobby for recognised regional priorities in this Strategy to maximise external funding support.	High	All Project Partners	LGAs	AFL Western District, Cricket Victoria, Netball Victoria & State Government
2.3 Support the development of the Western Country Regional Cricket Hub at Monivae College.	High	Cricket Victoria	Cricket Victoria, Monivae College, Southern Grampians LGA & State Government	Clubs & Associations
2.4 Advocate for outdoor netball court lighting provision at Warrnambool Stadium (in Warrnambool) and Flinders Park (in Portland) to grow court capacity and competition options.	Medium	Warrnambool City Council & Glenelg Shire Council	Warrnambool City Council & Glenelg Shire Council	Netball Victoria, Warrnambool City Netball Association, Portland Netball Association, State Government & Clubs
2.5 Identify opportunities for new competition structures at Warrnambool Stadium (in Warrnambool) and Flinders Park (in Portland).	Medium	Netball Victoria Warrnambool City Netball Association, Portland Netball Association, Glenelg Shire Council & Warrnambool City Council	Netball Victoria, Warrnambool City Netball Association & Portland Netball Association	Warrnambool City Council, Glenelg Shire Council & Clubs
2.6 If required, netball associations identify opportunities for new competition structures to support transitioning of players between football club based netball and association netball.	Medium	Netball Victoria, Netball Associations & LGAs	Netball Victoria, Netball Associations & LGAs	AFL Western District, Clubs & Associations
2.7 Innovations in facility materials and products to be considered by project partners to increase carrying capacity and reduce ongoing maintenance costs.	Ongoing	LGAs & State Government	LGAs	AFL Western District, Cricket Victoria, Netball Victoria, Clubs & Associations

Plan and develop regional facilities in key areas, considering regional needs, innovation in facility provision and support for talent pathways, programs and competitions

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
2.8 Continued collaboration in facility investment and planning with consideration of facility requirements from the <i>AFL Preferred Facilities Guidelines</i> , <i>Netball Victoria Facilities Manual 2016</i> and <i>Community Cricket Facility Guidelines</i> .	Ongoing	LGAs & State Government	LGAs	AFL Western District, Cricket Victoria, Netball Victoria, Clubs & Associations
2.9 Project partners reference principles outlined in SRV's <i>Design for Everyone Guide</i> and <i>Female Friendly Sport Infrastructure Guidelines</i> for facility upgrades and renewal.	Ongoing	LGAs & State Government	LGAs	State Government, AFL Western District, Cricket Victoria, Netball Victoria, Clubs & Associations



PRIORITY 3

Develop the capacity of clubs, their people and their culture

Support from State and regionally based sports associations to clubs is strong, particularly in game development, pathways and junior program delivery. Regionally based sports associations and leagues are actively working together to grow participation through a diversity of offerings including competitive and non-competitive options.

Like a number of regional areas in Victoria, projected population decline may impact sports participation. The continued partnership of LGAs with sporting bodies is critical if sport is to succeed, with sustainable clubs that continue to deliver the health, wellbeing and social outcomes derived from community club involvement.

HOW CAN PRIORITY 3 BE ACHIEVED?

Delivery of Priority 3 can be achieved through:

- Balance competitive and non competitive participation options
- Supporting volunteer capacity initiatives
- Shared delivery of club governance requirements between sport and regional sports assemblies
- Improve the alignment between the sports and schools to improve sports delivery and participation

BUILD CLUB CAPACITY

The ability of clubs to meet ever growing compliance expectations and attract and retain volunteers continue to be the two critical issues impacting club capacity and sustainability. Whilst sports' governing bodies and regional sports assemblies grapple to support clubs, the at times ad hoc approach to club education, combined with these increasing demands affects club volunteer capabilities. LGAs are also often forced to back fill club governance requirements which is outside their scope.

Sport does not exist without volunteers. Backed by regional sports staff and at times, paid club personnel, volunteers are integral to the delivery of club and game day operations and governance requirements. There is a need for sports administration bodies to review their support processes to clubs to better address these governance requirements. This will ensure volunteers are adequately guided through new challenges. A review of responsibility levels within sport, volunteer agencies and regional sports assemblies is recommended so deliverables between bodies are clearly understood. This would also avoid duplication in club education initiatives.

There is opportunity for partnerships between AFL, cricket, netball, volunteer agencies like Volunteer Connect and South West Sport to determine what club education programs are required on an annual basis and allocate sessions across stakeholders. Equitable delivery of programs across the Region's five LGAs should also be considered. This would reduce pressure on regional staff and encourage collaboration between sports at all levels. The Region's LGAs also provide a variety of programs to encourage and promote sport that regional sports staff could access. Collaboration to coordinate resources and share opportunities with sport programming and event delivery will enhance club development opportunities.

Club sustainability also directly relates to the people involved in running the club and they require ongoing assistance to grow their volunteer bases. This assistance could include:

- the creation of sporting 'hubs' across sports and committees to share volunteer resources;
- clearly defining volunteer expectations through position descriptions;
- coordinating "Volunteer Forums" or think tanks with the aim of identifying areas where volunteer work loads can be reduced; and
- accessing the range of services offered by volunteer agencies like Volunteer Connect including volunteer matching services.

Educating clubs on the value of paid administrators to relieve volunteer burden and enhance governance processes is also essential. Part time employment, traineeships or shared roles between clubs should be encouraged by regional sports bodies.

In many regional areas, clubs are the 'community', particularly those clubs that are based in small towns. Clubs generally understand their greater responsibility to provide leadership, add social worth and ensure healthy, accessible and inclusive sports environments. The social value of community clubs extends to providing a sense of community and belonging, reducing isolation, increasing community pride and improving physical and mental health and wellbeing.

Clubs will need to embrace diversity programs offered by their governing bodies to ensure all opportunities to support club sustainability are maximised. AFL Western District multicultural programs are focussing on supporting participation through dedicated diversity talent and school programs and implementation of Cultural Awareness training for clubs. Netball Victoria's Netball for All offers opportunities for priority populations to participate in netball, whether they come from multicultural, indigenous backgrounds or have a disability.

AFL Victoria's *Community Club Sustainability Program* provides tools to educate administrators, and players about the impact that match payments and player demands have on the viability of grassroots clubs. This Program has seen the implementation of a salary cap and player points system across Victorian leagues. AFL Victoria will continue to encourage the reduction of match payment budget allocations and long term, aim to see these allocations funnelled into more beneficial club outcomes such as facility renewal and operations.

Prioritisation of investment into facilities should consider clubs who, where possible, are actively committed to implementing diversity initiatives, who are working to a strategic plan with aligned financial management model and who have capacity to invest in facility upgrades. Clubs will need continued support with this to ensure strategic plans are developed and implemented to improve operational performance and guide facility renewal, financial and asset planning and management. To support investment prioritisation, a *Framework for Funding Allocation* has been developed as part of this Strategy (refer Appendix 3). This *Framework* considers identified facility need together with club governance, financial management, ability to support infrastructure investment and commitment to sports development initiatives and could be used by LGAs to determine infrastructure investment.



COMPETITION STRUCTURES

Guaranteeing sports participation into the future may be the greatest challenge faced by the Region. Competition structures will need to consider club and volunteer capacity and the impact on communities of club mergers and participation, particularly netball participation where amalgamations often means clubs are saturated with netball players.

Competition amongst differing sports limits their sustainability and ability to capture increased interest in emerging participation segments, such as female football and cricket. This is particularly important in smaller communities where availability of player numbers is reduced and competition can often require travel to regional centres. Sport will need to continue to collaborate on competition structures to ensure participation opportunities are capitalised on without impacting other female sports in the Region such as soccer, netball, basketball and hockey. However, the capacity of sport to schedule matches to cater for all cannot be expected to be boundless.

This is relevant with netball participation in Warrnambool where capping of team numbers in football-netball clubs results in potential players being lost to netball. Transitioning of players to Warrnambool City Netball Association, combining competition structures so players are still connected to their chosen football-netball club, expanding League competitions to “reserve” teams and cross promotion of competitions would harness these players and support both club and association sustainability. This could be further improved by accessing social competitions offered by Warrnambool City Netball Association such as Rock Up Netball for people aged over 15 years.

Enhancement of competition offerings between football club based netball and association netball should also be considered in other LGA areas where demand exists.

A further challenge is the retention of youth across AFL, cricket and netball. This is due to a lack of education and employment opportunities and ‘leaking’ of talented players to higher levels of competition, particularly to major regional and metropolitan areas. There is also disconnect between junior and senior sports and age hopping by participants between Leagues who offer different age structures. This impacts club connectedness and capacity of clubs to retain players between youth and senior competitions.

Retention strategies could be enhanced through establishing new competition structures, promotion of competition equalisation, improving pathway effectiveness and consideration of geographic and economic factors currently restricting and burdening some country football-netball and cricket clubs.

Consideration may need to be given to Sunday and evening competitions, offering introductory programs over alternate times and venues and changing match schedules for games. Participation needs to be fully tracked and understood so competition structures and options for modified participation can be reviewed and balanced against other competing participation opportunities, like interleague and elite tournaments which are traditionally held on weekends.

Refocusing structures to non competitive forms of participation will also be essential if clubs are to remain viable. Flexibility in local by-laws, offering modified formats and reductions in game and training times will encourage new participants to sport. Grassmere Cricket Association indicated that it was encouraging participation and attracting more players through shifting its focus from elite participation to enjoyment and social cricket. Through these measures the Association noted a trend in mature aged players returning to the game to participate with their sons and daughters.

AFL, cricket and netball are developing junior pathways through expansion of their school programs. These programs directly link schools to clubs and associations, support entry into formal participation and provide formal junior coaching accreditation programs. These should continue to be aligned under an association or league governed structure. This will minimise the loss of junior players to the game and encourage local people (particularly young people) to undertake training and education courses. Targeted recruitment of younger umpires to officiate junior fixtures will also allow for umpires to be trained at a young age, while increasing the potential pool of umpires into the future.

Develop the capacity of clubs, their people and their culture

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
3.1 Seek to provide a wider suite of AFL, cricket and netball programming that encourages non competitive participation. Ensure adequate support and resourcing is provided to local Leagues, Associations and clubs to assist with implementation of such programs/competitions.	High	AFL Western District, Cricket Victoria & Netball Victoria	Associations, Leagues & Clubs	LGAs
3.2 Conduct club "volunteer forum" within each municipality to identify opportunities to attract and retain volunteers and encourage alternate club operations models such as paid administrators.	High	South West Sport, AFL Western District, Cricket Victoria & Netball Victoria	South West Sport, AFL Western District, Cricket Victoria & Netball Victoria	LGAs, Associations, Leagues & Clubs
3.3 AFL Western District and Local Netball Associations continue to partner to review competition options that harnesses players currently lost to netball.	High	AFL Western District	AFL Western District & Local Netball Associations	Leagues & Clubs
3.4 Sport and South West Sport collaborate to determine annual club education requirements and share delivery of programs in an equitable manner across the region.	Medium	South West Sport, AFL Western District, Cricket Victoria & Netball Victoria	South West Sport, AFL Western District, Cricket Victoria & Netball Victoria	LGAs, Associations, Leagues, Clubs & Volunteer agencies
3.5 Encourage clubs to improve their governance administration, financial management and operational performance via South West Sport and State Sporting Association available resources.	Medium	South West Sport, AFL Western District, Cricket Victoria & Netball Victoria	South West Sport, AFL Western District, Cricket Victoria & Netball Victoria	LGAs, Associations, Leagues & Clubs
3.6 Expand delivery of schools programs, accreditation, education and junior umpiring programs to encourage participation.	Medium	AFL Western District, Cricket Victoria & Netball Victoria	AFL Western District, Cricket Victoria & Netball Victoria	Schools, Associations, Leagues & Clubs
3.7 Sport and LGAs meet twice yearly to better collaborate on sports development opportunities.	Ongoing	AFL Western District, Cricket Victoria & Netball Victoria	LGAs, AFL Western District, Cricket Victoria & Netball Victoria	Associations, Leagues & Clubs



PRIORITY 4

Continue to enhance the relationship between AFL, cricket, netball and government in the planning, provision and funding of facilities and programs

Strengthening relationships between sport and government provides a foundation to collaboratively plan best use of existing facilities, opens opportunities for multi-use across a number of sports and support sports development into the future.

If funding models, competition structures, facility access and sport delivery are to change, this collaboration will need to extend beyond current project partners to include other government sectors including Sport and Recreation Victoria, VicHealth and the Department of Education and Training.

HOW CAN PRIORITY 4 BE ACHIEVED?

Delivery of Priority 4 can be achieved through:

- Advocacy on changes to funding provision
- Establishing a local government reference group
- Sport continuing to collaborate on competition structures, facility access and provision and investment planning
- Annual State of Play reporting to understand current participation and facility demand
- Ongoing stakeholder collaboration post Strategy to review implementation and identified priorities

It is recognised that LGAs have a strategic commitment to providing for all sport and recreation in their area. Competing needs for asset maintenance and renewal, funding gaps and balancing club and community expectations, places LGAs under increasing financial pressure in a new era of rate capping in Victoria. LGAs are further challenged by a lack of understanding at the club level regarding core facility needs, preferred provision and what amenities are required to grow and sustain participation against provision that is 'nice to have'.

While not isolated to the Region, a number of aging, dysfunctional and non-compliant facilities are prohibiting club growth and programming opportunities. Current funding models do not meet investment need. It is acknowledged that female friendly, indoor stadium and community infrastructure funding streams were expanded for 2018-19 in the lead up to the 2018 Victorian State election. These however, are not ongoing commitments from State Government and do not support general maintenance expectations or meet investment estimates within this Strategy for player and umpire amenities, lighting or oval and court surface upgrades to meet minimum preferred provision.

Great South Coast LGAs are heavily reliant on the Country Football Netball Program (CFNP) and the Community Sports Infrastructure Fund (CSIF) to meet facility upgrade costs. Demands associated with funding application processes and facility provision expectations that generally sit well above minimum preferred provision, make these funding process taxing. They also add extra costs and workloads for LGAs and club volunteers.

Despite these barriers, LGAs will be challenged to meet infrastructure renewal gaps into the future where these funding programs are not extended. The Region's LGAs need to commit to establishing an advocacy group to work with State and Federal Government to review funding and better align funding and investment availability to current need. This includes options for LGAs to combine multiple funding streams, provision of alternate funding streams and support of investment that recognises current participation and supports 'retention and stability' not just participation growth.

If facility renewal gaps are to be met, LGAs will also be reliant on additional funding through clubs and peak sports bodies and sourcing alternate options such as sponsorship and commercial investment.

Beyond this Strategy collaboration between project partners should continue through the establishment of a local level Local Government Reference Group. This would be the key consultative group for issues affecting AFL, cricket and netball that relate to local government functions and services in the Region. Platforms for the Reference Group could expand to joint procurement, training and education reform for sport and recreation and preparation of joint businesses cases for investment into sport and recreation. Continuing to collaboratively plan facility renewal based on participation trends will maximise facility usage, provide opportunities for multi-use across a number of sports and support sports development into the future.

AFL Victoria, Cricket Victoria and Netball Victoria will need to continue to support investment into their sports through increased staff resources at the regional level and implementation of their respective facility strategies. Whilst AFL Victoria has taken the lead on regional planning across the State, both cricket and netball have now strategically committed to this form of facility planning with partnerships between the three sports where appropriate. Both AFL and cricket will also continue to develop and implement new funding programs that address key facility gaps such as female friendly provision.

Initiating annual State of Play Reports to ensure a collective understanding of participation trends across the Region will be essential to support prioritisation of facility investment that is based on identified need.

This will be enhanced by continued LGA support of the AFL Victoria and Cricket Victoria Local Government Forums to guarantee initiatives remain current and reflect changes in sports delivery and facility provision.

Continue to enhance the relationship between AFL, cricket, netball and government in the planning, provision and funding of facilities and programs

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
4.1 Establish an LGA Funding Advocacy Group to represent the Region's infrastructure funding requirements to State and Federal Government.	High	LGAs	LGAs	AFL Victoria, AFL Western District, Cricket Victoria & Netball Victoria
4.2 Implement a Great South Coast Local Government Forum to review the initiatives from the Great South Coast AFL, Cricket and Netball Regional Strategy and to act as a further consultative process for AFL, cricket and netball and LGAs in the Region.	High	LGAs	AFL Western District, Cricket Victoria & Netball Victoria	LGAs, Associations, Leagues & Clubs
4.3 Project partners work collaboratively to identify alternate funding streams to support infrastructure investment.	Ongoing	All Project Partners	LGAs & State Government	AFL Victoria, AFL Western District, Cricket Victoria & Netball Victoria
4.4 Project partners seek timely State Government support in the preparation of funding applications to ensure they are competitive.	Ongoing	All Project Partners	LGAs & State Government	AFL Victoria, AFL Western District, Cricket Victoria & Netball Victoria
4.5 LGAs continue to support AFL Victoria and Cricket Victoria Local Government Forums	Ongoing	AFL Victoria & Cricket Victoria	AFL Victoria & Cricket Victoria	LGAs
4.6 Initiate annual State of Play reports to ensure collective understanding participation trends, sports development and facility improvement activities.	Ongoing	AFL Western District, Cricket Victoria & Netball Victoria	AFL Western District, Cricket Victoria & Netball Victoria	LGAs, Associations, Leagues & Clubs
4.7 Project partners develop a reporting mechanism on outcomes from the Great South Coast AFL, Cricket and Netball Regional Strategy that will support future regional planning opportunities.	Ongoing	All Project Partners	All Project Partners	All Project Partners



5. STRATEGY IMPLEMENTATION



STRATEGY IMPLEMENTATION

Implementation of identified Strategic Directions will require collaboration, investment and a commitment of human resources from AFL Western District, AFL Victoria, Cricket Victoria, Netball Victoria, government and industry stakeholders.

IMPLEMENTATION ACTIVITIES

The following Implementation Plans are provided to guide sport and LGAs financial and human resource commitment into the future. By creating a focus on collaboration, planning, and support for key projects, sport can continue to build its capacity to realise many of the potential outcomes identified in this Strategy.

Competing investment priorities, funding pressures on local government and the broader focus of local government to support a range of sports in facility renewal and upgrade, will require sport bodies to continue to advocate for and on behalf of their interests in the Region.

Identification of funding streams beyond traditional funding partners and a coordinated approach to accessing funding will be critical to strategic outcomes. The Region's LGAs and AFL Western District, Cricket Victoria and Netball Victoria should look to implement a planned approach to State Government for funding provision, particularly relating to the Female Friendly Facilities Program, Better Indoor Stadiums Fund and State and Regional Level facility developments.

Other funding options available to achieve facility improvements will be the *Country Football Netball Program*, *AFL Victoria Female Facilities Change Room Fund*, *Growing Cricket for Girls Fund*, *Cricket Australia National Community Facilities Funding Scheme*, *Worksafe Club Safety Fund*, *Abel Sports Equipment Fund*, *LGA Capital Works Programs* and *Club contributions*. The *AFL Victoria Football Development Fund*, *VicHealth* and *Worksafe Programs* should be accessed to fill the gap in infrastructure upgrades generally overlooked by other funding bodies. Non traditional funding partners such as *Community Bank Programs*, commercial investment and sponsorship should also be investigated.

Strategic Directions are set out in a priority framework. However, annual goal and target setting and formal evaluation will be required by Strategy partners to ensure ongoing and consistent alignment with the sport and LGA objectives. Strategy implementation will also need to recognise and accommodate the differing decision making processes and priority assessment of each project partner and individual LGA budget outcomes.



IMPLEMENTATION RESPONSIBILITIES

AFL WESTERN DISTRICT AND REGIONALLY BASED CRICKET VICTORIA AND NETBALL VICTORIA STAFF

AFL Western District and regionally based Cricket Victoria and Netball Victoria staff will play lead roles in Strategy implementation and continued collaboration with project partners. They will need to drive collaboration between elite pathway stakeholders to identify facility investment and access options, support infrastructure projects, identify funding opportunities and coordinate sport development related initiatives. Regional staff commitment to the continued delivery of AFL, cricket and netball in a changing and potentially shrinking environment is critical.

Regional staff will need to participate in facility planning and provide information and advice to LGAs on participation trends, strategic directions and goal setting. This includes advocating for modified formats of their respective sports to sustain participation, encouraging the use of alternate venues for pre-season needs and providing support and advocacy during the relocation of clubs based at Reid Oval.

Implementation of female participation, introductory, school and junior program expansion and the transition of players between football club based and association netball will continue to be core development opportunities for sport to expand participation and grow their base.

LOCAL GOVERNMENT

Project partner LGAs have a core responsibility to support sport and recreation and infrastructure planning, facility renewal and improvement across all sports. LGAs will need to consider the implementation of Critical Actions and use Strategy directions to inform facility investment priorities, internal LGA planning, policy and capital works programs and securing partner investment.

Critical to Strategy success will be advocacy to State Government on funding options and continued commitment to collaboration with AFL Western District, Cricket Victoria and Netball Victoria regional staff to review Strategy objectives and priorities, utilising them as the basis for future facility planning and investment.

CLUBS AND ASSOCIATIONS

Clubs and associations will continue to remain the deliverers of AFL, cricket and netball services to their communities. Clubs and associations will need to adapt to the changing environment of sport, supporting game modification initiatives and other participation opportunities, considering alternate venues for pre-season needs and transition to multi-user facility options, implementing policies and processes from their State and Regional bodies and supporting facility renewal through both planning and direct investment.



AFL VICTORIA, CRICKET VICTORIA AND NETBALL VICTORIA

A key function for AFL, cricket and netball State sporting associations will be to ensure ongoing investment into regional staff to undertake their lead role in the Strategy's implementation. They will also need to provide advice on facility requirements that meet the sports' needs, identify new developments in sports infrastructure materials and technology that improves facility investment outcomes and continue to provide funding to support LGA investment in community facilities.

Managing state wide strategies that support participation projections, improved club governance, financial management and sustainability processes, maintaining strong partnerships with State and Federal Governments to support facility investment and, sourcing alternate venue options such as schools will also be essential to sustain participation. Continued support of the CFNP combined with harnessing opportunities for facility investment through existing relationships with State and Federal Government will be essential to support Strategy implementation.

State sporting associations will have key roles in assisting grass roots club sustainability, supporting competition and club structure reviews and ensuring state wide strategies for their sports are implemented.

STATE / FEDERAL GOVERNMENT

Government will play a key support role in the funding of strategic initiatives including potential for review of existing funding streams where possible. It will also be responsible for ensuring continued focus is provided on the delivery of Strategy actions for greater benefit of the Great South Coast community.

State Government also have a role as asset manager/owner and appropriate asset management principles should be adopted to ensure safe and relevant facilities for delegated asset managers and users.

As a funding partner, SRV's Community Infrastructure Team plays a key role during the design phase to develop facilities that are fit for purpose, consider environmentally sustainable and accessible design principles and serve the needs of the community.

SCHOOLS

Schools in the Region will have a key role in growing and sustaining participation through embracing participation and on site program opportunities provided by sport and supporting facility access and investment where gaps in provision exist at the local level.

MONITORING, MEASURING AND EVALUATING

To ensure stakeholders are successful in achieving mutual objectives in an efficient and effective manner, regular reviews of Strategic Directions are paramount. To this end the following implementation, monitoring and reporting system is provided for stakeholder guidance and participation in Strategy measurement.

GREAT SOUTH COAST AFL, CRICKET AND NETBALL REGIONAL STRATEGY	<ul style="list-style-type: none"> • Strategic Directions
RESOURCING	<ul style="list-style-type: none"> • Capital Works / Investment Program • LGA, AFL, Cricket and Netball staff and financial resources • Funding attraction
REVIEW	<ul style="list-style-type: none"> • Annual internal LGA review, priority setting and resource evaluation in line with Council Plan and annual budget • Football, Cricket and Netball staff and financial resources
REPORTING	<ul style="list-style-type: none"> • Great South Coast Local Government Forum • Integrate with broader LGA strategic planning • AFL Western District, Cricket Victoria and Netball Victoria visits to LGA for regular action plan review



HIGH PRIORITY STRATEGIC DIRECTIONS

The Great South Coast AFL, Cricket and Netball Regional Strategy has been prepared to guide the development of the three sports within the Great South Coast Region. It addresses a range of issues and provides direction regarding future infrastructure, building club capacity and enhancing relationships to sustain sport. It also makes recommendations regarding stakeholder roles and responsibilities.

To support the achievement of proposed objectives highlighted within this Strategy and to ensure the needs of sport and LGAs are met, **10 High Priority Strategic Directions** have been identified. These Strategic Directions should be used to inform each project partners long term planning. It is not expected that all project partners will be able to deliver all High Priority Strategic Directions in the short and medium term.

HIGH PRIORITY STRATEGIC DIRECTIONS

- | | |
|----|--|
| 1 | Guided by facility and participation data, develop asset management plans to guide incorporation into LGA capital works and renewal programs, and support funding processes and budgets. Prioritise facility renewal at those venues not currently meeting recommended provision levels or at sites with identified and potential female participation growth. |
| 2 | Prioritise change room upgrades for application to various grants programs to cater for unisex use |
| 3 | Support the redevelopment of Reid Oval to be the premier regional outdoor sports ground in the Great South Coast. |
| 4 | Collectively lobby for recognised regional priorities in this Strategy to maximise external funding support. |
| 5 | Support the development of the Western Country Regional Cricket Hub at Monivae College |
| 6 | Seek to provide a wider suite of AFL, cricket and netball programming that encourages non competitive participation. Ensure adequate support and resourcing is provided to local Leagues, Associations and clubs to assist with implementation of such programs/competitions. |
| 7 | Conduct club "volunteer forum" within each municipality to identify opportunities to attract and retain volunteers and encourage alternate club operations models such as paid administrators. |
| 8 | AFL Western District and Warrnambool City Netball Association continue to partner to review competition options that harnesses players currently lost to netball. |
| 9 | Support existing LGA funding advocacy mechanisms to represent the Region's infrastructure funding requirements to State and Federal Government. |
| 10 | Formalise and support a process for Great South Coast LGAs to review the initiatives from the Great South Coast AFL, Cricket and Netball Regional Strategy and to act as a further consultative process for AFL, cricket, netball and LGAs in the Region. |



APPENDIX 1 | CASE STUDY

Tyrendarra Recreation Reserve

Multi-user facility

Users:

Tyrendarra Football Netball Club,
Tyrendarra Cricket Club, Tyrendarra Tennis
Club & Tyrendarra P & A Society

Council:

Glenelg Shire Council

Tyrendarra Recreation Reserve is a community facility in the Glenelg Shire that has successfully negotiated shared tenancy between a number of users, AFL, cricket, netball, tennis and the local show society. Tenancy arrangements have resulted in considerable facility upgrades and maximised use at the Reserve, an example of community working together across competing interests to positively impact both facility investment and sports development outcomes.

The primary tenants at the Reserve are the Tyrendarra Football Netball Club, Tyrendarra Cricket Club, Tyrendarra Tennis Club and Tyrendarra P & A Society. The land is managed by DELWP and overseen by a Committee of Management, the Tyrendarra Recreation Reserve Committee. This Committee manages all aspects of the Reserve including fundraising and facility improvements. Each tenant club is a sub-committee to the over-arching Reserve Committee and are responsible for their own operational and governance requirements. Sub-committees pay a percentage into reserve maintenance and facility improvements and volunteer their services to support large community events hosted by the Reserve Committee, the funds of which are then funnelled back into the venue.

Some pitch cover and turf maintenance is completed by Glenelg Shire. However, as the Reserve operates under strong governance protocols with proactive, innovative community leaders, the Shire has minimal need for involvement in facility needs other than to provide in principle support to funding applications.

Facility upgrades are not only viewed as a win for tenant sporting clubs but also for the Tyrendarra community as a whole who benefit from the provision of high quality sport and recreational facilities. In 2014 the community celebrated the official opening of new \$320,000 netball and tennis courts. The facility upgrade included two new asphalt netball and tennis courts and two synthetic turf tennis courts with improved lighting and fencing. These courts are open for community and social use when not required for formal competition. More recently, the Reserve Committee was successful in their bid for \$50,000 of SRV funding to support unisex change room provision.

Being the centre of a small rural community and with a general overlap of club volunteers between tenant sports, users at the Tyrendarra Recreation Reserve enjoy positive relationships. This consistency in volunteerism provides benefits in facility management, maintenance and understanding of governance requirements.



Partnership Benefits:

- Collaboration between football, cricket, netball and community users
- Year round facility usage
- Improved facility provision
- Maximises funding opportunities
- Improved grounds management processes
- Transforming venue infrastructure into community sport and recreational activities, with the support of all user groups ensures maximum community utilisation and facility sustainability well into the future

APPENDIX 2 – STUDY LIMITATIONS



The proposed project methodology was endorsed by the PCG prior to the commencement of the Strategy. Although due diligence and a rigorous approach to analysis and data collection was undertaken by project consultants, a number of limitations to data have been identified.

The scope of the project was to focus on AFL, cricket and netball infrastructure within the Great South Coast Region and provide meaningful analysis on existing and projected regional and local AFL, cricket and netball participation, facility and development information.

AFL PARTICIPATION DATA

AFL participant data was provided by AFL Victoria and reflects registrations for Season 2017.

NETBALL PARTICIPATION DATA

Netball participant data for both club based and Association based netball was provided by Netball Victoria and reflects registrations for season 2017. Changes in Netball Victoria registration online processes have resulted in improved data capture since 2014. This impacts trend analysis as data prior to the 2014 does not accurately reflect all known netball participation in the Region.

It is also noted that netball participation is not restricted to one club or association with players often participating in both programs. This again affects participant data with some participants having both a “primary” registration to identify where they initially registered and then multiple “secondary” registrations.

CRICKET PARTICIPATION DATA

Cricket participant data was provided by Cricket Victoria reflects registrations for season 2016-17.

ANALYSIS

To provide a full understanding of population, penetration and participation projections, analysis has been conducted on all known participant data across project partner LGAs, regardless of club, league or association affiliation. Analysis has been provided based on age and gender cohorts. Participant data also does not include school participation.

POPULATION AND FACILITY DATA

Population and penetration analysis has been based on population data grouped by recognised player categories. Population and demographic information has been sourced through the Department of Environment, Land, Water and Planning Victoria in Future 2016 data release. This was to ensure consistency in population data between project partner LGAs, as not all LGAs subscribe to online population forecasting tools such as forecast.id.

Facility location data and renewal / development investment information was sourced from AFL Victoria, Netball Victoria, Cricket Victoria and from available LGA information.

Whilst every effort has been made to address potential gaps and limitations in these areas, readers should be mindful of these factors when considering this document and the key focus areas and issues presented.

APPENDIX 3 | FRAMEWORK FOR FUNDING ALLOCATION

The following table outlines proposed club management, participation and governance ratings to determine priorities in funding allocation. It is suggested that this Framework be applied where facility upgrade requirements are similar between a number of clubs, but LGA investment capabilities are limited and cannot support all investment requirements simultaneously, or through the one funding pool.

COMPONENT / CAPABILITY	WEIGHTING	CLUB RATING
1. Facility condition rating from the Great South Coast Regional AFL, Cricket and Netball Strategy	35	
2. Club has the ability to financially co-contribute (financial and/or in kind) to identified infrastructure upgrade.	15	
3. Club has a detailed five year strategic plan and produces, operates and reports to an annual budget.	15	
4. Club has implemented the required policies and procedures as set by AFL Victoria, AFL Western District, Cricket Victoria, Netball Victoria, Association, Leagues and LGAs.	10	
5. Club supports diversity (for example youth and/or senior female AFL or cricket team, FIDA, AAA, indigenous players or male netball participants).	10	
7. Club is aligned with or supports NAB AFL Auskick Centre, Junior Blasters, T20 Blast – Master Blasters and/or NetSetGO.	5	
8. Club actively participates in industry training, club development and accreditation initiatives.	5	
9. Club is financially up to date with relevant Council accounts.	5	
TOTAL	100	/100

APPENDIX 4 | FACILITY CLASSIFICATIONS AND IDENTIFIED GAPS

Classifying facilities is important when assessing provision against proposed facility use. Classification provides direction for the development of new facilities and/or those being considered for renewal and ensures facility provision is fit for purpose.

AFL

AFL Victoria's *Heartland Strategy* recognises that the principle purpose of a local facility is to accommodate local club level programs and competitions.

State level facilities primarily service VFL and TAC Cup being the second highest level of competition below the AFL competition. These facilities are also used for competition finals as they are maintained to a showcase level, offering a higher standard of amenities with perimeter fencing and the capacity to cater for larger crowds.

Regional level facilities service a collection of suburbs or geographic areas within a municipality and usually cater for more than one code or activity. These facilities ideally have perimeter fencing to restrict vehicle and pedestrian access, amenities with capacity to host competition finals and have oval surface quality maintained to a high standard.

In order to meet the **preferred minimum local level facility requirements**, core facility amenities should reflect minimum provision as outlined in the *AFL Preferred Facilities Guidelines*. Priority weighting has been given to amenities and infrastructure that have the greatest influence and directly impact on football participation, competition requirements and growth. These include:

- capacity for player and umpire change rooms to cater for female participation through the provision of pan toilets and lockable shower cubicles;
- lighting provision is to minimum training standards (50 lux level);
- pavilion (social rooms) meet the recommended size of 100m² to facilitate social interaction, support club growth and club sustainability; and
- the overall condition of the change rooms, ground surface and pavilion rated as "moderate" (considerable wear but still comfortable for users).

NETBALL

Netball Victoria's *Facilities Strategy* establishes a facility hierarchy for netball and standards for indoor and outdoor courts. Classifications relevant to netball provision in the Region are detailed below. When considering court provision it should be noted that specific netball activities should only be held on Regional level or above indoor courts (e.g. National Titles, Regional Victorian Netball League and Zone Academy).

Regional level facilities offer 8+ courts and are capable of hosting Association Championships and State titles. These facilities ideally have high quality, larger sized player and umpire rooms, accessible public amenities with baby change area, minimum 100m² social room and administration areas. Courtside spectator, team and official shelters, compliant courts and lighting to standard are also essential.

Sub-Regional facilities have 4-7 courts and support local competition and finals through to School Championships. Preferred amenity provision is the same as regional level venues, however smaller room sizes are stipulated for player and umpire rooms and social rooms. Court and court amenity provision remains the same as a regional venue however, lighting to standard is desirable.

Local level activities range from modified games and programs, league and association training and competition and community use. **Preferred minimum provision** at the local level includes:

- 2 compliant courts with surface in "moderate" condition (considerable wear but still playable) ;
- lighting provision is to minimum training standards (100 lux level for outdoor courts and 300 lux level for indoor courts); and
- provision of player and umpire amenities in "moderate" condition (considerable wear but still comfortable for users).



FACILITY CLASSIFICATIONS AND IDENTIFIED GAPS

CRICKET

Cricket Australia's Community Cricket Facility Guidelines establishes a facility hierarchy model for community cricket venues as follows:

Premier / Regional: cater for home and away fixtures for Premier Cricket (including District/Grade), regional training for pathway squads and programs and host event / carnival venues for state and regional programs and local finals.

Club (Home): services home and away fixtures for local, Association, metropolitan and country cricket, local club training, facilitating school to club connectivity and provides opportunities for Cricket Blast and modified programs.

Club (Satellite): these are overflow venues away from a club's main home ground that support junior, school and senior club cricket competition (primarily match day use) and formal and informal social cricket use. Venues typically include parks, recreation reserves and schools and often shared venues for broader community use and access.

Preferred minimum provision to assess cricket amenities includes:

- capacity for player and umpire change rooms to cater for female participation through the provision of pan toilets and lockable shower cubicles;
- pavilion (social rooms) meets the recommended size of 100m² to conduct social events and promote social interaction to support inclusive club cultures;
- the overall condition of the change rooms, ground surface and pavilion rated as "moderate" (considerable wear but still comfortable for users);
- Cricket training nets condition rated as "moderate" and number of training nets provided is a minimum of three nets for a "club home" ground; and
- Synthetic wicket meets the preferred length (25m to 28m) and width (2.4m to 2.8m) and is in "moderate" condition being suitable for play.



FACILITY CLASSIFICATIONS AND IDENTIFIED GAPS

The Current Facility Classifications and Identified Gaps chart located on pages 60 to 65 of this Report, detail facility condition and provision based on audit outcomes.

The chart groups venues into one of four categories following assessment against preferred minimum provision from the *AFL Preferred Facilities Guidelines*, *Netball Victoria Facilities Manual* and *Cricket Australia's Community Cricket Facility Guidelines*.

Facility condition categories are:

- **Facility Gaps:** core amenity provision is below AFL, cricket or netball's *preferred provision* according to facility classification;
- **Local:** venue meets preferred minimum provision for Local level classification;
- **Regional:** venue meets preferred minimum provision for Regional level classification; and
- **State:** venue meets preferred minimum provision for State level classification.

Generally the majority of facilities across the Region have been identified as requiring some improvement, in order to reach their identified hierarchy classification.

It is important to note that facility ratings reflect a point in time.

Whilst facility information was collected by AFL Western District Commission, Cricket Victoria and Netball Victoria staff, further review is required by all project stakeholders prior to formalising commitments to infrastructure upgrades and/or renewal and determining strategic directions for the Great South Coast Region.

Upgrades to existing club facilities should aim to address preferred provision from the *AFL Preferred Facility Guidelines*, *Cricket Australia's Community Cricket Facility Guidelines* and *Netball Victoria Facilities Manual* with collective investment from the sport, government, clubs and other funding partners.




Improvements in these areas are likely to have a positive effect on increasing venue capacity, encouraging growth in participation, maximising facility usage and accommodating diversity.

CORANGAMITE LGA

CURRENT FACILITY CLASSIFICATION & IDENTIFIED GAPS
JUNIOR/SCHOOL & LOCAL LEVEL/COMMUNITY CLUB FACILITIES

JUNIOR / SCHOOL LEVEL CLASSIFICATION		LOCAL LEVEL/COMMUNITY CLUB CLASSIFICATION	
FACILITY GAPS	SATISFACTORY	FACILITY GAPS	SATISFACTORY
Timboon P12 School (CR, CTN, SW)		Boorcan Recreation Reserve (CR, UR, CTN, SW)	Princetown Recreation Reserve
Cobden Technical School (CR, UR, CTN, OS, SW)		Camperdown Lakes Recreation Reserve (CR, UR, CTN)	
Cobden Technical School 2 (CR, UR, CTN)		Camperdown Showgrounds (CR, UR, OS, CTN)	
		Ecklin Recreation Reserve (CR, UR, CTN)	
		Pomborneit Recreation Reserve (CR, UR, CTN, SW)	
		Port Campbell Recreation Reserve (CR, CTN)	
		Terang Cricket Ground (CR, UR)	
		Derrinallum Recreation Reserve (CR, UR, SW, CTN)	
		Lismore Recreation Reserve (CR, UR, FL, NL, SW, CTN)	
		Noorat Recreation Reserve (CR, UR, FL, NL, SW, CTN)	
		Simpson Recreation Reserve (CR, UR, FL, NL, SW)	
		Skipton Recreation Reserve (CR, UR, FL, NL, SW)	
		Timboon Recreation Reserve -F (CR, UR, FL, NL)	

LGA COLOUR CODE

	AFL only venue
	Cricket only venue
	AFL/Cricket shared

CODES IDENTIFYING FACILITY GAPS

The following abbreviations have been applied to facilities where there is a gap in facility amenities, highlighted under FACILITY GAPS. This is according to outcomes of facility audits conducted in May-August 2017. Audit information was rated against preferred provision from the *AFL Preferred Facilities Guidelines*, *Cricket Australia Community Cricket Facility Guidelines*, *Netball Victoria Facilities Manual* and *Australian Lighting Standards*.

CR – Change Room (condition or not unisex)	CTN – Cricket Training Nets
FL – Flood Lighting (Oval)	MP – Main Pavilion
NF – Netball Facility	NC – Netball Court (condition or run off)
NL – Netball Lighting	OS – Oval Surface Condition
SW – Synthetic Wicket	UR – Umpire Rooms (condition or not unisex)
F – denotes female football or cricket played at venue	

CURRENT FACILITY CLASSIFICATION & IDENTIFIED GAPS JUNIOR/SCHOOL & LOCAL LEVEL/COMMUNITY CLUB FACILITIES

JUNIOR / SCHOOL LEVEL CLASSIFICATION		LOCAL LEVEL/COMMUNITY CLUB CLASSIFICATION	
FACILITY GAPS	SATISFACTORY	FACILITY GAPS	SATISFACTORY
		Heathmere Recreation Reserve (CR, UR, FL, NL)	
		Drumborg Recreation Reserve (CR, UR, SW, CTN)	
		Flinders Park (CR, UR, MP, OS, SW, CTN)	
		Tahara Recreation Reserve (CR, UR, CTN)	
		Wando Vale Recreation Reserve (CR, UR, MP, CTN)	
		Alexandra Park (CR, UR, FL, NF, NL, NC, CTN)	
		Cavalier Park (CR, UR, FL)	
		Dartmoor Oval (CR, UR, FL, NL, SW, CTN)	
		Henty Park (CR, UR, MP)	
		Heywood Recreation Reserve (CR, UR, FL, NL, SW, CTN)	
		Island Park (CR, NC, NF, CTN - under development)	
		Tyrendarra Football Netball Club (CR, UR, FL, CTN)	

LGA COLOUR CODE

- AFL only venue
- Cricket only venue
- AFL/Cricket shared

CODES IDENTIFYING FACILITY GAPS

The following abbreviations have been applied to facilities where there is a gap in facility amenities, highlighted under FACILITY GAPS. This is according to outcomes of facility audits conducted in May-August 2017. Audit information was rated against preferred provision from the *AFL Preferred Facilities Guidelines*, *Cricket Australia Community Cricket Facility Guidelines*, *Netball Victoria Facilities Manual* and *Australian Lighting Standards*.

CR – Change Room (condition or not unisex) CTN – Cricket Training Nets
 FL – Flood Lighting (Oval) MP – Main Pavilion
 NF – Netball Facility NC – Netball Court (condition or run off)
 NL – Netball Lighting OS – Oval Surface Condition
 SW – Synthetic Wicket UR – Umpire Rooms (condition or not unisex)
 F – denotes female football or cricket played at venue

CURRENT FACILITY CLASSIFICATION & IDENTIFIED GAPS JUNIOR/SCHOOL & LOCAL LEVEL/COMMUNITY CLUB FACILITIES

JUNIOR / SCHOOL LEVEL CLASSIFICATION		LOCAL LEVEL/COMMUNITY CLUB CLASSIFICATION	
FACILITY GAPS	SATISFACTORY	FACILITY GAPS	
Mortlake P-12 College (CR, UR, SW, CTN)		Caramut Recreation Reserve (CR, UR, FL, NF, NL, NC)	Killarney Recreation Reserve (CR, UR, SW, CTN)
		DC Farren Oval (CR, UR, FL, NL)	Mortlake Recreation Reserve (CR, UR)
		Gardens Oval - F (CR, UR)	Purnim Recreation Reserve (CR, UR, CTN)
		Hawkesdale Recreation Reserve (CR, UR, FL, NL, SW, CTN)	Wangoom Recreation Reserve (CR, UR, CTN)
		Macarthur Recreation Reserve (CR, UR, FL, NF, NL, SW, CTN)	Winslow Recreation Reserve (CR, UR, SW, CTN)
		Nirranda Recreation Reserve (CR, UR, FL, NL, CTN)	Woolsthorpe Recreation Reserve (CR, UR, SW, CTN)
		Panmure Recreation Reserve (CR, UR, MP, FL, NL, CTN)	Yambuk Recreation Reserve (CR, UR, CTN)
		Victoria Park (Koroit) (CR, FL, NL)	
		Woorndoo Recreation Reserve (CR, UR, FL, SW, NL)	

LGA COLOUR CODE

- AFL only venue
- Cricket only venue
- AFL/Cricket shared

CODES IDENTIFYING FACILITY GAPS

The following abbreviations have been applied to facilities where there is a gap in facility amenities, highlighted under FACILITY GAPS. This is according to outcomes of facility audits conducted in May-August 2017. Audit information was rated against preferred provision from the *AFL Preferred Facilities Guidelines*, *Cricket Australia Community Cricket Facility Guidelines*, *Netball Victoria Facilities Manual* and *Australian Lighting Standards*.

CR – Change Room (condition or not unisex) CTN – Cricket Training Nets
 FL – Flood Lighting (Oval) MP – Main Pavilion
 NF – Netball Facility NC – Netball Court (condition or run off)
 NL – Netball Lighting OS – Oval Surface Condition
 SW – Synthetic Wicket UR – Umpire Rooms (condition or not unisex)
 F – denotes female football or cricket played at venue

SOUTHERN GRAMPIANS LGA

CURRENT FACILITY CLASSIFICATION & IDENTIFIED GAPS JUNIOR/SCHOOL & LOCAL LEVEL/COMMUNITY CLUB FACILITIES

JUNIOR / SCHOOL LEVEL CLASSIFICATION		LOCAL LEVEL/COMMUNITY CLUB CLASSIFICATION	
FACILITY GAPS	SATISFACTORY	FACILITY GAPS	SATISFACTORY
Dunkeld Consolidated School (CR, UR)	Hamilton Recreation Reserve	Cavendish Recreation Reserve (CR, UR, FL, NF, NL)	
Good Shepherd College (Junior) (CR, UR, SW, CTN)	Mitchell Park	Dunkeld Recreation Reserve (CR, UR, FL, NL)	
Good Shepherd College (Senior) (CR, UR, SW, CTN)	Hamilton College	Glenthompson Recreation Reserve (CR, UR, FL, NL)	
Hamilton Primary School (Gray St) (CR, UR, SW, CTN)		Penshurst Recreation Reserve (CR, UR, FL, NL)	
Hamilton Primary School (CR, UR, SW, CTN)		Silvester Oval (CR, UR, OS, FL, NL)	
Monivae College** (CR, UR)		Balmoral Reserve (CR, UR, MP, FL, SW, CTN, NL)	
		Branxholme Recreation Reserve (CR, UR, FL, NL, CTN)	
		Pedrina Park - F (CTN)	
		Byaduk Recreation Reserve (CR, UR, CTN)	
		Kennedy Oval (CR, UR, CTN)	
		Pigeon Ponds Recreation Reserve (CR, UR, CTN)	
		Tarrington Recreation Reserve (CR, UR, MP, CTN)	
		Turnbull Street Recreation Reserve (CR, UR, CTN)	

LGA COLOUR CODE

- AFL only venue
- Cricket only venue
- AFL/Cricket shared

CODES IDENTIFYING FACILITY GAPS

The following abbreviations have been applied to facilities where there is a gap in facility amenities, highlighted under FACILITY GAPS. This is according to outcomes of facility audits conducted in May-August 2017. Audit information was rated against preferred provision from the *AFL Preferred Facilities Guidelines*, *Cricket Australia Community Cricket Facility Guidelines*, *Netball Victoria Facilities Manual* and *Australian Lighting Standards*.

CR – Change Room (condition or not unisex) CTN – Cricket Training Nets

FL – Flood Lighting (Oval)

MP – Main Pavilion

NF – Netball Facility

NC – Netball Court (condition or run off)

NL – Netball Lighting

OS – Oval Surface Condition

SW – Synthetic Wicket

UR – Umpire Rooms (condition or not unisex)




F – denotes female football or cricket played at venue

** Monivae College to be developed as new Western Region Cricket Hub

CURRENT FACILITY CLASSIFICATION AND IDENTIFIED GAPS JUNIOR/SCHOOL AND LOCAL LEVEL FACILITIES

JUNIOR / SCHOOL LEVEL CLASSIFICATION		LOCAL LEVEL/COMMUNITY CLUB CLASSIFICATION	
FACILITY GAPS	SATISFACTORY	FACILITY GAPS	SATISFACTORY
Brauer College Oval (CR, SW) - F		Friendlies Society Park – F (CR, NL)	
Allan Oval (CR, SW, CTN)		The Pond – F (CR, UR, FL)	
L.P Wenborn Oval (CR, UR, SW, CTN)		Brierly Reserve (CR, UR, MP, OS, CTN)	
		Harris Street Reserve (CR, UR)	
		Jetty Flat Reserve (CR, UR)	
		Jones Oval (CR, UR, FL)	
		Allansford Recreation Reserve - F (CR, UR, FL, CTN)	
		Bushfield Recreation Reserve - F (CR, FL, SW, CTN, NL)	
		Davidson Oval - F (CR, UR, FL, CTN)	
		Dennington Recreation Reserve** (CR, UR, FL, NF, NL, CTN)	** Improvement works underway on change and umpire rooms
		Mack Oval - F (CR, NF, CTN)	
		Merrivale Recreation Reserve (CR, UR, FL, NL, CTN)	
		Walter Oval (CR, UR, FL, NF, NL, CTN)	

LGA COLOUR CODE

	AFL only venue
	Cricket only venue
	AFL/Cricket shared

CODES IDENTIFYING FACILITY GAPS

The following abbreviations have been applied to facilities where there is a gap in facility amenities, highlighted under FACILITY GAPS. This is according to outcomes of facility audits conducted in May-August 2017. Audit information was rated against preferred provision from the *AFL Preferred Facilities Guidelines*, *Cricket Australia Community Cricket Facility Guidelines*, *Netball Victoria Facilities Manual* and *Australian Lighting Standards*.

CR – Change Room (condition or not unisex)	CTN – Cricket Training Nets
FL – Flood Lighting (Oval)	MP – Main Pavilion
NF – Netball Facility	NC – Netball Court (condition or run off)
NL – Netball Lighting	OS – Oval Surface Condition
SW – Synthetic Wicket	UR – Umpire Rooms (condition or not unisex)
F – denotes female football or cricket played at venue	

ALL GREAT SOUTH COAST LGAs

CURRENT FACILITY CLASSIFICATION AND IDENTIFIED GAPS REGIONAL AND STATE LEVEL FACILITIES

REGIONAL LEVEL CLASSIFICATION		STATE LEVEL CLASSIFICATION	
FACILITY GAPS	SATISFACTORY	FACILITY GAPS	SATISFACTORY
Cobden Recreation Reserve - F (CR, UR, FL, NL)		No State level facilities identified in the Region	
Terang Recreation Reserve (CR, UR, FL, NL)			
Leura Oval (CR, UR, FL, NL)			
Hanlon Park - F (CR, UR, FL, NL)			
Southcombe Park (CR, UR)			
Melville Oval - F (CR, UR, MP, CTN, NF, NC)			
Reid Oval - F (CR, UR, FL, CTN, NL, NC)			

LGA COLOUR CODE

	Corangamite – AFL/Cricket shared
	Corangamite – AFL only
	Glenelg – AFL/Cricket shared
	Moyne – Cricket only
	Southern Grampians – AFL/Cricket Shared
	Warrnambool – AFL/Cricket shared

CODES IDENTIFYING FACILITY GAPS

The following abbreviations have been applied to facilities where there is a gap in facility amenities, highlighted under FACILITY GAPS. This is according to outcomes of facility audits conducted in May-August 2017. Audit information was rated against preferred provision from the *AFL Preferred Facilities Guidelines*, *Cricket Australia Community Cricket Facility Guidelines*, *Netball Victoria Facilities Manual* and *Australian Lighting Standards*.

CR – Change Room (condition or not unisex)	CTN – Cricket Training Nets
FL – Flood Lighting (Oval)	MP – Main Pavilion
NF – Netball Facility	NC – Netball Court (condition or run off)
NL – Netball Lighting	OS – Oval Surface Condition
SW – Synthetic Wicket	UR – Umpire Rooms (condition or not unisex)
F – denotes female football or cricket played at venue	

APPENDIX 5 – CRITERIA FOR RATING AFL AND NETBALL AMENITIES AT FOOTBALL NETBALL CLUBS

FACILITY INFRASTRUCTURE AND AMENITIES

The following charts outline the ratings used throughout facility audits to determine what amenities a facility has and also the standard (condition, size, general provision) of these amenities. Ratings are based on the preferred minimum standards from the *AFL Preferred Facilities Guidelines*.

- The chart below is a summary of total points required for each amenity within a venue. The Key Findings Report provides full detail on minimum preferred provision and associated ratings for each amenity.
- Ratings shaded in light blue indicate that the amenity is below the preferred minimum provision for the nominated hierarchy level and highlights an area for upgrade / renewal.
- The Hierarchy percentage is the **Total Score** a venue receives based on scores within the **Summary of Amenity Provision**, against the **Total Possible Score** available based on the venue's hierarchy level. For example:
 - a Local Level venue that receives a total score of 67 will have a percentage of 64.4% ($67 / 104 = 64.4\%$)
 - A Junior Ground that has exceptional provision with a total score of 29 will have a percentage of 170.6% ($29 / 17 = 170.6\%$)
- The purpose of weighting percentages is to identify those venues that may have amenities above the preferred provision level for their nominated hierarchy.
- Ratings are only provided for **AFL** and **netball amenities** at **football-netball clubs**. Cricket and association netball do not have a rating system within their specific audit tool so no ratings are available. **Analysis without ratings has been provided on cricket and association netball provision in Appendices 6 and 7.**

SUMMARY OF AMENITY PROVISION																	
Hierarchy Level	Home Player Change Rooms	Away Player Change Rooms	Doctor / Gym	Umpire Amenity	Kitchen / Kiosk	Pavilion Clubroom	Playing Field	Field Lighting	Support & Public Amenities	Total Possible Score	Hierarchy %	Female Suitable Required?	Netball Facilities	Netball Lighting	Main Court Condition	Total Possible Score	Hierarchy %
State Level	23	19	4	12	4	28	57	20	15	182	100%	Yes	10	15	15	40	100%
Regional Level	20	16	0	12	3	22	49	15	13	150	100%	Yes	8	15	10	33	100%
Local club level	14	12	0	11	2	20	27	10	8	104	100%	Yes	6	10	6	22	100%
Junior Ground	0	0	0	0	0	0	12	5	0	17	100%	Junior ground – no preferred provision regarding netball amenities					
Primary/Secondary School Ground	0	0	0	0	0	0	12	0	0	12	100	School ground – no preferred provision regarding netball amenities					

Facility	Club at venue	Ownership	Hierarchy Level	Home Player Change Rooms	Away Player Change Rooms	Doctor / Gym	Umpire Amenity	Kitchen / Kiosk	Pavilion Clubroom	Playing Field	Field Lighting	Support & Public Amenities	Female Suitable	Hosts Female Cricket or AFL	Total Score	Hierarchy %	Netball Facilities	Netball Lighting	Main Court Condition	Total Possible Netball Score	Hierarchy %
Cobden Community Bank Recreation Reserve	Cobden FNC	State Govt	Regional	13	10	1	6	2	16	37	0	8	N	Y	93	62%	6	5	6	17	52%
Derrinallum Recreation Reserve	Lismore Derrinallum FC	Private	Local	12	10	0	5	2	12	37	15	5	N	N	98	94%	6	15	10	31	141%
Leura Oval	Camperdown FNC	State Govt	Regional	19	10	0	7	3	24	41	0	10	N	N	114	76%	8	5	15	28	85%
Lismore Recreation Reserve	Lismore Derrinallum FC	State Govt	Local	11	9	0	6	3	14	37	0	8	N	N	88	84%	6	5	6	17	77%
Noorat Recreation Reserve	Kolora-Noorat FNC	Private	Local	15	10	0	7	3	19	35	0	10	N	N	99	95%	8	5	10	23	105%
Simpson Recreation Reserve	Simpson FNC	State Govt	Local	13	8	0	2	2	21	40	0	5	N	N	91	87%	8	0	10	18	82%
Skipton Recreation Reserve	Skipton FNC	State Govt	Local	11	6	0	5	3	16	34	0	6	N	N	81	77%	6	5	10	21	95%
Timboon Recreation Reserve	Timboon Demons FNC	State Govt	Local	14	12	0	5	1	15	33	0	7	N	Y	87	83%	8	5	10	23	105%
Terang Recreation Reserve	Terang Mortlake FNC	State Govt	Regional	15	13	0	7	2	17	35	5	5	N	N	99	66%	6	5	6	17	52%

Note 1: Current Facility Condition Ratings are based on outcomes from facility audits conducted from May to August 2017.

Note 2: Hosts Female Cricket or AFL – green indicates female AFL/cricket players could access unisex netball amenities in short term. Blue indicates no unisex amenities available at venue.

Facility	Club at venue	Ownership	Hierarchy Level	Home Player Change Rooms	Away Player Change Rooms	Doctor / Gym	Umpire Amenity	Kitchen / Kiosk	Pavilion Clubroom	Playing Field	Field Lighting	Support & Public Amenities	Female Suitable	Hosts Female Cricket or AFL	Total Score	Hierarchy %	Netball Facilities	Netball Lighting	Main Court Condition	Total Possible Netball Score	Hierarchy %
Alexandra Park	Westerns FC	LGA	Local	13	10	0	8	2	19	36	0	6	N	N	94	90%	4	5	4	13	59%
Cavalier Park	South Portland JFC	LGA	Local	13	11	0	6	2	11	30	0	4	N	N	77	74%	No netball facilities or court				
Dartmoor Oval	Dartmoor FC	Private	Local	13	10	0	7	3	13	32	5	8	N	N	91	87%	8	5	10	23	104%
Flinders Park	North Portland JFC	LGA	Junior	10	8	0	5	1	0	20	0	3	N	N	47	276%	Junior ground netball not required				
Hanlon Park	Portland FNCC	State Govt	Regional	16	10	2	3	4	17	39	0	14	N	Y	105	70%	10	5	10	25	75%
Heathmere Recreation Reserve	Heathmere FC	State Govt	Local	11	8	0	5	3	16	37	0	11	N	N	91	87%	6	5	10	21	95%
Henty Park	Central JFC	LGA	Junior	9	7	0	5	1	0	24	0	2	N	N	48	282%	Junior ground netball not required				
Heywood Recreation Reserve	Heywood FC	State Govt	Local	16	15	0	6	2	16	33	5	9	N	N	102	98%	8	5	15	28	127%
Island Park	Casterton Sandford FNC	LGA	Local	15	10	2	10	3	21	40	15	13	N	N	129	124%	0	15	2	17	77%
Tyrendarra Recreation Reserve	Tyrendarra FNC	State Govt	Local	14	9	0	3	4	15	28	15	7	N	N	95	91%	8	10	15	33	150%

Note 1: Current Facility Condition Ratings are based on outcomes from facility audits conducted from May to August 2017.

Note 2: Hosts Female Cricket or AFL – green indicates female AFL/cricket players could access unisex netball amenities in short term. Blue indicates no unisex amenities available at venue.

Facility	Club at venue	Ownership	Hierarchy Level	Home Player Change Rooms	Away Player Change Rooms	Doctor / Gym	Umpire Amenity	Kitchen / Kiosk	Pavilion Clubroom	Playing Field	Field Lighting	Support & Public Amenities	Female Suitable	Hosts Female Cricket or AFL	Total Score	Hierarchy %	Netball Facilities	Netball Lighting	Main Court Condition	Total Possible Netball Score	Hierarchy %
Caramut Recreation Reserve	Caramut FNC	State Govt	Local	6	4	0	2	2	14	28	0	7	N	N	63	60%	2	5	4	11	50%
DC Farren Oval	Terang Mortlake FNC	State Govt	Local	11	9	0	5	1	10	40	0	6	N	N	82	78%	6	5	10	21	95%
Gardens Oval	Port Fairy FNC	LGA	Local	15	8	2	5	2	12	38	5	13	N	Y	100	96%	6	10	10	26	118%
Hawkesdale Recreation Reserves	Hawkesdale Macarthur FC	State Govt	Local	12	9	0	7	1	12	31	0	6	N	N	78	75%	6	5	6	17	77%
Macarthur Recreation Reserves	Hawkesdale Macarthur FC	State Govt	Local	14	10	1	6	1	15	31	0	4	N	N	82	78%	4	5	6	15	68%
Nirranda Recreation Reserve	Nirranda FNC	State Govt	Local	15	9	0	9	2	21	27	0	9	N	N	92	88%	8	5	15	28	127%
Panmure Recreational Reserve	Panmure FNC	State Govt	Local	11	7	0	4	2	13	34	0	9	N	N	80	76%	6	5	6	17	77%
Victoria Park	Koroit FNC	State Govt	Local	13	12	1	7	1	14	24	0	8	N	N	80	76%	10	0	6	16	73%
Woorndoo Recreation Reserve	Woorndoo Mortlake FC	State Govt	Local	14	12	0	5	2	12	25	0	4	N	N	74	71%	6	5	10	21	95%

Note 1: Current Facility Condition Ratings are based on outcomes from facility audits conducted from May to August 2017.

Facility	Club at venue	Ownership	Hierarchy Level	Home Player Change Rooms	Away Player Change Rooms	Doctor / Gym	Umpire Amenity	Kitchen / Kiosk	Pavilion Clubroom	Playing Field	Field Lighting	Support & Public Amenities	Female Suitable	Hosts Female Cricket or AFL	Total Score	Hierarchy %	Netball Facilities	Netball Lighting	Main Court Condition	Total Possible Netball Score	Hierarchy %
Balmoral Reserve	Harrow Balmoral FNC	LGA	Local	12	8	0	6	2	9	37	0	11	N	Y	85	81%	8	15	10	33	150%
Branxholme Recreation Reserve	Branxholme Wallacedale FC	State Govt	Local	14	11	0	7	4	14	30	0	6	N	N	86	82%	10	5	15	30	136%
Cavendish Recreation Reserve	Cavendish FNC	State Govt	Local	9	7	0	4	2	14	29	0	10	N	N	75	72%	4	5	10	19	86%
Dunkeld Recreation Reserve	Glenthompson Dunkeld FC	State Govt	Local	12	10	2	5	2	13	41	0	7	N	N	92	88%	8	5	15	28	127%
Glenthompson Recreation Reserve	Glenthompson Dunkeld FC	State Govt	Local	7	5	0	5	1	10	43	0	9	N	N	80	76%	6	5	6	17	77%
Melville Oval	Hamilton Kangaroos FNC	LGA	Regional	13	9	0	4	4	14	39	15	13	N	Y	111	74%	6	15	6	27	81%
Pedrina Park	Hamilton Junior Football League	LGA	Junior	15	13	2	7	1	0	25	0	5	Y	Y	68	400%	Refer Appendix 7 Netball Association Venue Analysis				
Penshurst Recreation Reserve	Penshurst FC	State Govt	Local	13	7	0	6	4	13	37	0	6	N	N	86	82%	10	5	15	30	136%
Silvester Oval	Coleraine FNC	State Govt	Local	12	9	0	7	4	14	28	0	12	N	N	86	82%	10	5	10	25	114%

Note 1: Current Facility Condition Ratings are based on outcomes from facility audits conducted from May to August 2017.

Note 2: Hosts Female Cricket or AFL – green indicates female AFL/cricket players could access unisex netball amenities in short term. Blue indicates no unisex amenities available at venue.

CURRENT FACILITY CONDITION RATINGS – WARRNAMBOOL

Facility	Club at venue	Ownership	Hierarchy Level	Home Player Change Rooms	Away Player Change Rooms	Doctor / Gym	Umpire Amenity	Kitchen / Kiosk	Pavilion Clubroom	Playing Field	Field Lighting	Support & Public Amenities	Female Suitable	Hosts Female Cricket or AFL	Total Score	Hierarchy %	Netball Facilities	Netball Lighting	Main Court Condition	Total Possible Netball Score	Hierarchy %
Allan Oval	Hawks JFC	Catholic School	Junior	9	7	0	5	1	0	13	0	2	N	N	37	217%	Junior ground netball not required				
Allansford Recreation Reserve* (McLean Oval)	Allansford FNC	State Govt & LGA	Local	12	10	1	5	4	20	34	0	12	N	Y	98	94%	10	15	15	40	121%
Bushfield Recreation Reserve	North Warrnambool Eagles FNC	State Govt	Local	15	8	0	8	1	13	39	0	5	N	Y	89	85%	8	5	10	23	104%
Brauer College	Brauer College	School	School	0	0	0	0	0	0	14	0	0	N	Y	14	117%	Junior ground netball not required				
Davidson Oval	Old Collegians FNC & Hawks JFNC	LGA	Local	11	7	0	2	1	21	37	0	7	N	Y	86	82%	10	10	10	30	136%
Dennington Recreation Reserve++	Dennington FNC	LGA	Local	10	6	0	6	2	16	35	0	2	N	N	77	74%	0	5	10	15	68%
Friendlies Society Park	South Warrnambool FNC	State Govt	Local	14	9	0	8	4	18	34	10	7	N	Y	104	100%	10	5	15	30	136%
Mack Oval	Russell's Creek FNC	State Govt	Local	11	7	0	9	1	15	39	5	3	N	Y	90	86%	4	10	10	24	109%
Merrivale Recreation Reserve	Merrivale FNC	LGA	Local	12	7	0	2	2	18	38	0	7	N	N	86	82%	10	5	10	25	114%
The Pond	Deakin University / Western District Commission	University	Local	11	12	0	5	1	14	31	0	4	N	Y	78	75%	8	10	10	28	127%
Walter Oval	South Rovers FNC	State Govt	Local	12	5	0	3	3	16	38	0	3	N	N	80	76%	4	5	10	19	86%

Note 1: ++Player change and umpire change room improvement works are underway at Dennington Recreation Reserve during 2018.

Note 2: Hosts Female Cricket or AFL – green indicates female AFL/cricket players could access unisex netball amenities in short term. Blue indicates no unisex amenities available at venue.

Note 3: Current Facility Condition Ratings are based on outcomes from facility audits conducted from May to August 2017.

Note 4: *Ubergang Oval is also located at Allansford Recreation Reserve and is used for Cricket only.

CURRENT FACILITY CONDITION RATINGS – GREAT SOUTH COAST REGIONAL FACILITIES COMPARISON

Facility	Club at venue	Ownership	Hierarchy Level	Home Player Change Rooms	Away Player Change Rooms	Doctor / Gym	Umpire Amenity	Kitchen / Kiosk	Pavilion Clubroom	Playing Field	Field Lighting	Support & Public Amenities	Female Suitable	Hosts Female Cricket or AFL	Total Score	Hierarchy %	Netball Facilities	Netball Lighting	Main Court Condition	Total Possible Netball Score	Hierarchy %
Cobden Community Bank Recreation Reserve	Cobden FNC	State Govt	Regional	13	10	1	6	2	16	37	0	8	N	Y	93	62%	6	5	6	17	52%
Leura Oval	Camperdown FNC	State Govt	Regional	19	10	0	7	3	24	41	0	10	N	N	114	76%	8	5	15	28	85%
Melville Oval	Hamilton Kangaroos FNC	LGA	Regional	13	9	0	4	4	14	39	15	13	N	Y	111	74%	8	15	6	29	88%
Terang Recreation Reserve	Terang Mortlake FNC	State Govt	Regional	15	13	0	7	2	17	35	5	5	N	N	99	66%	6	5	6	17	52%
Hanlon Park	Portland FNCC	State Govt	Regional	17	10	1	3	4	17	39	0	14	N	Y	105	70%	10	5	15	30	91%
Reid Oval	Warrnambool FNC	State Govt	Regional	12	7	2	6	1	14	26	0	9	N	Y	77	51%	10	15	10	35	76%

Note 1: Southcombe Park (Moynes) is considered a regional level cricket venue. As cricket does not have a rating system within their specific audit tool no ratings are available. Audit outcomes however, have identified gaps in change room and umpire room provision.

Note 2: Current Facility Condition Ratings are based on outcomes from facility audits conducted from May to August 2017.

APPENDIX 6 – CRICKET FACILITY ANALYSIS

CRICKET VENUES - REGIONAL FACILITY COMPARISONS – ON FIELD

GAME & PRACTICE FACILITIES	CRICKET VICTORIA COUNTRY REGION AVE	WESTERN COUNTRY REGION AVE	GREAT SOUTH COAST LGA AVE	WARRNAMBOOL CITY COUNCIL	CORANGAMITE SHIRE COUNCIL	GLENELG SHIRE COUNCIL	MOYNE SHIRE COUNCIL	SOUTHERN GRAMPIANS SHIRE COUNCIL
CONDITION								
Fence / Net Condition rating	69%	76%	81%	77%	85%	67%	84%	93%
Pitch condition rating (training nets)	68%	68%	68%	55%	67%	67%	74%	77%
Playing field condition rating	75%	78%	82%	72%	79%	75%	88%	95%
Synthetic / Non turf pitch condition (centre pitch)	65%	80%	82%	66%	81%	81%	86%	96%
Training net safety issues	42%	32%	29%	17%	67%	36%	14%	9%
LIFESPAN								
Playing field fencing	8.6 years	9 years	9.4 years	9 years	10 years	10 years	9 years	9 years
Net pitch surface (synthetic)	6.6 years	6 years	6.8 years	4 years	11 years	7 years	6 years	6 years
Main pitch surface (synthetic)	5.9 years	7 years	6.6 years	5 years	6 years	8 years	7 years	7 years
Training net enclosure roofing	7.5 years	7 years	7 years	6 years	9 years	8 years	7 years	5 years
Enclosure fencing / netting	7.5 years	8 years	7.4 years	6 years	10 years	8 years	7 years	6 years
Enclosure fence / netting protection	5.75 years	7 years	7.25 years	7 years	8 years	No assessment provided	8 years	6 years
PROVISION								
Sites (Country Region average)	103	115	15.6	15	19	12	15	17
Grounds (Country Region average)	128	130	18.2	18	20	14	18	21
Synthetic pitches (Country Region average)	78	87	12	9	14	11	15	11
Turf pitches (Country Region average)	39	38	5.4	9	4	3	2	9
All-seasons (Country Region average)	9	3	0.4	0	0	0	1	1
Other (Country Region average)	24	3	0	0	0	0	0	0
Multi-purpose training nets	10 (2%)	4 (4%)	0	0%	0%	0%	0%	0%
Pitches <2.4m width	73%	54%	31% of 40%	50%	67%	72%	10%	0%
Pitches <25m length	66%	63%	64%	56%	67%	84%	43%	72%
Grounds 50m or less	10%	8%	8%	17%	5%	0%	6%	10%
Outdoor practice nets	70%	77%	81%	80%	74%	92%	93%	65%
2+ training nets	64%	69%	76%	80%	56%	92%	87%	65%
Training nets off playing field	65%	66%	70%	83%	44%	82%	50%	91%

OFF-FIELD FACILITIES	CRICKET VICTORIA COUNTRY REGION AVE	WESTERN COUNTRY REGION AVE	GREAT SOUTH COAST LGA AVE	WARRNAMBOOL CITY COUNCIL	CORANGAMITE SHIRE COUNCIL	GLENELG SHIRE COUNCIL	MOYNE SHIRE COUNCIL	SOUTHERN GRAMPIANS SHIRE COUNCIL
CONDITION								
Main pavilion	66%	76%	77%	83%	75%	68%	89%	70%
Club player facilities	63%	72%	74%	75%	70%	55%	84%	85%
Umpire facilities	59%	71%	75%	100%	75%	43%	82%	75%
PROVISION								
# of Pavilions	76	96	13.2	13	16	12	14	11
# of change rooms	144	182	26.6	27	28	30	28	20
Change facilities	67%	79%	81%	87%	84%	92%	100%	41%
Female friendly (lockable) change rooms	10%	6%	10%	11%	9%	4%	18%	9%
Accessible pavilion entry	53%	58%	68%	62%	75%	33%	93%	75%
Accessible change room toilet	36%	45%	47%	84%	48%	17%	61%	25%
Umpire change rooms	31%	28%	30%	33%	21%	50%	40%	6%
Female friendly umpire change rooms	19%	25%	48%	80%	30%	11%	86%	33%
Internal storage	34%	39%	37%	46%	45%	13%	64%	17%
External storage	17%	42%	44%	38%	40%	7%	79%	58%

APPENDIX 7 – NETBALL ASSOCIATION VENUES ANALYSIS

LGA	Facility	Association	Hierarchy Level	Number of Player Amenities	Female Friendly	Amenity Condition	Separate Umpire Amenity	Pavilion Condition	# Courts	# Indoor Courts	# Outdoor Courts	# courts in poor condition	# below minimum run off	# Courts Lit to Standard
Corangamite	Camperdown Community Stadium	Camperdown & District NA	Sub-Regional	2	Y	Excellent	N	Good	6	2	4	0	2	2 (indoor) +*
Corangamite	Cobden Technical School Sports Stadium	Cobden Night NA	Local	1	N	Moderate	N	No Pavilion	2	2	0	1	2	2 lit+*
Corangamite	Terang and District Sport and Recreation Center	Terang & District NA	Local	2	Y	Moderate	N	Good	2	2	0	0	2	2
Glenelg	Flinders Park	Portland NA	Sub-Regional	2	N	Moderate	N	Moderate	8	0	8	8	8	8 lit+*
Glenelg	Island Park	Casterton & District NA	Local	1	Y	Excellent	N	Excellent	4	0	4	4	4	4 lit+*
Moyne	Nirranda Recreation Reserve	Nirranda & District NA	Local	2	Y	Excellent	Y	Excellent	3	0	3	0	0	3 lit+*
Moyne	Mortlake Recreation Reserve	Mortlake NA	Local	1	Y	Poor	N	Moderate	5	0	5	0	0	2 lit+* 3 no lighting
Southern Grampians	Pedrina Park	Hamilton NA	Regional	1	Y	Moderate	N	Moderate	9	0	9	9	9	9 lit+*
Southern Grampians	Queens Park	Coleraine Junior NA	Local	No player amenities			N	++	2	0	2	2	2	No lighting provided
Warrnambool	Warrnambool ARC (Indoor Courts)	Warrnambool City NA	Regional	4	Y	2x Good 2x Poor	Y	Good	5	5	0	0	2	5 lit+*
	10								0	10	10	10	No lighting provided	

Note 1: **Player Amenities at Cobden Technical School Sports Stadium could not be accessed at time of audit.

Note 2: ++Pavilion at Queens Park could not be accessed at time of audit

Note 3: +*Lighting is present at the venue but lux level is unknown

Note 4: Current Facility Condition Ratings are based on outcomes from facility audits conducted from June to October 2017.

APPENDIX 8 – PARTICIPATION AFL



ALL AFL PARTICIPATION (MALE AND FEMALE)

- Across the Great South Coast Region, there were 6,618 registered AFL participants during the 2017 Season.
- The highest participation rate was in the senior age cohort (18+ years), with 1,955 participants or 30% of total registrations. This is followed by the 10-14 years age cohort with 1,631 participants or 25% of total registrations.
- Participation has continued to grow across all LGAs with 15% growth in the Region since season 2015 (+875 participants).
- Nearly a third of participants are based in Warrnambool (33%) followed by Corangamite (20%) and then Glenelg, Moyne and Southern Grampians LGAs (all 16%).
- The recognised AFL participation ages are 5-39. Within this age cohort, the Great South Coast Region average penetration rate is 15.9% of the total population aged 5-39 years. This is well above the Victorian regional average penetration rate of 11.8%.
- Across all player categories the Great South Coast Region penetration rates generally sit at least 5% above Victorian regional average penetration rates.
- Penetration rates are also significantly higher than Victorian regional averages in some project partner LGAs.

AFL FEMALE PARTICIPATION

- There were 379 registered female football participants across the Great South Coast Region in season 2017. This was an increase of 183% from season 2016 (additional 245 females).
- The youth age cohort (age 15-19) attracted 117 new female participants to AFL in season 2017. This was through AFL Western District and Deakin University partnering to create the Deakin University Female Football League. This new competition for females aged 13-18 attracted teams from Horsham, Hamilton, Portland, Stawell, Warrnambool (three teams) and Warrnambool South.
- All project partner LGAs experienced growth in female football participation between season 2016 and season 2017. The most significant growth was in Warrnambool with 381% growth or an additional 118 females participating in football.
- Glenelg saw 223% growth (+49 participants), Moyne 161% growth (+29 participants), Southern Grampians 86% growth (+38 participants) and Corangamite 58% growth (+11 participants).
- The Region's average for female penetration is at 1.9% of the Region's female population aged 5-39. This is above the State regional female penetration average of 1.1%.

Refer to Figures 01 and 02 for further AFL participation information

FIGURE 01 | MALE GREAT SOUTH COAST FOOTBALL PARTICIPANT REGISTRATIONS SEASON 2017 (BY PLAYER CATEGORY AND LGA) AND CHANGE FROM 2016

LGA	AGE 5-9	AGE 10-14	AGE 15-19	AGE 20-39	AGE 40+	TOTAL	CHANGE FROM SEASON 2016
Corangamite	313	329	288	371	13	1314	+126
Glenelg	193	283	224	307	23	1030	+57
Moyne	240	211	191	388	26	1056	+77
Southern Grampians	263	214	217	337	30	1061	+75
Warrnambool	483	594	487	552	41	2157	+238
TOTAL	1,492	1,631	1,407	1,955	133	6,618	+573

FIGURE 02 | FEMALE GREAT SOUTH COAST FOOTBALL PARTICIPANT REGISTRATIONS SEASON 2017 (BY PLAYER CATEGORY AND LGA) AND CHANGE FROM SEASON 2016

LGA	AGE 5-9	AGE 10-14	AGE 15-19	AGE 20-39	AGE 40+	TOTAL	CHANGE FROM SEASON 2016
Corangamite	24	6	0	0	0	30	+11
Glenelg	32	19	20	0	0	71	+49
Moyne	27	19	1	0	0	47	+29
Southern Grampians	39	14	29	0	0	82	+38
Warrnambool	45	34	67	3	0	149	+118
TOTAL	167	92	117	3	0	379	+245

Source: AFL Victoria registered participant data to Season 2017

APPENDIX 8 – PARTICIPATION CRICKET



ALL CRICKET PARTICIPATION

- Across the Great South Coast Region, there were 3,378 registered cricket participants during the 2016-17 season.
- The highest participation rate was in the senior age cohort with 1,312 participants or 39% of total registrations.
- This is followed by the introductory and junior player categories with 1,507 participants or 22% of total registrations.
- Just over a quarter of all participants are based in Warrnambool (27%) followed by Moyne (23%), Corangamite (20%), Southern Grampians (19%) and Glenelg (11%).
- Cricket participation has generally remained steady with no significant change to overall participation numbers across the Region since the 2014-15 season.
- Whilst there has been a slight decline in male participation, this has been balanced against 102% growth in female participation (+191 participants). 296 females now participate in cricket.
- The Region's player penetration rate of 3.36% is above Cricket Victoria's Country Region average of 1.87% and State average of 1.6%.
- Based on current penetration rates, the Great South Coast Region is forecast to experience an increased market of 68 participants between 2016 and 2026.

ASSOCIATION CRICKET PARTICIPATION

- There are five recognised cricket associations based in the Great South Coast; Grassmere Cricket Association, Hamilton and District Cricket Association, Portland and District Cricket Association, South West Cricket Association and Warrnambool and District Cricket Association.
- Total participation for these five cricket associations in Season 2016-17 was 3,081 participants, representing 91% of all cricket participation in the region.
- The remaining 9% of cricket participants in season 2016-17 lived in the Region, but played for a cricket association based outside of the Region.
- Warrnambool District Cricket Association accounts for 37% of all cricket association participation. It is also the only cricket association to have enjoyed sustained growth, mainly through female participation. The Association has attracted an additional 105 female junior players (10-14 age cohort) since season 2014-15 .
- The four remaining cricket associations have had some minor participation decline ranging from -3.2% at Hamilton and District Cricket Association to -14% at Grassmere Cricket Association.
- Encouraging female participation, particularly through introductory programs, provides opportunity for these associations to grow their player base and support club sustainability.

Refer to Figures 03, 04 and 05 for further cricket participation information

FIGURE 03 | WARRNAMBOOL CITY COUNCIL FUNDS FOR ORDINARY MENTION GREAT SOUTH COAST CRICKET PARTICIPANT REGISTRATIONS SEASON 2016-2017 (BY PLAYER CATEGORY AND LGA)

LGA	AGE 5-9	AGE 10-14	AGE 15-19	AGE 20-39	AGE 40+	TOTAL	CHANGE FROM SEASON 2016
Corangamite	5	148	187	276	76	692	+1
Glenelg	2	53	107	170	53	385	-22
Moyne	21	180	156	289	119	765	-5
Southern Grampians	5	151	147	209	122	634	-22
Warrnambool	7	223	155	368	149	901	+15
TOTAL	40	755	752	1,312	519	3,378	-33

FIGURE 04 | FEMALE GREAT SOUTH COAST CRICKET PARTICIPANT REGISTRATIONS SEASON 2016-2017 (BY PLAYER CATEGORY AND LGA) AND CHANGE FROM SEASON 2016

LGA	AGE 5-9	AGE 10-14	AGE 15-19	AGE 20-39	AGE 40+	TOTAL	CHANGE FROM SEASON 2016
Corangamite	1	18	10	1	0	30	+8
Glenelg	0	4	11	18	1	34	-2
Moyne	9	25	26	2	1	63	+21
Southern Grampians	1	34	37	28	11	111	0
Warrnambool	2	46	8	2	0	58	+45
TOTAL	13	127	92	51	13	296	+72

FIGURE 05 | GREAT SOUTH COAST CRICKET ASSOCIATION PARTICIPATION TRENDS FROM SEASON 2014-15 TO SEASON 2016-2017

CRICKET ASSOCIATION	2014-15	2015-16	2016-17	CHANGE 2015-17	%AGE CHANGE
Grassmere Cricket Association	430	399	339	-60	-14%
Hamilton District Cricket Association	751	797	773	-22	-3.2%
Portland & District Cricket Association	278	266	254	-12	-4.3%
South West Cricket Association	652	607	568	-39	-6.0%
Warrnambool District Cricket Association	1028	1044	1147	+103	+10.0%
TOTAL	3,139	3,113	3,081	-58	-1.0%

Source: Cricket Victoria registered participant data to Season 2014-2015 to Season 2016-2017

APPENDIX 8 – PARTICIPATION NETBALL



ALL NETBALL TRENDS

- Across the Region, there were 5,032 registered netball participants in Season 2016. This was an 8% increase on participation numbers from Season 2015 (+337 participants).
- The highest participation rate is in the junior age cohort (age 10-14) with 1,554 participants or 31% of total registrations. This is followed by the senior age cohort with 1,209 participants or 24% of total registrations.
- 2.5% of all netball participants across the Great South Coast Region are male, with all project partner LGAs having at least 10 male netball participants in 2016. The highest male participation is in Southern Grampians LGA with 53 participants, followed by Corangamite (28 players), Glenelg (22 players), Warrnambool (12 players) and Moyne (11 players).
- Netball participation has continued to grow with +681 participants (16% increase) across the Region from seasons 2014 to 2016.
- Netball Victoria's average membership rate of total population for rural and regional Victoria was 3.2% of total population. At 6.7% of total population, the Great South Coast average membership rate for season 2016 sits well above the rural and regional State average.
- Penetration rates are also significantly higher than Victorian regional averages in some project partner LGAs.

ASSOCIATION NETBALL TRENDS

- There were 1,254 registered association netball participants across the Region in season 2016. This was a slight decrease of -202 participants from season 2015 spread across the junior, youth and senior age cohorts. The introductory program age cohort (aged 5-9) had a 7% increase in participation with +22 additional players.
- The highest participation rate is in the junior age cohort (age 10-14) with 464 participants or 36% of total registrations. This is followed by the introductory program age cohort with 356 participants or 28% of total registrations.
- Warrnambool City Netball Association accounts for 32% of all netball association participation. This is closely followed by Hamilton Netball Association with 30% of participants and Portland Netball Association with 20% of participants.
- 7% of all association netball participants are male (95 participants) with male participation spread across all player age categories. The highest male participation is in the Hamilton Netball Association with 54 participants.
- Both Casterton and District Netball Association and Terang and District Netball Association recorded no participants for season 2016. Compared to season 2015, this was a decline of -27 participants for Casterton and District Netball Association and -14 participants for Terang and District Netball Association.

Refer to Figures 06 and 07 for further netball participation information

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FIGURE 06 | ALL GREAT SOUTH COAST NETBALL PARTICIPANT REGISTRATIONS SEASON 2016
 (BY PLAYER CATEGORY AND LGA)

LGA	AGE 5-9	AGE 10-14	AGE 15-19	AGE 20-39	AGE 40+	TOTAL	CHANGE FROM SEASON 2015
Corangamite	245	316	247	239	58	1,105	+43
Glenelg	133	249	182	237	90	891	+92
Moyne	216	334	198	220	67	1,035	+87
Southern Grampians	162	272	159	227	71	891	+50
Warrnambool	140	383	233	286	68	1,110	+65
TOTAL	896	1,554	1,019	1,209	354	5,032	+337

FIGURE 07 | ALL GREAT SOUTH COAST ASSOCIATION NETBALL PARTICIPANT REGISTRATIONS SEASON 2016
 (BY PLAYER CATEGORY AND LGA)

Netball Association	AGE 5-9	AGE 10-14	AGE 15-19	AGE 20-39	AGE 40+	TOTAL
Camperdown & District NA (including Junior NA)	61	26	15	29	3	134
Casterton & District NA	0	0	0	0	0	0
Cobden Night NA	4	17	6	11	3	41
Coleraine Junior NA	11	0	0	0	0	11
Hamilton NA	107	155	46	66	19	393
Mortlake NA	31	0	0	0	0	31
Nirranda & District NA	0	1	2	8	1	12
Portland NA	41	81	50	55	32	259
Terang & District NA	0	0	0	0	0	0
Warrnambool City NA	101	184	41	52	35	413
TOTAL	356	464	160	221	93	1,294

Source: Netball Victoria registered participant data Season 2016

Note: Both Casterton and District Netball Association and Terang and District Netball Association recorded no participants for season 2016.



Value of a Community Football Club



Research Background

The Centre for Sport and Social Impact (CSSI) at La Trobe University was commissioned by AFL Victoria to determine the social value of a “typical” community football club; specifically its social, health and community impact.

Research Design

The research design comprised two stages:

1. Conducting nine case studies on the activities and outcomes of football clubs in various locations across Victoria developed through 110 in-depth interviews with club and community members; and
2. A survey sent to all members of AFL Victoria football clubs across the state (with 1677 returned) examining individual health, well-being, trust and social connectedness.

It is important to note that this research includes the views of people outside of football clubs. The research design deliberately sought to confirm the views of football club members with those in their communities in developing the case studies and comparing the results of the survey of football club members with the general community.

For every \$1 spent on a community football club, there is at least \$4.40 return in social value.



Social Return on Investment

The social return on investment for an average community football club indicates that for every \$1 spent to run a club, there is at least \$4.40 return in social value in terms of increased social connectedness, wellbeing, and mental health status; employment outcomes; personal development; physical health; civic pride and support of other community groups.

SROI is an increasingly accepted method for undertaking impact assessments, especially for community focussed organisations and has been identified by the Productivity Commission as a comprehensive method for social impact assessment. SROI is based on program logic – the process of identifying the inputs, activities, outputs, outcomes and impacts associated with an organisation.

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. Football clubs provide an environment where people are more socially connected at every age group compared to other Victorians. 2. Football clubs are 3 times more useful for developing social networks than work, education or other community group networks. 3. Football clubs provide club members greater social support than through their other social networks. 4. Football clubs help people develop skills in public speaking, problem solving, decision making, conflict resolution, and dealing with people from diverse backgrounds. 5. Football clubs provide individuals, particularly those aged 15 to 24, with significantly increased chances of securing employment via the social networks provided by the club. | <ol style="list-style-type: none"> 1. Football clubs are important and effective vehicles for delivering health and safety campaign messages for young people. 2. Individuals associated with a football club have a greater level of self-reported wellbeing at every age group compared to a sample of the Victorian population. 3. Individuals associated with a football club have higher levels of self-reported physical and mental health at most age groups compared to a sample of the Victorian population. 4. The self-reported mental health of people aged 18-24 associated with a football club is substantially higher than the general population; given the higher incidence of mental health issues among young people, it could be argued that 'football clubs help those at greatest risk of poor mental health'. |
|--|---|



Things that would suffer if my football club disappeared ...



'We joined this club when we moved; I didn't know a single person in the area so I can walk down the street and know lots of people.'

'You know the one thing about footy, whenever you meet up with someone you played footy with, you've always got something to talk about, it creates those lifelong connections with people.'

'My football club is like a second family to me and everyone involved with the club. Not only have I gained many lifelong friends, but I have role models who I look up to and have taught me so much since joining the club. Our club is a place where you can go to escape from normal everyday life and also confront your problems with the help of the people at the club.'



'Our club is the hub of our community. I have witnessed young boys who come from abusive homes and are disconnected from school and the community come to our club and feel part of a team. These boys learn respect, discipline, team work, responsibility, mate ship and a sense of belonging.'

'You can always be welcomed down at the football club – it doesn't matter who you are or what your background is.'

'My football/netball club brings the community together. Living in a country area, it is a place that allows everyone to catch up at least once a week, brings the family together and strengthens relationships.'

'I know from my own experience that I would not be in the career I am now if it was not for the contacts I made through football.'

1. Football clubs harness the collective energy of players, coaches, administrators, volunteers and supporters to not only deliver sport and social activities for members, but for their respective communities.
2. Football clubs are increasingly engaged with their communities, delivering a range of services such as school holiday clinics and health awareness programs in schools, while supporting other community groups' events and fundraising efforts, supporting health awareness and education campaigns, and supporting socially disadvantaged members of the community participate in football.
3. A football club's reach is significant and extends beyond its players, coaches, administrators and volunteers; for every 1 player, football clubs reach 10 people in their community, generating increased civic pride.
4. Football clubs are considered the hub of a community, particularly in rural and regional areas, are a focal point for community efforts in times of crisis and celebration, and are considered by club and community members as central to shaping the identity of a township or area.
5. Sponsors typically support community football clubs to assist them deliver community benefits rather than for commercial gain.
6. Football club leaders, on and off the field, are considered community role models.

Economic Outcomes

1. As highlighted under social outcomes, football clubs create direct employment opportunities for their communities.
2. Football clubs are large consumers within their own communities, supporting local businesses such as bakeries, cafes, hotels, butchers, restaurants and local trades people.
3. The average community football club in Victoria makes an annual economic contribution of \$630,000 (Street Ryan Economic Contribution Assessments of Australian Football).

It does not matter where you live, how long or how often you are involved in a football club, or what role you have (player, coach, volunteer, supporter) in the club, people associated with a football club experience greater social connectedness, wellbeing and self-reported physical and mental health.



A football club's reach is significant and extends beyond the players, coaches, administrators and volunteers within the club; for every 1 player, football clubs reach 10 people in their community.

Reach of football clubs

Community Activity Reach

- Primary school & school holiday clinics
- Facilitate football activities for disadvantaged and people with a disability
- Volunteers for community activities and individuals in need
- RSL ANZAC Day matches
- Education & awareness campaigns
- Fundraising events for charities and individuals in need
- Participation in local festivals

Social Reach

- Spectators at football games
- Football game day functions
- Attendees Thursday & Saturday night club meals
- Attendees at social functions – club members; extended friends/family; individuals

Football Club Members

Life members; Committee; Past player; Senior players; Junior player parents; Netballers; Social supporters

Sponsors and Partners

Local business partnerships such as bakery, butcher, hardware, tradespeople, local supermarkets, bank, stock feed, sports suppliers and gyms

Game Day Volunteers

Water carriers; Bar; BBQ; Canteen
Coaching staff and trainers

Committee Members (Volunteers)

President; Vice President; Secretary; Treasurer; Junior; Netball; General members

Players

- Senior football players
- Junior players
- Netball players
- Auskick
- Net Set Go



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5.2. ACTIVE WARRNAMBOOL STRATEGY DRAFT FINAL REPORT

PURPOSE

This report presents the draft final report from the Active Warrnambool Strategy to Council for consideration and recommends its release for public comment.

EXECUTIVE SUMMARY

- The Warrnambool Recreation Plan 2007-17 has concluded.
- Council received funding from Sport and Recreation Victoria to undertake a new sport, recreation and physical activity strategy for Warrnambool.
- The Strategy was developed by a combination of in-house work and consultants and overseen by a Project Control Group.
- Development of the new Strategy was underpinned by a significant level of community engagement.
- The draft final report for the Strategy – titled Active Warrnambool - has been completed incorporating 23 objectives and 72 actions.
- It is recommended that Council receives the draft final report from the Active Warrnambool Strategy, and approves its release for public comment.

MOVED: Cr. Robert Anderson

SECONDED: Cr. Kylie Gaston

That Council receives the draft final report from the Active Warrnambool Strategy, and approves its release for public comment as outlined in the report below.

CARRIED – 6:0

BACKGROUND TO THE STRATEGY

Warrnambool Recreation Plan 2007-17

The Warrnambool Recreation Plan 2007-17 (WRP) was endorsed by Council in 2008. The WRP incorporated an Action Plan based around the following seven key themes:

- Planning for Recreation
- Managing Recreation
- Improving existing recreation infrastructure
- Reviewing or relocating existing recreation facilities
- Developing new and/or additional recreation facilities
- Supporting clubs and organisations
- Developing new or improving existing public open space.

WRPs implementation scorecard shows that of the 84 recommended actions:

- 62 were achieved.
- 17 were progressed over the life of the Plan.
- 5 were not undertaken.

Apart from implementation of recommendations, the WRP has also produced broader outputs:

- Strategic direction to guide the work of the Recreation Unit.
- Secured a significant level of funding from the State Government with 58 projects completed over the past nine years. Council's direct investment of \$2,994,071 has resulted in expenditure of \$9,124,442 on Plan recommendations, with \$6,130,371 leveraged from external sources (Government grants, club contributions and philanthropic trusts). This demonstrates that for every Council dollar invested, approximately two external dollars were leveraged for project implementation.

The WRP was a ten-year plan and concluded in 2017. With most recommendations and actions from the WRP either completed or progressed, it was time to develop a new Plan.

Rationale for a new Strategy

A range of changes and considerations that support the timing for the new Strategy included:

- Development of strategic evidence-based data that provides information around benefits and outcomes that arise from participation in sport and active recreation.
- Responding to health and wellbeing trends evident in State-wide data and through Council's Health and Wellbeing Plan.
- Changes in local participation and demand.
- Ensuring the best use of resources and managing increases and changes in demand.
- Development of other internal and external strategies.
- Council was successful in securing funding from Sport and Recreation Victoria under its 2016/17 Community Sport Infrastructure Funding program to support developing a new Sport, Recreation and Physical Activity Strategy.

The aim behind the development of a new Strategy was to provide direction in response to changing sport, recreation and physical activity trends, and inform the service, infrastructure and programming needs for sport, recreation and physical activity in a growing regional city over the next ten years.

THE STRATEGY - ACTIVE WARRNAMBOOL

It was determined that the development of a new Strategy should occur in two parts:

2. Part A – Background
3. Part B – The new Strategy – engagement, issue and trend analysis, development of discussion papers and completion of the Strategy final report.

Project methodology – Part A

Part A was completed in 2017. The report from the first phase addressed the following project components:

- A demographic analysis for Warrnambool using data relevant to sport, recreation and physical activity provision.
- A literature review of current sport, recreation and physical activity participation trends, including present and future national and international sport, recreation and physical activity trends, and demonstrating how they will likely impact on provision in Warrnambool over the period of the new Strategy.
- A review of local government trends in relation to service provision in support of sport, recreation and physical activity provision, particularly in relation to Victorian regional cities.
- An audit of Councils historical (last ten years) and current delivery of sport, recreation and physical activity, including budget and resource provision, facilities, programs and supports provided.

- An audit of non-Council sport, recreation and physical activity providers in the city, outlining services provided and any overlapping or gaps in relation to Council provision.
- Identifying Council plans and policies that inform and/or impact on how and how well Council provides sport, recreation and physical activity.

Project Methodology – Part B

Part B of the project comprised the preparation of information and objectives and actions which constitute the Active Warrnambool Strategy. The development of the Strategy focused on investigating and responding to the following key questions:

- **What is successful? (Stage 2)** – assessing the current delivery of recreation opportunity against standards and benchmarks; considering user and stakeholder comment on the current opportunities available; and reviewing what has encouraged activity amongst the Warrnambool population.
- **What needs to be done (Stage 3)** – identifying gaps in current delivery and opportunities to build upon existing strengths to encourage greater activity amongst the Warrnambool community.
- **What are the key issues (Stage 4)** – identifying barriers to filling gaps and taking opportunities to provide enhanced access to sport, recreation and physical activity in Warrnambool to 2030.
- **How can this be done (Stage 5)** – identifying key objectives and actions; considering appropriate timing, staging and implementation of the actions.

The findings and response to Stages 2, 3 and 4 were summarised in the Active Warrnambool Issues and Opportunities Discussion Paper, presented to Council in April 2018.

The Implementation Report provided several considerations and directions that directly informed the development of the Strategies objectives and actions and was presented to Council in November 2018. A draft recommendations report, provided to Council in February 2019, completed Stage 5 of the process.

The process chart below outlines the current status of the project (yellow) within the overall project stages.

Stage 1 Background report	2017
Stage 1 Community Engagement W2040	July 2017
Stage 2 Community Engagement Focus Groups	October 2017
Stage 2 - 4 Issues and Opportunities Report	April 2018
Stage 5 Implementation Report	October 2018
Stage 5 Draft Recommendations Report	February 2019
Stage 6 Community Engagement Focus Groups	March 2019
Stage 6 Draft Final Strategy	June 2019
Stage 6 Public Comment process	July 2019
Stage 6 Final Strategy Endorsed	August 2019

Project Governance

A Project Control Group has overseen the project:

- Cr Anderson (Chairperson)
- Cr Herbert
- Director Community Development
- Director City Infrastructure
- Manager Recreation and Culture
- Manager Community Planning and Policy
- Acting Recreation Service Manager
- Senior Recreation Planner
- Sport and Recreation Victoria Regional Manager.

An Internal Project Reference Group was established to provide advice about the project, with membership including:

- Manager Capacity Access and Inclusion
- Manager Facilities and Projects
- Manager Infrastructure Services
- Manager Financial Services
- Manager Economic Development and Investment
- Manager City Strategy and Development
- Manager Revenue and Property
- Service Manager Warrnambool Stadium
- Recreation Planner
- Youth Development Planner
- Open Space Planner.

An external Project Reference Group was established to enable direct engagement with a range of diverse key local stakeholder groups, agencies and clubs and organisations.

Professional Services

Following a Request for Quotation process, professional services were engaged for two components of the project – Land Design Partnership (Strategic advice and strategy development), and communityvibe (engagement and consultation).

Community Engagement

A number of community engagement processes informed development of the new Strategy. A summary of these inputs is outlined below.

W2040

In April 2017, Council commenced conversations with the community as part of the development of a new Community Plan, W2040. Extensive engagement informed W2040, but also provided opportunities for Council to engage the community on a range of other plans and strategies, including Active Warrnambool.

A community survey, titled Warrnambool Now and 2040, included a series of questions taken from the Australian Sports Commission's AusPlay survey and has provided Council with data on how the community was participating in sport, recreation and physical activity.

Focus groups and stakeholder meetings

The second component of consultation was undertaken by communityvibe and involved five focus groups and key stakeholder meetings. Five written submissions were also received from the community. Selected community, staff and stakeholder representatives attended the focus group and stakeholder meetings and addressed the following topics:

- Policies, programs, systems and tools
- Participation
- Facilities
- Club sustainability.

Focus groups – draft objectives and actions

The third stage of consultation was also undertaken by communityvibe and involved four focus groups and a listening post. Selected community members, stakeholder representatives, and staff attended and provided feedback on the draft objectives and actions.

Draft Strategy Public Comment Process

Refer Next Steps below.

The Strategy Draft Final Report

The Strategy draft final report is in the following sections:

- Executive Summary
- Definitions
- Introduction
- Background
- Benefits of Sport Recreation and Physical Activity
- Warrnambool and its People
- Strategic Context
- Sport Recreation and Physical Activity Trends
- Sport Recreation and Physical Activity – Current Provision
- What needs to be done
- A strategic framework for the Strategy
- Objectives and Actions
- Monitoring and Review
- Appendices.

The draft final report presents a detailed set of objectives and actions for Council to consider as part of a new sport, recreation and physical activity strategy for Warrnambool. The actions are presented to reflect the three major themes that were identified throughout the development of the draft Strategy - of all the major elements that encompass the Strategy – Activity, Facilities and Spaces, and Council management and programming.

A copy of the draft final report is attached to this report as **Appendix A**.

NEXT STEPS

Subject to Council endorsement, it is proposed to present a final opportunity for stakeholders and community members to provide feedback on the Strategy through a public comment period. Following presentation of the draft Strategy to Council, the draft final report will be available to view on Council's website for three weeks. The Project Control Group will consider feedback provided, make amendments to the final report as required, and then present the final report to Council for endorsement.

On completion of the Strategy, the Objectives and Actions will be further developed into an implementation plan, including the following additional components - prioritisation/timing; lead responsibility, and partners and resources required to support implementation). A draft Implementation Plan will then be presented to Council for consideration.

APPENDICES

1. Active Warrnambool Strategy draft final Council 1 July **[5.2.1 - 47 pages]**

ACTIVE WARRNAMBOOL



Active Warrnambool Strategy Draft Final Report June 2019



Prepared for: WARRNAMBOOL CITY COUNCIL

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EXECUTIVE SUMMARY

The Active Warrnambool Strategy has been developed to support and guide Council's planning and provision of sport, active recreation and physical activity in Warrnambool to 2030.

The purpose of the Strategy is to increase the regular participation in sport, active recreation and physical activity by everyone in the community, in order to take advantage of the benefits of sport and recreation such as physical fitness, reduced risk of chronic illnesses and improved mental wellbeing.

The Strategy aims to deliver the following outcomes for sport, recreation and physical activity in Warrnambool:

- Increased participation opportunities for everyone
- Sustainable clubs and organisations
- Increased participation by females, and other under-represented groups, in all aspects of sport, recreation and physical activity
- Maximised and best use of facilities, places and spaces
- Improved connectivity between facilities, places and spaces
- Renewed and redeveloped existing facilities, places and spaces to maximise physical activity opportunities
- Increased evidence base for decision making, investment and to maximise efficiencies (through the review and development of plans, policies and management practices/systems).
- Adequate resources secured to effectively managing resources including staff, funds and assets.

The Strategy is based upon a comprehensive background report, completed in December 2016, which provided a detailed review of the directions, policies, spaces, and practices which impact upon sport, active recreation and physical activity in Warrnambool.

The Strategy has also been informed by the findings of a consultation undertaken as part of Council's new Community Plan, Warrnambool 2040 (W2040). This consultation not only provided an insight into the most popular forms of physical activity in Warrnambool but also highlighted a number of significant trends amongst the Warrnambool community including:

- Lower rates of sedentary behaviours in Warrnambool compared to other regions
- Lower rates of insufficient physical activity in Warrnambool compared to other regions
- Higher rates of sufficient physical activity in Warrnambool compared to other regions
- Significantly higher rates of participation in organised activity in Warrnambool, and participation with a sports club or associations, compared to other regions

- Lower rates of participation in non-organised physical activity as a whole in Warrnambool, and in walking and cycling, compared to other regions
- Higher rates of participation in non-organised jogging or running in Warrnambool compared to other regions

The W2040 consultation also revealed a number of barriers to further enhancing involvement in sport, recreation and physical activity in Warrnambool, which have informed the recommendations and actions embodied in the Strategy.

Review of the current provision of sport, active recreation and physical activity in Warrnambool reveals a diverse network of spaces resulting in a range of activity options available to the Warrnambool community, with approximately 69 different sports, activities or pastimes being actively pursued.

Significantly, the review of current provision revealed that a number of organised sports facilities, while available for non-organised active and passive recreational pursuits, had limited use for these activities. Review of the current facility provision and sports participation levels reveals the following needs:

- Planning and investment in paths and trails to support continued high levels of participation in walking and cycling.
- Demand for up to four additional soccer pitches by 2036.
- Planning needed to ensure that the indoor stadium can cater for future growth.
- Planning needed for future provision of flexible active open spaces that provide for non-traditional sports.
- The approach to meeting identified need in the provision of facilities and spaces to encourage an active community in Warrnambool will be less about the provision of new or more facilities (excluding the four points identified above) and more about better use of the spaces and facilities which are already available, and ensuring they are well maintained and renewed. This will include greater emphasis on mixed use of spaces, greater community access to traditional sport spaces, improved programming and awareness of spaces and greater connection between spaces.

The strategic review embodied in the background report, the consultation undertaken as part of W2040, and the review of the current provision of sport and recreation led to the identification of 21 key Issues and Opportunities (I&O) to be addressed in the Strategy. These I&Os have been categorised under three themes, as summarised below:

THEME 1: ACTIVITY (What people do)

Goal – For more people to be more physically active and socially connected, more often.

I&O A: To recognise physical activity is a key factor in community health and wellbeing.

I&O B: To maintain the strong culture of involvement in sports clubs and participation within them, and promote the benefits of club membership as a mechanism to increase physical activity.

I&O C: Continue to support the sustainability of sporting clubs and community, recognising the importance of volunteers.

I&O D: Consider options to assist/encourage clubs to be more inclusive of female participation.

I&O E: Identify and recognise new sports and activities that have not had a strong presence previously in Warrnambool.

THEME 2: FACILITIES AND SPACES (Where people do activities)

Goal – For facilities and spaces to be well-managed and utilised to optimise health and wellbeing outcomes.

I&O F: Support increasing flexibility of programming to help overcome or ease the barriers to participation.

I&O G: Investigate increasing mixed use of existing Reserves for social and non-competitive activities.

I&O H: Improve connection to and between existing spaces and facilities.

I&O I: Provide neighbourhood parks and open space within walking distance of residential areas and enhance appropriate neighbourhood community infrastructure and its utilisation.

I&O J: Identify the future needs and strategic provision of facilities for key sports.

I&O K: The protection and enhancement of key physical and environmental assets and provision of appropriate public access to waterways and coastal environments is needed.

I&O L: Changing standards in facility provision and their consequential impacts need to be considered.

THEME 3: COUNCIL MANAGEMENT AND PROGRAMMING (How people are supported to do activities)

Goal – To utilise the resources available to efficiently manage and deliver on key priorities.

I&O M: Undertake an assessment of existing reports and master plans to consolidate outstanding actions that will be part of a prioritised list of projects.

I&O N: Undertake further investigation into a range of current reports and plans to address issues, opportunities and barriers identified in the preparation of the Active Warrnambool Strategy.

I&O O: There are a range of existing policies that require review or new policies are required.

I&O P: Council does not currently have a formal and consistent framework for requesting and spending of open space contributions.

I&O Q: Comparison of local participation data collected in 2013 and 2017 shows that, while facilities and infrastructure have been developed and improved over that time, responses indicate reduced participation and satisfaction in some areas. This may reflect an increase in participants' aspirations and perhaps a lack of awareness of new and enhanced facilities.

I&O R: A planned approach to responding to, and meeting the asset renewal gap will be critical for Council.

I&O S: There is a need for council to invest in evidence-based development and enhancement of recreation, facilities and spaces.

I&O T: Clarification of Council's role in recreation provision is needed to guide its responsibilities and ensure appropriate resources are provided for it.

I&O U: The implementation of sustainable and effective facility management models that support community-based leadership should be considered.



VISION

For Warrnambool to be a healthy, active regional city where people thrive.

PLANNING PRINCIPLES

Principle 1 - Health and Wellbeing enabled by Participation

Principle 2 - Environmental Sustainability

Principle 3 - Financial Sustainability

Principle 4 - Social Connection, Access and Inclusion

Principle 5 - Diversity

Principle 6 - Best Use

Principle 7 - Infrastructure Quality and Provision

Principle 8 - Partnerships

OBJECTIVES AND ACTIONS

Guided by the Vision, Planning Principles and Goals, 23 Objectives and 72 Actions have been developed to address the range of issues and opportunities associated with sport, recreation and physical activity, facilities and spaces and Council management and programming.

DEFINITIONS

To assist in review of the Strategy a range of terminology and regularly used terms are defined. For the purpose of the Strategy the following terms are defined as:

Physical Activity - Physical activity can be defined as all movements in everyday life either incidental or deliberate. **Physical activity includes:**

- Sport;
- Work;
- Recreation;
- Outdoor recreation;
- Exercise;
- Other forms of movements such as walking, cleaning or gardening.

What unites all types of physical activity is the effect on our bodies, raising our heart rate, bringing about an immediate and often beneficial physiological response and improving overall wellbeing. (Saxena, S., Van Ommeren, M., Tang, K. C., & Armstrong, T. P. (2005). Mental health benefits of physical activity. *Journal of Mental Health* 14: 5, 445–451)

The Strategy focusses upon activity for the purpose of exercise, sport or recreation.

Active Recreation - Under the National Sport and Active Recreation Policy Framework (Australian Government, 2011), active recreation is defined as:

“Active recreation activities are those engaged in for the purpose of relaxation, health and wellbeing or enjoyment with the primary activity requiring physical exertion, and the primary focus on human activity.”

Active recreation is distinguished from sport by being generally less structured and having a lesser emphasis on competition than sport.

Unstructured or Informal activities - Physical activity for exercise, recreation or sport that is not organised by a club or other organisation.

Organised activities - Physical activity for exercise, recreation or sport that is organised by a club, fitness centre, school or other organisation and requires membership.

Sport - The Australian Sports Commission defines sport as:

“A human activity capable of achieving a result requiring physical exertion and/or physical skill which, by its nature and organisation, is competitive”.

Sports Club or Association - A club or organisation involved in the organisation of, or participation in, sport and requires payment of membership, fees or registration.



Warrnambool City Council Agenda for Ordinary Meeting Attachment 5.2.1
Sports Infrastructure - Sports infrastructure refers to the structures, spaces and facilities associated with organised sports activity, such as playing fields, ovals and courts, sport and recreation buildings and facilities, aquatic facilities, multi-sport hubs and supporting facilities i.e. sports specific infrastructure including goal posts.

Community Recreation Infrastructure - Community Recreation Infrastructure refers to facilities, furniture and fixtures which are typically added to open spaces to provide additional amenity and activity for users of the space. Examples may include seats, shelters, play equipment, exercise equipment and drinking fountains as examples.

Open Space - While the term “Open Space” can refer to any type of undeveloped land which is open and available for public use, for the purposes of the Strategy, Open Space is generally used to refer to informal areas used for active recreation and physical activity as distinct from sports grounds typically used for organised sport. Examples may include parks and gardens, beaches and rivers.

Shared Paths and Trails - Shared paths and trails are used primarily for active recreation, typically in open spaces, as distinct from commuter activity associated with on road cycling. Activities occurring on shared paths and trails include walking, jogging, dog exercising or cycling. Paths and trails can be made of a variety of materials such as concrete, asphalt, gravel or sand.

State Sports Association - The peak or industry body for a particular sport or recreation activity within Victoria.

Reserve - Open space or sports grounds that are provided for sport, recreation and physical activity that are owned or managed by Council.

Municipal Strategic Statement – The MSS contains the strategic planning framework for the City and identifies significant planning directions and the strategies for achieving them.

Warrnambool 2040 Community Plan (W2040) - The W2040 sets out the community's aspirations for the city of the next 20 years. It provides a platform for organisations and community members to work towards common goals. The plan was informed by an extensive community engagement process which included a community survey (Warrnambool Now and 2040) completed by over 1,200 people. The survey included a series of questions taken from the Australian Sports Commission's AusPlay survey to provide data on how the community participates in sport, recreation and physical activity.

Council Plan 2017-2021 (amended 2019) - Section 125 of the Local Government Act requires a Council to prepare a Council Plan. It is the feature document in Council's suite

of strategic planning documents, formulated to guide the work of Council over a four year period and reviewed annually.

Warrnambool – A Healthy City 2017-2021 – Councils' are required to develop a health and wellbeing plan every four years. The plan seeks to achieve better health and wellbeing outcomes for Warrnambool's community. It is the key Council plan that informs the development of the Active Warrnambool Strategy.

Warrnambool – Refers to the municipality of Warrnambool or Warrnambool City Council, and includes the townships of Bushfield, Woodford, Allansford and Dennington.

Sport and Recreation Victoria – SRV is the department of the Victorian Government that supports participation, programming and infrastructure for sport, recreation and physical activity. It provided funding to support the development of the Strategy.

Great South Coast region – The Great South Coast region includes the five municipalities of Corangamite, Moyne, Glenelg and South Grampians Shire, and Warrnambool City Council.

AusPlay – The AusPlay survey is a national population tracking survey funded and led by the Australian Sports Commission (a department of the Federal Government). It is a key part of the ASC's Play.Sport.Australia participation strategy, that aims to get more Australian's participating in sport more often.

Sports Ground Management Review – A review of the processes and resources involved in the management and maintenance of the 15 Council owned or managed sports grounds. The review was rebranded to Playing Fair in 2018.





The Active Warrnambool Strategy (the Strategy) has been developed to support and guide Council's planning and provision of sport, active recreation and physical activity in Warrnambool to 2030.

The purpose of the Strategy is to increase regular participation in sport, active recreation and physical activity by everyone in the community. Being active as part of everyday life benefits physical fitness, reduces the risk of heart disease, type 2 diabetes and cancers, and protects and improves mental wellbeing.

The Strategy aims to deliver the following outcomes for sport, recreation and physical activity in Warrnambool:

- Increased participation opportunities for everyone
- Sustainable clubs and organisations
- Increased participation by females, and other under-represented groups, in all aspects of sport, recreation and physical activity
- Maximised and best use of facilities, places and spaces
- Improved connectivity between facilities, places and spaces
- Renewed and redeveloped existing facilities, places and spaces to maximise physical activity opportunities
- Increased evidence base for decision making, investment and to maximise efficiencies (through the review and development of plans, policies and management practises/systems).
- Adequate resources secured to effectively managing resources including staff, funds and assets.

Development of the Strategy has been underpinned through its alignment with a range of existing Council strategic documents and strategies including:

- The W2040 Community Plan
- The Council Plan 2017-2021 (revised 2019)
- Warrnambool – A healthy City 2017-2021 (Council's Health and Wellbeing Plan)
- The Warrnambool Recreation Plan 2007-2017.

The Strategy incorporates the following components:

- Introduction
- Background and process
- Benefits of sport and recreation
- Warrnambool and its people
- Strategic context
- Sport, recreation and physical activity trends
- Sport, recreation and physical activity in Warrnambool – current provision
- What needs to be done
- A framework for the strategy
- Objectives and actions
- Monitoring and review
- Implementation and next steps

Three themes, with corresponding Goals, were established to present the key components for sport, recreation and physical activity in the Strategy:

- **Activity** (What People Do), **Goal** - For more people to be more physically active and socially connected, more often.
- **Facilities and Spaces** (Where people do activities), **Goal** - For facilities and spaces to be well-managed and utilised to optimise health and wellbeing outcomes.
- **Council Management and Programming** (How people are supported to do activities), **Goal** - To utilise the resources available to efficiently manage and deliver on key priorities.

2 BACKGROUND AND PROCESS

THE PREVIOUS STRATEGY

The Warrnambool Recreation Plan (WRP) 2007-2017 was endorsed by Council in 2008.

Its Action Plan was based around the following seven key themes:

- Planning for recreation
- Managing recreation
- Improving existing recreation infrastructure
- Reviewing or relocating existing recreation facilities
- Developing new and/or additional recreation facilities
- Supporting clubs and organisations
- Developing new or improving existing public open space.

The Warrnambool Recreation Plan 2007-2017 Final Implementation Review scorecard, shows that a good level of implementation was achieved. Of the 84 recommended actions, 62 have been achieved, 17 remain in progress and 5 were not completed or the issue had changed.

Apart from the direct implementation of recommendations, the WRP has also produced a range of broader outputs:

- Strategic direction to guide the work of the Recreation Unit.
- Secured a significant level of funding from the State Government with 58 projects completed over the past ten years. Council's direct investment of \$2,994,071 has resulted in expenditure of \$9,124,442 on Plan recommendations, with \$6,130,371 leveraged from external sources (Government grants, club contributions and trusts).

Council was successful in securing funding from Sport and Recreation Victoria under its 2016/17 Community Sport Infrastructure Funding program to support developing a new Sport, Recreation and Physical Activity Strategy.

The Strategy is now titled the Active Warrnambool Strategy.

DEVELOPING THE NEW STRATEGY

The Strategy was developed in two parts.

Part A

Part A addressed the question "What is the Current Environment?" and included the preparation of a comprehensive background report. The background report was completed in December 2016 and is a detailed review of the directions, policies, spaces, and practices which need to be considered in the Active Warrnambool Strategy.

The report comprised:

- A review of Council's policies and strategic plans, as well as relevant regional, state and national reports
- An analysis of municipal demographics
- Review and mapping of current sports and recreation facilities and activities across the municipality
- Benchmarking against delivery of sport and recreation in three comparable Victorian LGAs
- Review and assessment of Council's current delivery of sport and recreation and physical activity.

The background report was the primary resource for the development of the Strategy.

Part B

Part B of the project comprised the preparation of the information which constitutes the Strategy.

The development of the Strategy focussed on investigating and responding to the following key questions:

- **What is successful? (Stage 2)** – assessing the current delivery of recreation opportunity against standards and benchmarks; considering user and stakeholder comment on the current opportunities available; and reviewing what has encouraged activity amongst the Warrnambool population.
- **What needs to be done (Stage 3)** – identifying gaps in current delivery and opportunities to build upon existing strengths to encourage greater activity amongst the Warrnambool community.
- **What are the key issues (Stage 4)** – identifying barriers to filling gaps and taking opportunities to provide enhanced access to sport, recreation and physical activity in Warrnambool to 2026.
- **How can this be done (Stage 5)** – identifying key actions and recommendations; considering appropriate timing, staging and implementation of the recommendations.

The findings and response to Stages 2, 3 and 4 were summarised in the Active Warrnambool Issues and Opportunities Discussion Paper.

The Implementation Report, completed in November 2018, provided a number of considerations and directions that directly informed the development of the Strategy's objectives and actions. The Draft Recommendations Report, completed in February 2019, completed Stage 5 of the process.

COMMUNITY ENGAGEMENT

Three community engagement processes informed the Strategy. The first input was from a broader community visioning project titled Warrnambool 2040 (W2040) Community Plan. The second and third inputs involved targeted engagement about the issues and opportunities and draft recommendations for the Strategy.

As summary of these inputs is outlined below.

First Stage – April to mid-June 2017

In April 2017, Council commenced conversations with the community as part of the development of a new Community Plan, W2040 (refer to www.w2040.com.au for further information). The extensive engagement informed W2040, but also provided opportunities for Council to engage the community on a range of other plans and strategies, including the Active Warrnambool Strategy.

A community survey, titled Warrnambool Now and 2040, included a series of questions taken from the Australian Sports Commission's AusPlay survey and has provided Council with data on how the community is currently participating in sport, recreation and physical activity. The data was analysed and provided as part of the background to the Strategy and has informed the Issues and Opportunities discussion paper. A summary of the participation findings is provided in Section 6 below.

Second Stage – November 2017

The second stage of consultation was undertaken by communityvibe and involved five focus groups and key stakeholder meetings. Five written submissions were also received from the community. Selected community, staff and stakeholder representatives attended the focus group and stakeholder meetings and addressed the following topics:

Focus Group 1**STAFF FOCUS GROUP – POLICIES, PROGRAMS, SYSTEMS AND TOOLS**

Selected Council staff were asked to identify specific challenges that they face in relation to policies, programs, systems and tools in their work in the sport and active recreation sector.

Focus Group 2**STAFF FOCUS GROUP – PARTICIPATION**

Staff who work with people less likely, or at risk of being inactive such as young people, people with disabilities and older adults were asked to identify barriers to participation, particularly in relation to their clients.

Focus Group 3**FACILITY FOCUS GROUP**

Thirty-two community members and stakeholder representatives took part in a focus group aimed to identify priorities for the development and upgrade of both formal (i.e. sports grounds and indoor stadiums) and informal (i.e. shared paths and trails and playgrounds) sport and recreation facilities in the municipality over the next ten years.

Focus Group 4**PARTICIPATION FOCUS GROUP**

A focus group was held with 22 community members and stakeholder representatives to consider the creation of a more physically active Warrnambool (particularly for those who are currently inactive). Focus group participants were asked in groups to brainstorm barriers to participation and to identify some potential initiatives that are likely to increase physical activity participation.

Focus Group 5**CLUB SUSTAINABILITY FOCUS GROUP**

The club sustainability focus group was asked to identify key actions that may enable clubs and organisations to improve their sustainability.

Key Stakeholder Meeting**SOUTH WEST SPORT** (Michael Neoh, Executive Officer)

The key role of South West Sport (SWS) is to build the capacity of clubs. It is funded by Sport and Recreation Victoria and VicHealth. South West Sport's vision is to be: 'A leading organisation in the sport and recreation sector'.

Third Stage – March 2019

The third stage of consultation was also undertaken by communityvibe and involved four focus groups and a listening post. 150 selected community members, stakeholder representatives (including targeted sessions with young people) and staff attended and provided feedback on the draft recommendations.

Draft Strategy Public Comment Process

The final opportunity for stakeholders and the community members to provide feedback on the Strategy is through the public comment period. Following presentation of the draft Strategy to Council in June 2019 the report will be available to view on Council's website for two weeks. Following consideration of the feedback the final report will then be presented to Council for endorsement.



3 BENEFITS OF SPORT AND RECREATION

The multiple benefits of sport and active recreation to Victorian communities, including the community of Warrnambool, are reflected in a wide range of State and Federal Government policies and reports. Of particular relevance are the strategic policies of Sport and Recreation Victoria, including “Active Victoria: A strategic framework for sport and recreation in Victoria 2017 – 2021” and “Valuing Sport and Recreation: A framework for the future”.

“Active Victoria: A strategic framework for sport and recreation in Victoria 2017 – 2021” summarises the benefits of sports and active recreation in the following way:

- Sport and active recreation makes a significant contribution to Victoria’s liveability. This is a key to attracting and retaining the highly mobile workforce of Victoria’s future knowledge and service based economy.
- Victorians’ involvement in sport and active recreation makes us healthier. Increasing the rate of physical activity by 10 per cent has been estimated to reduce physical-inactivity-related deaths by 15 per cent and new cases by 13 per cent.
- Sport and active recreation creates economic growth and jobs and added approximately \$8.5 billion to Victoria’s economy in 2016.
- Sport and active recreation brings people together and builds community cohesion. It connects Victorians to their communities, healthcare, education, training and economic opportunities.

Further to this summary, “Valuing Sport and Recreation: A framework for the future” underscores these benefits in the following way:

- The contribution of sport and active recreation to Victoria’s social, community and economic life does not stop with the regular involvement and participation of 3.25 million Victorians.

- Their involvement in sport and active recreation makes Victorians healthier. It creates jobs and brings resources into the Victorian economy. It increases the liveability of our State. It builds community cohesion and provides people in those communities with social and friendship networks.

Sport and Recreation Victoria commissioned Marsden Jacobs Associates to establish the economic value of active recreation in to Victoria. The 2018 report “**Active impacts: The economic impacts of active recreation in Victoria**”, shows that active recreation is a larger part of Victorians’ physical activity than organised sport. It also shows that active recreation accounts for more physical activity sessions, time and energy expenditure than sport by a significant margin. The report found that:

- Active recreation is a significant contributor to the Victorian economy - around \$8.3 billion is spent each year on active recreation in Victoria.
- The expenditure makes \$8.1 billion value-added contribution to the state’s economy and supports around 51,000 direct and indirect full-time equivalent jobs.
- Estimates by Deakin Health Economics show that making every Victorian adult physically active would deliver healthcare system benefits worth \$245 million, and workplace production benefits potentially worth \$3.1 billion over the lifetime of this population (based on estimates of production lost due to people leaving work because of death or disability).

At the National level, the Australian Sports Commission, in 2018, commissioned KPMG to prepare “**Valuing Community Sport Infrastructure**”, a report which moved beyond the activity of sports and active recreation to value the infrastructure associated with such activity, such as playing fields and ovals, sports and recreation facilities, aquatic facilities and multi-sport hubs.

The report concluded that:

- Community sport infrastructure is estimated to generate an annual value of more than \$16.2 billion to Australia, with \$6.3 billion worth of economic benefit, \$4.9 billion worth of health benefit and \$5.1 billion worth of social benefit.
- The \$6.3 billion worth of economic benefit includes the economic activity associated with the construction, maintenance and operation of community sport infrastructure and the increased productivity of those who are physically active as a result of such infrastructure.
- The \$4.9 billion worth of health benefit includes personal benefits to those who are less likely to contract a range of health conditions which are known to be associated with physical inactivity and the benefits to the health system from a healthier population.
- The \$5.1 billion worth of social benefit includes the increased human capital resulting from the social interactions that are facilitated by community sport infrastructure and the broader community benefits of providing “green space” (e.g. sports fields).

4 WARRNAMBOOL AND ITS PEOPLE

The study area for the Strategy is the entire Warrnambool City Council Local Government Area, including the smaller townships of Allansford, Bushfield and Woodford (refer Figure 1). A demographic analysis of the Council (2016 Census data) provides a valuable insight into the nature of the municipality, its community and their future.

Warrnambool's population is 35,957 (2019). The projected population to 2036 is 46,210, or an increase of 10,250 people. Of note is that the majority of this growth (9,000) is expected to occur in the greenfield development areas north and northeast of Warrnambool (6,000 people), southeast of Warrnambool (1,600 people), and in Dennington (1,400 people). Warrnambool also serves as a centre for a regional population of about 120,000 people.

Further, the Council Annual Report 2017 – 2108 notes the following emerging from the 2016 Census:

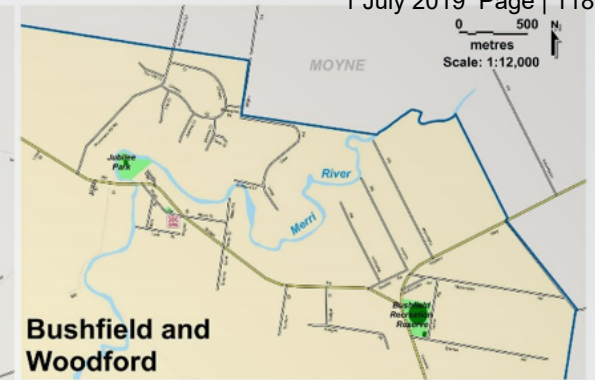
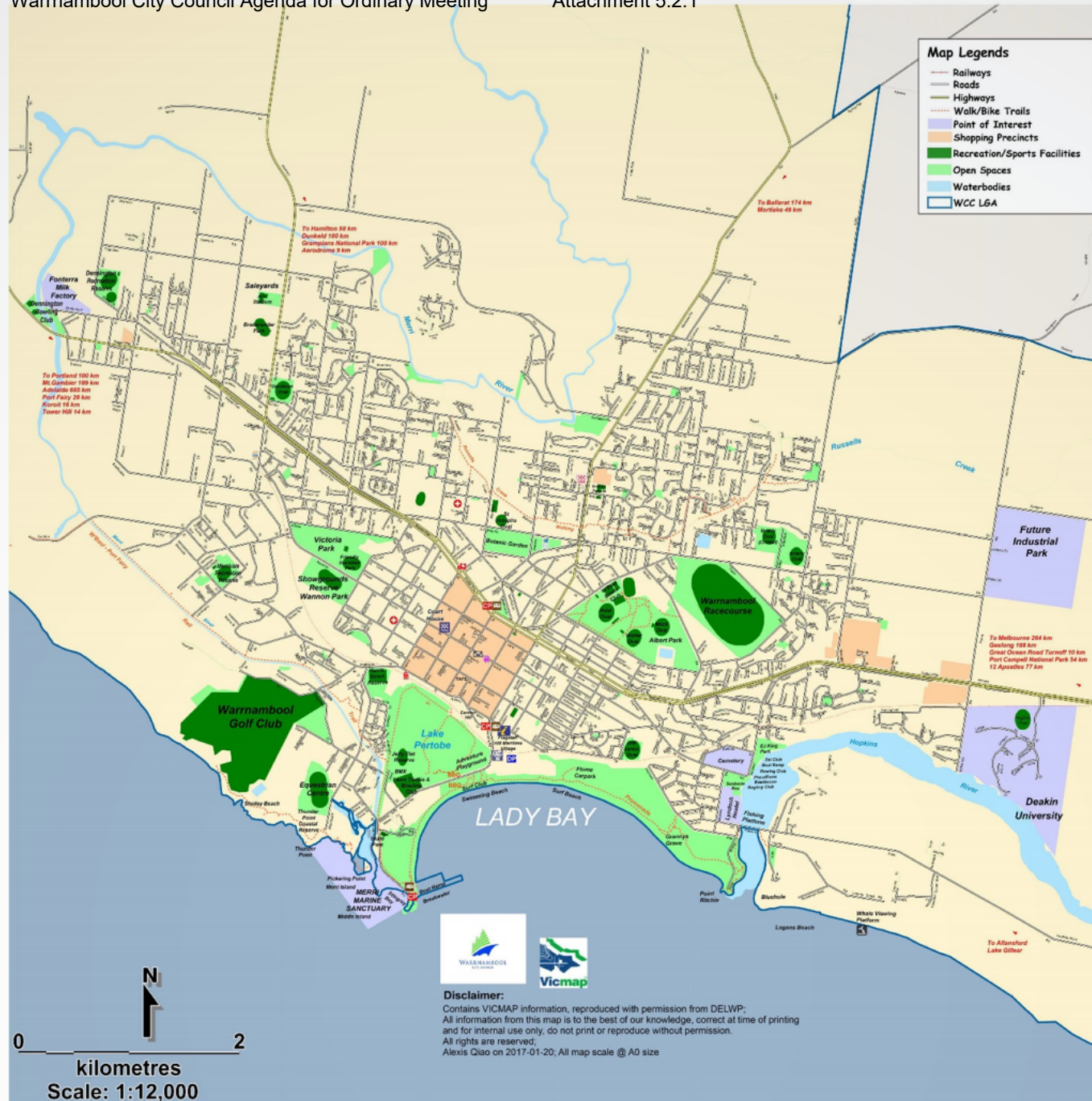
- As with other regional cities, Warrnambool has an ageing community. One in five residents are aged under 15 years (a proportion which is decreasing) and one in five residents are aged over 65 years (a proportion which is increasing).
- About 75 per cent of Warrnambool's annual net population growth comes from migration – domestic (especially other Great South Coast LGAs and Melbourne) and overseas.
- Domestic migration comprises mostly young families (35-44 years) and those who

- have retired or are reaching retirement age (55 years and over).
- Babies born in the city only represent 25 per cent of Warrnambool's population growth.
- Warrnambool is home to people from 33 countries. More recently, the growth in Asian nationalities, including Chinese, Taiwanese, South Korean and Thai born residents has been the most significant from 2011-2016.
- Of the total population, four percent speak a language other than English at home – a significant increase of 526 people between 2011-2016.
- The number of residents who identified as Aboriginal or Torres Strait Islander in the Census (2011-2016) increased by 10% from 495 to 556.
- Total private dwellings numbered 15,188 at the 2016 Census with an average household size of 2.36. In 2017- 2018 there were 184 residential buildings approved for construction in Warrnambool.
- The SEIFA Index of Disadvantage for Warrnambool was 986. Warrnambool's score places it midway on the index for Victorian municipalities.

Implications for the Strategy from the demographic analysis include:

- There will be a need to plan for adequate sport and active recreation provision and active transport connections in the north/northeast and southeast areas of Warrnambool and Dennington.
- There will be a need for a focus on the provision of active recreation opportunities for older people, and opportunities suitable for inter-generational participation.
- Most people living in the municipality are born in Australia and speak English at home, however the diversity of the community continues to increase. Traditionally long standing team sports of AFL, cricket, netball, tennis, basketball and soccer are expected to remain sports of choice for many residents.





5 STRATEGIC CONTEXT

Active Warrnambool supports the directions of the W2040 Community Plan, the Council Plan 2017-21 (amended 2019) and Warrnambool – A Healthy City 2017-2022, and will provide direction and context for recreation related planning documents. The following image illustrates the relationship of the Active Warrnambool Strategy with other strategic planning documents within Council. There are also a number of key strategies from external stakeholders – the Victorian and Federal Governments, and VicHealth – that provide strategic context for the Strategy.

Figure 2 provides an overview of the relevant strategic work, and their relationships to one another that guides or is aligned to the Strategy.

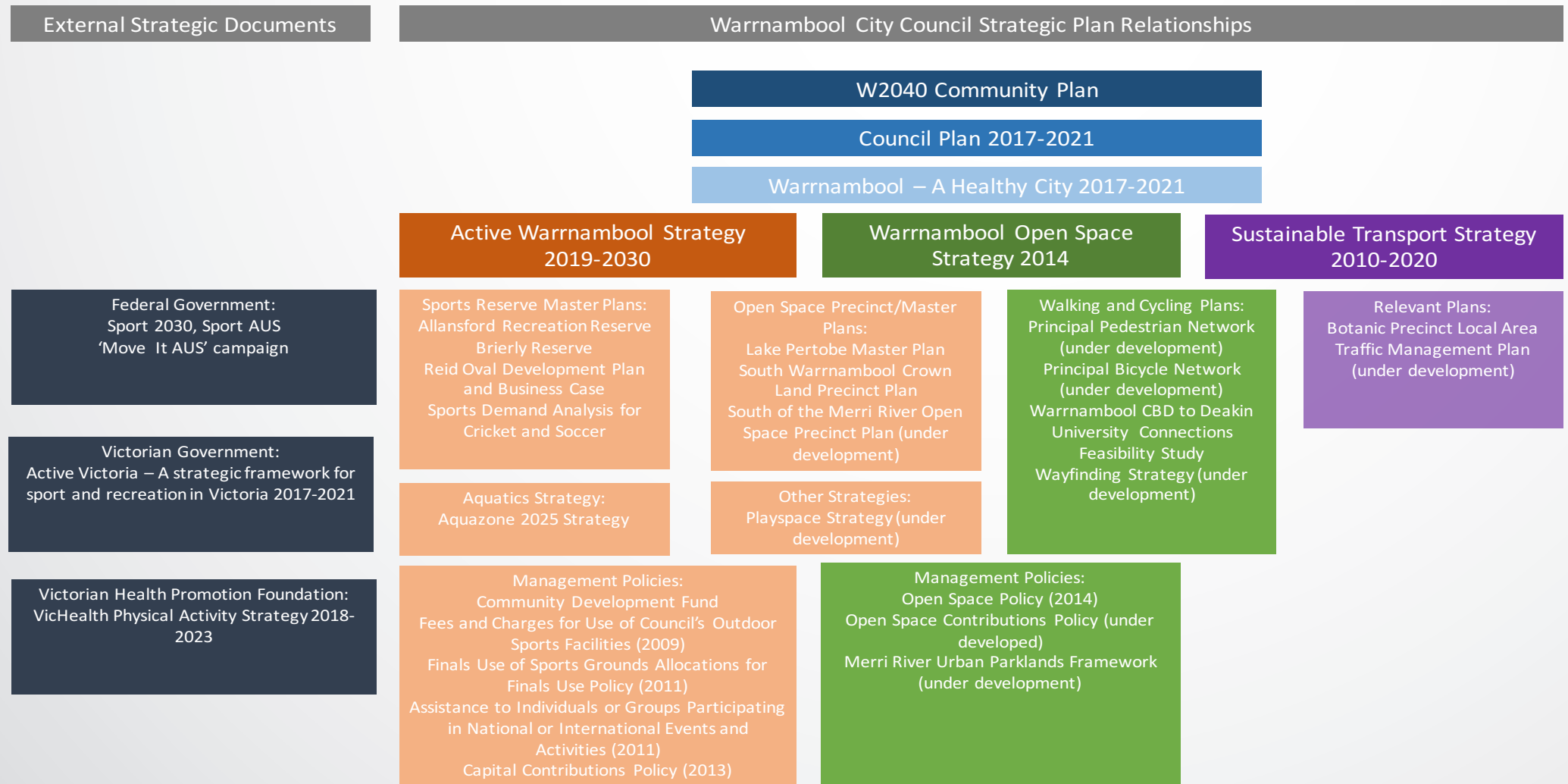


Figure 2 – Relevant Federal, State and Local Government Strategies

W2040

In mid-2017, extensive community engagement to inform a 20-year community plan found Warrnambool's residents value the ability to live an active life and love having opportunities to participate in recreation and sport at all levels.

W2040 identifies the long term visions and goals for Warrnambool's environment, economy, place and people.

W2040 visions include:

Our People – Warrnambool will be a city where all people thrive

Our Place – Warrnambool will be Australia's most liveable regional city

Our Economy – Warrnambool will be Australia's most resilient and thriving regional economy

Our Environment – Warrnambool will be Australia's most sustainable city

Three of the six key themes coming from the engagement process show what people love most about Warrnambool has direct relevance for the Strategy:

1. The beautiful natural assets including the beach, Lake Pertobe and open green spaces
2. The many walking and cycling tracks to explore the natural environment
3. The opportunities to participate in a range of sporting clubs
4. The strong 'sense of community'
5. The country town feel of Warrnambool and coastal lifestyle
6. Education opportunities through Deakin University and South West Institute of TAFE

Many of the W2040 plan's priorities provide direction for the Strategy. These include:

Place

Priority 1: Our place is welcoming, liveable and thriving
Warrnambool will be a great place to live, work and play at every stage of life. Built and natural places will be welcoming, accessible, safe, clean and community-focused. Warrnambool will have well-designed precincts which support business, work, recreation, health, arts, culture and education for all people.

Priority 3: Warrnambool will be an active and accessible city for all modes of movement

Warrnambool will be one of Australia's great walking and cycling cities. Residents, workers and visitors will have easy access to the many activities available within the municipality. Walking and cycling will be an attractive option for everyone to safely get around. Warrnambool will give top priority to walking by providing a connected, accessible and good-quality pedestrian and cycle network, supported by a pleasant and safe built environment.

Priority 4: Warrnambool will have connected open spaces
Warrnambool will provide abundant public open space for its diverse population. Through good design, our public open spaces will be accessible, safe and well-connected, and provide a variety of activities and uses to suit the needs of all abilities and age groups. Our public open spaces will be designed to support and enhance the natural environment and biodiversity.

People

Priority 2: An active and connected community
Warrnambool will be a community which has safe, welcoming and accessible places designed to facilitate diverse social, cultural and physical opportunities. It will provide environments which support and encourage active living and meaningful social connection.

Priority 3: A healthy place
Warrnambool will make health a priority with accessible and affordable physical and mental health services, recreational facilities and opportunities, including for those who are vulnerable and disadvantaged.

COUNCIL PLAN

Over recent months Council has reviewed the Council Plan 2017-2021. The revised (2019) draft of the Council Plan strongly references the visions from the long-term community plan, Warrnambool W2040. It retains the vision for Warrnambool to be a Cosmopolitan City by the Sea, which references the cities beautiful and unique location and proclaims that it is striving to be more welcoming, open and inclusive.

Council will also continue with the theme for the Council Plan – Growing Pride and Confidence in the City - which emphasises the need to celebrate and promote our city, its attributes and its appeal to those in the region and beyond.

The Council Plan's key objectives have undergone some revision - the five objectives are now proposed to be:

- Sustain, enhance and protect the natural environment
- Foster a healthy, welcoming city that is socially and culturally rich

- **Warrnambool City Council Agenda for Ordinary Meeting Attachment 5.2.1**
Maintain and improve the physical places and visual appeal of the city
- Develop a smarter economy with diverse and sustainable employment
- Practice good governance through openness and accountability while balancing aspirations with sound financial management.

The draft revision of the Council Plan lists key activities and initiatives Council will undertake over 2019/20 to deliver on the five objectives described in the plan.

Council will consider adopting the 2017-2021 Council Plan (revised 2019) at a Special Meeting in June 2019.

WARRNAMBOOL – A HEALTHY CITY

Warrnambool - A Healthy City 2017-2021 is the key Council Plan that guides the development of the Active Warrnambool Strategy. Municipal public health and wellbeing plans are required to be prepared by Councils' under the Public Health and Wellbeing Act 2008. The Plan seeks to achieve better health and wellbeing outcomes for

Warrnambool's community. It confirms the following priority health and wellbeing issues to be addressed over time that align with state policy and local priorities:

- Physical activity
- Healthy Eating
- Harmful use of alcohol & other drugs
- Smoking
- Violence against women and children
- Mental (social and emotional wellbeing)
- Access to programs and services.

The Plan identifies three goals. Goals 1 and 2 are strongly supported by the outcomes pursued by this Strategy:

1. Promote healthy lifestyles
2. Increase participation, connection, equity, access and inclusion
3. Improve access to education and economic resources.



EXTERNAL STRATEGIC DOCUMENTS**ACTIVE VICTORIA – A STRATEGIC FRAMEWORK FOR SPORT AND ACTIVE RECREATION IN VICTORIA 2017-2024**

The Strategy's vision for sport and active recreation is a strong and connected sport and active recreation system that helps make Victorian's healthier, creates economic growth and jobs, builds community cohesion and contributes to our liveability.

It seeks for sport and active recreation in Victoria to be:

- More active
- More diverse and inclusive
- Robust, flexible, sustainable and affordable
- Broad based and connected
- Collaborative

The Strategic Directions include:

- Meeting demand
- Broader and more inclusive participation
- Additional focus on active recreation
- Build system resilience and capacity
- Connect investment in events, higher performance and infrastructure
- Work together for shared outcomes

As background to the Active Victoria Strategy, Sport and Recreation Victoria identify a number of "key changes that would both strengthen sport and active recreation in Victoria and further contribute to Victoria's liveability". These include:

- A higher rate of participation in sport and active recreation
- Broader, more inclusive, participation across our community
- A robust and sustainable sector
- Flexible options and choices for participants
- Efficient, multi-use of current, upgraded and new infrastructure
- Infrastructure and programs that more effectively meet demand
- Community and high performance sectors connected to maximise results.

VICHEALTH'S PHYSICAL ACTIVITY STRATEGY 2018-2023

VicHealth's Strategy is to increase the number of Victorians who are physically active. Their role is to ignite change to make being active part of everyday life. Their goal is for 300,000 more Victorians to engage in physical activity by 2023.

Their focus areas are:

- Children aged 5-12 years

- Young people aged 12-17 years
- Women and girls

The Strategy highlights two key areas of opportunity:

- Engaging people who are less active and who experience the greatest barriers to participation
- Connecting with people at key life stages where their physical activity typically drops off, potentially leading to an inactive life.

SPORT AUS - SPORT 2030 — SETTING UP AUSTRALIAN SPORT FOR A PROSPEROUS FUTURE

The Federal Government's vision for Australian sport in 2030 is:

Australia is the world's most active, healthy sporting nation, known for its integrity and excellence

The goals of Sport 2030 are that by that date:

- We have a diverse and inclusive sport and physical activity sector that supports more Australians to be more active more often, creating a stronger and healthier Australia where as many people as possible see and feel the benefits of sport and physical activity through every stage of their lives;
- Future generations will be more physically active and better prepared with the skills and knowledge to live healthy, active lives;
- Sport and physical activity organisations are connected into other sectors such as health, education and infrastructure to tackle challenges such as physical inactivity and leverage sport for social benefits;
- Barriers will be reduced, allowing greater access to sporting facilities and infrastructure for all Australians no matter where they live;
- Our high-performance system will be focused around sports, teams and athletes and ensuring they have world-leading technology, practices, systems and people to enable them to achieve lasting podium success;
- There will be greater collaboration across the sport sector and with partner organisations, including various levels of Government. The best governance systems will better position our sports for a changing world, enabling them to focus their energy, time and revenue on driving international performance, strengthening the pathways system, creating greater commercial opportunities and increasing participation rates among more Australians;
- Australian sport can identify, address, and proactively deter threats to sport integrity allowing fans and participants to have faith that our sport is safe and fair; and
- The Australian sports industry leads the world in many areas — including integrity, inclusion, innovation, research, physical literacy and technology.

6 SPORT, RECREATION AND PHYSICAL ACTIVITY TRENDS

Four key data sets are presented to show relevant trends on sport, recreation and physical activity:

- Health status and sport participation – Warrnambool, State and regional average comparators
- Most popular physical activities in Warrnambool – current, Ausplay and 2007 data comparators
- Participation in key sports – Warrnambool and State average comparators
- Drivers and barriers to participation – Warrnambool data.

HEALTH STATUS AND SPORT PARTICIPATION

Figure 3 presents data on various health indicators, and comparisons between Warrnambool and State and regional averages are shown:



2526
Figure 3 - Health Status and Sports Participation Comparative Data

Health status and sport participation – How Are We Faring?

The Health Status and Sports Participation table below provides a summary of various health indicators, and comparisons between Warrnambool (LGA), State and Regional averages.

Health Indicators	Warrnambool	Barwon South West Region	Victorian State Average
Sedentary Percentage of adults who are sedentary (ie no physical activity undertaken)	2.4% *	2.7% (2014: 3.3%)	3.6% (2014: 3.6%)
Insufficient Physical activity Percentage of adults who undertake an insufficient amount of physical activity each week (ie less than 150 min of moderate intensity or 75 mins of vigorous intensity physical activity per week for 18-64 year olds)	45.4% *	48.6% (2014: 49.7%)	47.5% (2014: 50.4%)
Sufficient Physical activity Percentage of adults who undertake sufficient physical activity each week (ie 150 min or more of moderate intensity or 75 mins of vigorous intensity physical activity per week for 18-64 year olds)	47.4% *	47.3% (2014: 42.0%)	47.0% (2014: 41.4%)
Participation in organised physical activity (organised by a fitness, leisure, indoor sports centre, sports club or association)	32.8%	29.5%	28.7%
Participation in physical activity organised by a sports club or association	17.2%	13.8%	9.8%
Participation in non-organised physical activity	69.2%	71.9%	70.5%
Non-organised physical activity – Walking	47.1%	54.9%	51.2%
Non-organised physical activity – Jogging or Running	16.1%	13.4%	14.0%
Non-organised physical activity – Cycling	12.6%	13.5%	11.8%
	2013	2017	Difference
Access to good quality open spaces (excellent/good rating)	87	82	-5
Access to walking and cycling infrastructure (excellent/good rating)	79	65	-14
There are opportunities to be actively involved in my community through clubs and/ or other organisations (excellent/good rating)	86	90	+4

* 2014 level, as Warrnambool-specific data has not yet been released for the 2015 Victorian Population Health Survey.
Sources: Victorian Population Health Survey 2015, VicHealth Indicators Survey 2015, Warrnambool – a Healthy City 2017-2021

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 A summary of the above data shows promising trends for Warrnambool with:

- Lower rates of sedentary behaviours in Warrnambool compared to other regions
- Lower rates of insufficient physical activity in Warrnambool compared to other regions
- Higher rates of sufficient physical activity in Warrnambool compared to other regions
- Significantly higher rates of participation in organised activity in Warrnambool, and participation with a sports club or association, compared to other regions
- Lower rates of participation in non-organised physical activity as a whole in Warrnambool, and in walking and cycling, compared to other regions
- Higher rates of participation in non-organised jogging or running in Warrnambool compared to other regions

The data highlights that the Warrnambool community has historically developed a strong culture of membership of sports clubs, and hence, involvement in formal sports. While this has focussed mainly on traditional sports such as AFL, cricket, netball, basketball and tennis, the strong culture of club membership has clearly led to a greater involvement in various sports activities. The generally higher rate of participation in traditional club sports as identified in the Warrnambool Now and 2040 survey compared with Ausplay data in 2017 indicates the role that a strong club culture can have in encouraging a physically active community.

MOST POPULAR PHYSICAL ACTIVITIES IN WARRNAMBOOL

The top ten most popular physical activities are outlined in **Figure 4** below:

Top 10 physical activities		Comparison data		
	Warrnambool 2040	AusPlay (April 2017)	AusPlay Child (April 2017)	Warrnambool Recreation Plan 2007
1. Walking	75.8	43.7 (1)	Not listed	59.8 (1)
2. Swimming	58.2	14.7 (4)	30.5 (1)	19.7 (2)
3. Fitness gym	46.3	32.7 (2)	1.3 (17)	12 (4)
4. Cycling (all forms)	38.5	11.8 (5)	0.9 (21)	13.8 (3)
5. Bushwalking	32.5	6.1 (6)	Not listed	6.7 (14)
6. Fishing	28.6	2 (17)	Not listed	11.3 (5)
7. AFL	27.4	2.5 (15)	8.3 (3)	9.6 (8)
8. Surfing	25.3	2.6 (14)	1.2 (18)	6.2 (15)
9. Yoga/Pilates	20.4	4.4 (10) 2.5 (16)	Not listed	4.5 (19)
10. Athletics	19.1	15.7 (3)	4.5 (10)	9.7 (7)

Most popular physical activities, sourced from:

- Warrnambool 2040 Long Form Community Survey 2017 (Measures % survey respondents)
- AusPlay 2017 National participation data for the sport sector (Measures % population)
- Warrnambool Recreation Plan 2007-2017 (Measures % survey respondents)

Figure 4 - Ten most popular physical activities in Warrnambool

- Significant growth and popularity in all top ten activities
- Seven of the top ten activities are active recreation and fitness activities, not simply sports activities
- Three of the top ten activities, including AFL, are organised sports activities, and two, swimming and athletics are also popular active recreation pursuits
- Most significant growth is in cycling, bushwalking, fishing and surfing (growth of more than 20% participation)
- Tennis, golf and camping are no longer in the top ten activities for the Warrnambool community (as they were in 2007).

PARTICIPATION IN KEY SPORTS

An analysis was undertaken to compare the participation levels of Warrnambool residents in the seven most popular sports against the average State participation levels in the respective sports. In summary, the analysis found that Warrnambool residents participate in AFL, lawn bowls and tennis at a higher rate than the Victorian average, but at a lower level for cricket, soccer, netball and basketball. State-wide trends were sourced from State Sporting Association annual participation data and regional/local trends (for AFL, cricket and netball) were largely sourced from the Great South Coast Regional AFL, Cricket and Netball Strategy.

A summary of the findings is provided below:

- AFL participation has experienced high growth: 10.3% increase in the number of club footballers between 2014 and 2016, including a 41% increase in female footballers in the year from 2015 to 2016. The State growth trends are comparable the Great South Coast region with 15% participation growth in the region since 2015 (+875 participants). There were 6,618 registered AFL participants in the region during the 2017 season of which 33% are from Warrnambool (2,157). Female AFL participation in the region has also grown steadily with an additional 245 females attracted to the game in season 2017 of which 48% (+118) were from Warrnambool.
- Cricket participation softened between 2010 and 2013, however, there was 17% growth in all forms of cricket between 2012 and 2015. Like AFLW participation is increasing at a higher rate than male participation, for example, there were 132 new female cricket teams formed in 2016. Regionally, cricket participation has generally remained steady with no significant change to overall participation. A slight decline in male participation numbers has been balanced against 102% growth in female participation (+191 participants). Cricket Victoria's Western Country which encapsulates the Great South Coast region has the highest population declines in Victoria yet continues to experience participation growth. This is despite trends with most other country regions marrying participation and population decline. The



Warrnambool City Council Agenda for Ordinary Meeting Attachment 5.2.1

reverse is the case for Western Country and indicates that when compared to other country regions, cricket in Western Country Victoria is strong. There were 3,378 cricket participants in the region during the 2016-17 season for which 27% are from Warrnambool (901).

- Participation in traditional lawn bowling continues to decline: there was a 45% decline between 2010 and 2015. The continued popularity of social bowls, corporate bowls and barefoot bowls provides valuable income to bowling clubs and activation of club facilities, however, it is only a small few 'social' bowlers transitioning to 'pennant' bowlers. There were 644 registered lawn bowling participants in Warrnambool during the 2016/17 season.
- Soccer participation in Victoria has experienced significant growth in recent years; since 2013, there are 13.5% more people playing competition soccer. Female participation is up 21% since 2013. There were 352 registered participants in Warrnambool during 2016/17.
- Tennis Victoria has recently changed the method of calculating the number of tennis participants in any given year, and now includes Hot Shots registrations, court hirers and players receiving coaching instruction, as well as the traditional club member playing pennant competition. As a result, the statistics record tennis participation growth of 68% between 2012 and 2017, that reversed the decline in tennis membership between 2008 and 2014. There were 2,060 registered participants in Warrnambool during 2016/17.
- Between 2010 and 2016, the total number of netballers in Victoria increased by 8.1%, with the 2016 participant number representing eight consecutive years of netball growth. Regionally, netball participation has continued to grow at a consistent rate (8%) with 681 extra participants since season 2014. At 6.7% of total population, the Great South Coast average netball membership rate for 2016 sits well above the rural and regional Netball Victoria Stage averages of 3.2%. There were 5,032 registered AFL/netball participants in the region during the 2016 season for which 22% are from Warrnambool (1,110). There were 1,294 Association netball participants across the region for 2016 of which 32% (413) were registered with the Warrnambool City Netball Association.
- Basketball participation in Victoria continues to increase; between 2012 and 2015 there was an increase of 18.5%. Victoria has approximately 50% of the total National basketball player base. The 2015 Basketball Victoria Membership Census identified that there were 620 registered members within Warrnambool City Council boundaries, with 67% male (415). Anecdotally, women's and girls participation locally has seen increases in the past two seasons with this being a key priority area for Warrnambool Basketball Incorporated.

The results of this analysis should be used as a guide only, as the local data used for the comparison is largely club membership data for each sport. Regular participants in sporting activities facilitated by clubs/ associations, such as tennis coaching, social night tennis, some introductory programs (e.g. In2Cricket, Hot Shots), basketball

holiday programs, social bowling, etc., may not be included in membership levels, as the participant may not be an actual registered member of the club/ association, and their participation is therefore not counted. This weakness in sports participation data collection partly explains the anomaly between the findings of this analysis, and the AusPlay data and conclusions previously reported that indicate Warrnambool has comparatively high participation rates in sport, as the AusPlay data uses a participant survey-based methodology, and counts all organised sports participation, not just participation by people as registered club members.

DRIVERS AND BARRIERS TO PARTICIPATION

The following information, sourced from the W2040 community survey, shows various drivers and barriers to participation in sport, recreation and physical activity in Warrnambool.

The top three barriers to participation are:

1. Not enough time/other commitments
2. Poor health and injury
3. Don't like physical activity

The top three motivators for increase participation are:

1. Physical health or fitness
2. Fun and enjoyment
3. Social reasons

Where do Warrnambool residents participate in physical activity?

Figure 5 below, summarising location and level of participation in physical activity in Warrnambool, outlines:

- that public space plays an important role in the supporting physical activity
- that membership based spaces such as gyms, recreation and private studios play an important role for active recreation
- that sporting clubs support more traditional organised sports of AFL, cricket and netball.

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Where are they being physically active (% respondents)?	Public space (37.2%)	Sports and Clubs (21%)	Gym/fitness/leisure centre (13.6%)	Club (social or recreation) (7.3%)	Private studio (6%)
What are they doing in these spaces (No. respondents per activity)?	Walking (178) Cycling (52) Fishing (29) Surfing (25)	AFL (49) Cricket (20) Netball (19)	Fitness/gym (9) Swimming (52)	Swimming (10) Fitness/gym (9)	Dancing (27) Yoga/Pilates (15)

Figure 5 - Location and level of participation in physical activity

IMPLICATIONS FOR SPORT AND RECREATION PROVISION

State-wide trends in sport and active recreation impact on participation at a local level and help identify key priorities for sport, recreation and physical activity in Warrnambool. National, state and local trends highlight the popularity of walking, swimming, fitness/gym, cycling and athletics as the preferred means of engaging in physical activity. These activities should therefore be a key focus within the Strategy, through ongoing investment in paths/trails and aquatic and leisure centres, to encourage greater participation in such activities.

The lower levels of participation in physical activity amongst females highlight the ongoing need to support greater access to sport and recreation facilities and services i.e. female change facilities to allow participation in traditionally male dominated sports, flexible participation options and program initiatives.

Affordability is a key consideration for residents and highlights the continuing need for subsidised facilities and programs (such as those provided at Council's leisure centres) and highlights an ongoing challenge for clubs and service providers.

Increasingly busy lifestyles highlights the need for flexible participation opportunities i.e. through modified programs and services, flexible scheduling and opening hours and casual / social participation opportunities. The availability of spaces and facilities for unstructured recreation activities is also important, in addition to multi - use facilities that can be used for a range of unstructured and structured activities.



7 SPORT, RECREATION AND PHYSICAL ACTIVITY IN WARRNAMBOOL – COUNCIL'S ROLE AND CURRENT PROVISION

COUNCIL'S ROLE IN THE PROVISION OF SPORT, RECREATION AND PHYSICAL ACTIVITY IN WARRNAMBOOL

Council plays a range of roles in the provision of sport, recreation and physical activity in Warrnambool:

PLAN

Facilitate the planning and development of sport and active recreation facilities and programs to cater for and respond to current and future community needs.

PROVIDE

Provide sport and active recreation facilities using Council and external funding to develop new facilities and redevelop, renew and maintain existing facilities.
 Manage and operate sport and recreation facilities.
 Deliver programs which provide opportunities to participate in physical activity.

SUPPORT

Support sporting clubs and community groups with the development, management and maintenance of sport and active recreation facilities, programs and events.

PARTNER

Work with the community, education sector, private sector, and all levels of government to ensure that sporting and recreation facilities and delivered services meet community needs and optimise investment opportunities.

Figure 6 - Council's role in the provision of sporting, recreation and physical activity opportunities

CURRENT PROVISION

Open Space

The extent and diversity of the Warrnambool open space network is fundamental in encouraging physical activity. The nature of spaces within the network includes coastal reserves, bushland, parks and gardens and formal sports reserves. This creates a network which is suited to a diverse range of activities.

In total, the open space network comprises 209 areas of open space including 154 owned by Council, 24 Crown land reserves managed by Council, three reserves combined of Council/Crown land, and one Department of Education facility managed under a Joint Use Agreement. These facilities are supplemented by six Crown Land reserves managed by locally elected Committees or community groups under a license. Council provides a diverse range of sport, recreation and physical activity assets including more than 350 kilometres of footpaths and cycling lanes; seventy playgrounds; a skate park and a BMX track.

The result is a range of activity options available to the Warrnambool community, with approximately 69 different sports, activities or past-times being actively pursued. The diversity of these spaces and facilities also creates a network catering for activities with varying intensities of use.

Sports Grounds

Warrnambool has an even distribution of fit for purpose sports grounds to service the community, including Allansford residents with their two-oval reserve, and Bushfield and Woodford residents with the sports ground at the Bushfield Recreation Reserve. Fifteen sports grounds provide important venues for the organised and formal needs of AFL, cricket, netball, hockey, dog training and soccer clubs. They are also valuable open spaces for non-organised active and passive recreational pursuits. For this reason, Council needs to continue to ensure that sports grounds remain freely available for residents to access when not being used for organised sport.

Indoor Facilities

The Warrnambool community also has access to a variety of high quality indoor community facilities such as Aquazone, the Warrnambool Stadium, and the Val Bertrand Netball Centre. These indoor facilities provide an important base for many sports, and are also used for informal active recreation. There are approximately forty commercial facilities in Warrnambool ranging from gymnasiums and fitness studios, karate and tennis facilities that also contribute to the diversity of facilities available. It is important to maintain and grow both formal and informal sporting and recreation opportunities in these facilities into the future by ensuring that any future development of indoor facilities

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 builds further on opportunities for them to accommodate other compatible ball sports, and social and active recreation pursuits.

Natural Environment

The protection and enhancement of key physical and environmental assets, and where appropriate, their integration with the open space network, supports a high level of participation in informal and “nature-based” recreation activities. Activities such as walking, swimming, cycling, bushwalking, fishing and surfing all ranked higher in the W2040 than in the AusPlay 2017 participation survey.

This indicates that the Warrnambool community has a close affinity with the natural environment and enjoys undertaking recreation activities within it. This has been clearly enhanced by facilities such as the Foreshore Promenade shared pathway and the range of smaller facilities providing access to natural environments.

As identified above and within Figure 4 (page 20), walking and bushwalking remain popular activities but it is unclear from the research whether residents/visitors interpret the Foreshore Promenade as a walk or a bushwalk. Council has identified that there are limited opportunities for bushwalking in Warrnambool, with no National/State Parks present within the municipality. The Lake Gilllear, Belfast and Thunder Point Coastal Reserves, Tozer Reserve and Jellie Reserve Woodford provide opportunities for short trip experiences. Nearby, Tower Hill, along with The Grampians, Surf Coast and Otway Ranges National Parks, situated within two hours of Warrnambool, provide nationally and internationally renowned trail experiences. The Growing Adventure Tourism in the Barwon South West Region - Regional Trails Action Plan 2015-25 includes a range of actions to enhance and develop regionally significant trails.

Existing facility provision – adequacy of provision

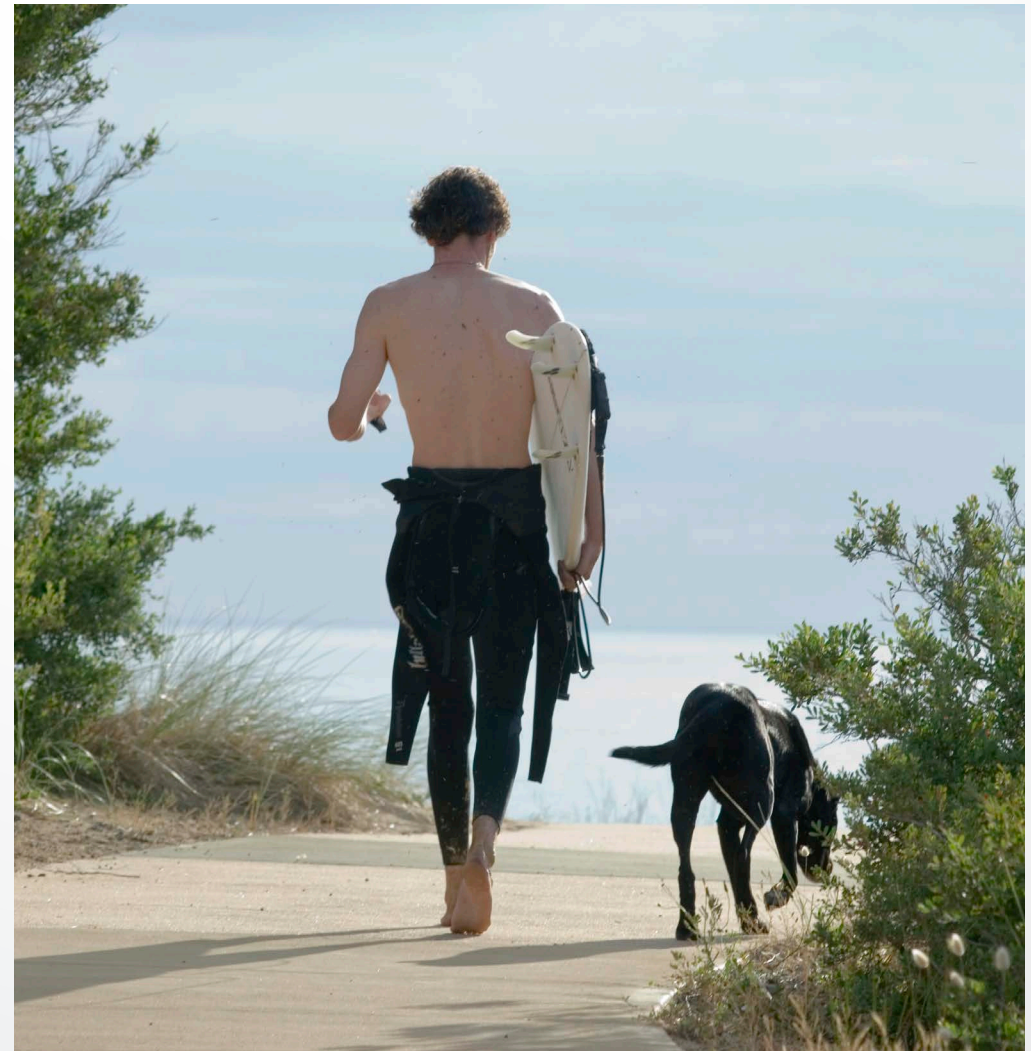
An analysis was undertaken of the adequacy of the existing provision of facilities for the seven most popular organised sports. The analysis assessed the adequacy of existing facilities to meet current needs (based on the Warrnambool City 2016 population), and also the adequacy of existing facilities to meet future needs (to 2036).

Facility provision benchmarks are one planning tool that can be used to assess the adequacy of the number of sporting facilities within a defined area (such as a municipal area), or to predict the number of sports facilities that might be required following population growth.

Provision ratios differ for different sports and work on the basis of calculating the population size that is required to sustain one sports field or one court (as examples). The merit, or otherwise, of utilising provision ratios has been well documented in various

planning reports, including the Victorian Planning Authority’s key planning document for predicting infrastructure needs in growth area Councils. Whilst the benchmarks were established for application in urban areas, they are a useful tool for a regional city such as Warrnambool given the largely urban nature of the municipality.

The provision ratios recommended in the Planning for Community Infrastructure in Growth Areas report for sports facilities have been adjusted to reflect Warrnambool’s differing population profile and also the trend of participation and growth of some sports since the ratios were initially formulated in 2008 (for example growth of women’s participation in traditionally male dominated sports).



Sport	Growth Areas Ratio	Adjusted Ratio for Council	Existing Provision	Provision in 2019: based on Adjusted Ratio for Council	Provision in 2036 based on Adjusted Ratio for Council and population projection (46,120)	2036 provision against current provision
AFL	1 oval per 3,000	1 oval per 4,500 people	11 ovals	8 ovals	10 ovals	+ 1 oval
Cricket	1 oval: 3,500	1 oval: 4,000	21 ovals	9 ovals	12 ovals	+ 9 ovals
Lawn Bowls	1 green: 10,000	1 green: 10,000	9 greens	4 greens	5 greens	+ 4 greens
Soccer	1 pitch: 5,000	1 pitch: 5,500	5 pitches	7 pitches	9 pitches	-4 pitches
Tennis	1 court: 2,000	1 court: 2,000	31 courts	18 courts	23 courts	+ 8 courts
Netball	1 court: 3,500	1 court: 2,500	29 courts	14 courts	19 courts	+ 10 courts
Basketball (indoor)	No ratio provided	1 court: 7,500	13 courts	5 courts	6 courts	+ 7 courts

Note: Where education and privately owned facilities are generally available for public / club use, they have been counted into the 'existing provision'

Figure 7 – Growth Area Sports Provision Ratios adjusted to Warrnambool City Council and Sports Facility Provision Needs to 2036

The sports facility analysis found that:

- There is currently a surplus of 3 AFL ovals to meet current demand, and this will reduce to a surplus of 1 oval to meet the projected demand by 2036 (it is expected that participation increases in AFLW will occur, however it is unclear to what extent this will be - monitoring of participation changes will be necessary).
- There is currently a surplus of 12 cricket ovals to meet current demand, and this will reduce to a surplus of 9 ovals to meet the projected demand by 2036 (refer comment for AFL above).
- There is currently a surplus of 5 bowling greens to meet current demand, and this will reduce to a surplus of 4 greens to meet the projected demand by 2036.
- There is currently a shortfall of 1 soccer pitch to meet current demand, and this will increase to a shortfall of 4 pitches to meet the projected demand by 2036 (this data is consistent with the findings from the sports demand for cricket and soccer in Warrnambool competed in 2014. Responding to this should be a priority to ensure the growth projected for soccer in Warrnambool can be accommodated).
- There is currently a surplus of 14 tennis courts to meet current demand (excludes the 26 grass courts, which are only available for use on a seasonal basis), and this will reduce to a surplus of 8 courts to meet the projected demand by 2036. Growth area planning should provide for multipurpose hard court facilities for tennis and basketball (and other unstructured active recreation) in public open space to address the limited number of facilities and support the continued growth of unstructured participation and adequate provision of facilities in neighbourhood areas. Given the nature of structured tennis provision in Warrnambool, which includes a mix of club and commercial programs and facilities, a needs assessment for tennis is recommended).
- There is currently a surplus of 15 netball courts to meet current demand, and this will reduce to a surplus of 10 courts to meet the projected demand by 2036 (this surplus is somewhat overstated, as the current requirements of the Hampden and the Warrnambool and District Football Netball Leagues for affiliate clubs to host netball matches concurrently with football matches, has required netball courts to be provided at all venues where senior football is played).
- There is currently a surplus of 8 basketball courts to meet current demand, and this will reduce to a surplus of 7 courts to meet the projected demand by 2036 (the analysis includes ten school based multiple (2) and single (6) courts that are available for public hire). Many of these facilities are unsuited to the needs of the local indoor basketball competition. Given the nature of structured basketball provision in Warrnambool a needs assessment for basketball is recommended.

It should also be noted that Council is a regional provider for many sports including hockey and soccer. Future assessment of facility provision and need should take geographic provision into consideration and engagement with neighbouring Council's to occur. The location of the various sport and active recreation facilities throughout Warrnambool are highlighted in **Figures 8 and 9**.

Sports and Recreation Facilities in Warrnambool

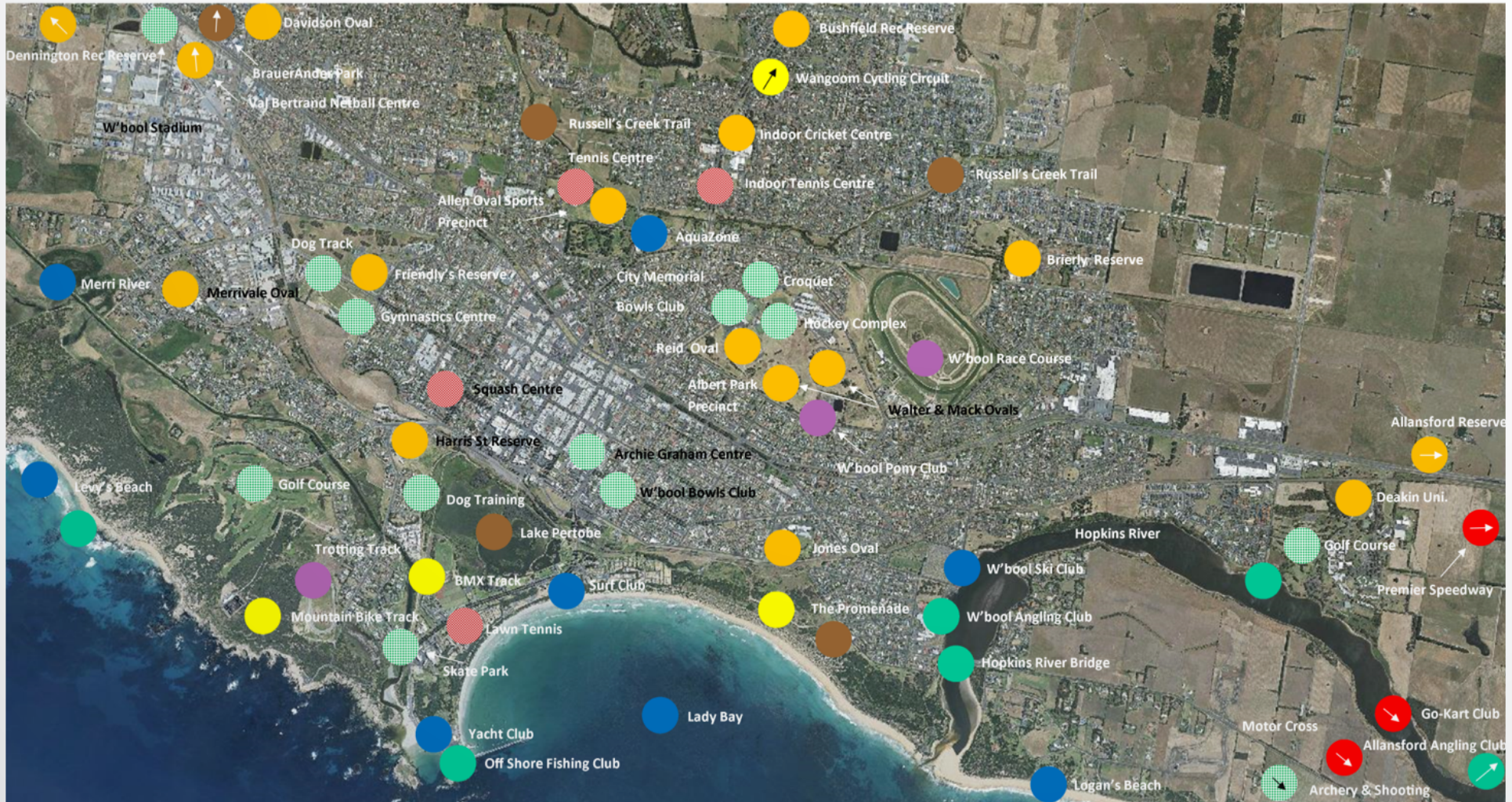


Figure 8 - Sports and Active Recreation Facilities in Warrnambool

Informal Sports and Recreation Facilities in Warrnambool

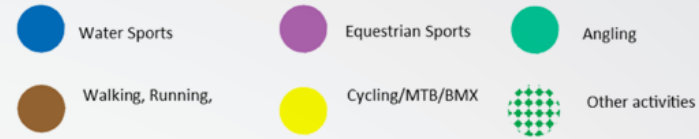


Figure 9 - Informal Sports and Active Recreation Facilities in Warrnambool

8 WHAT NEEDS TO BE DONE?

Responses to the Issues and Opportunities identified in the Issues and Opportunities Paper are outlined in this section of the Strategy.

Three themes, with corresponding Goals, were established to present the key components for sport, recreation and physical activity in the Strategy:

- Activity (What People Do), Goal - For more people to be more physically active and socially connected, more often.
- Facilities and Spaces (Where people do activities), Goal - For facilities and spaces to be well-managed and utilised to optimise health and wellbeing outcomes.
- Council Management and Programming (How people are supported to do activities), Goal – To utilise the resources available to efficiently manage and deliver on key priorities.

THEME 1: ACTIVITY (What People Do),

Goal - For more people to be more physically active and socially connected, more often.

I&O A: To recognise physical activity is a key factor in community health and wellbeing.

A key objective of Warrnambool – A Healthy City 2017-2021 is to support healthy lifestyles by increasing active living.

The Active Warrnambool Strategy aims to provide all residents with the opportunity to participate in sport, recreation and physical activity. Actions to reduce the numbers of residents not participating in any form of sport or active recreation and to remove barriers to participation is a focus.

Warrnambool's population has diversified and aged significantly in recent years, and the CALD community is larger than ever before. Council has signed up to be a member of the Welcoming Cities Network and as an Age Friendly City.

Section 5 of this report also outlines the benefits of sport, recreation and physical activity to individuals, communities and governments.

I&O B: To maintain the strong culture of involvement in sports clubs and participation within them, and promote the benefits of Club membership as a mechanism to increase physical activity.

There is high participation in organized sport by Warrnambool residents. Participation within sports clubs supports a physically and socially connected community. A collective aim of club administrators and Council should be to help the community to understand the importance of lifelong involvement in sport, recreation and physical activity and the benefits that accrue from participating.

I&O C: Continue to support the sustainability of sporting clubs and community, recognising the importance of volunteers.

Clubs with strong committees and adequate numbers of players, officials and members are typically clubs that enjoy sustained success, can operate independently, and are resourceful. Warrnambool should aim to maintain a network of sustainable clubs with a high degree of independence/sustainability.

Clubs and associations continually advise their concerns around the impacts on volunteerism and growing burden of meeting legislative and other compliance requirements (i.e. Working with Children Check and Child Safe Standards).

I&O D: Consider options to assist/encourage clubs to be more inclusive of female participation

Girls and women are continuing to become more involved in sport, recreation and physical activity as players, officials and administrators, and Council has a role to facilitate this increased participation.

Options that Council can be consider to support increased female participation include discounts on user fees and charges, Community Development Funding criteria weightings being influenced, and the introduction of an annual capital funding program to co-fund projects to make sporting facilities female friendly.

I&O E: Identify and recognise new sport and active recreation activities that have not had a strong presence previously in Warrnambool.

The increase in popularity of new sport and active recreation activities (e.g. Ultimate Frisbee, small-sided soccer, futsal and petanque) and sports that have not traditionally had a strong presence in the Warrnambool is reflected in a shortfall of facilities suited to these activities. Lack of facilities for non-mainstream sports is likely to reduce physical activity by those interested in these sports. Increased community demand for access to diverse and high quality open space may impact upon levels of activity if this demand is not able to be met.

The diversity of sport and active recreation opportunities in Warrnambool is also likely to continue to increase as the population increases and becomes more diverse, media coverage and the internet continue to showcase emerging sports, and people's interest in non-mainstream sport continues. Council should consider how to support emerging sport and active recreation activities to aid their establishment and development.

Key considerations in the development of policy to support new and emerging sport and active recreation opportunities will include factors such as:

- Supporting cultural diversity, female and all abilities participation
- Limitations of budgets
- Modified versions of traditional sports, such as cardio tennis.

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- Access for emerging sports and clubs to facilities, administration and promotion
- Allowing sharing of facilities through co-location with compatible tenants
- Provision of seed funding for new clubs and activities
- Need for new facilities
- Review of tenancy agreements - allow new clubs to also expand or share.

THEME 2: FACILITIES AND SPACES (Where people do activities),

Goal - For facilities and spaces to be well-managed and utilised to optimise health and wellbeing outcomes.

I&O F: Support increasing flexibility of programming to help overcome or ease the barriers to participation.

The Active Victoria - Valuing Sport and Recreation background report found that the mix of sport and recreation activities that Victorians engage in is changing, reflecting changed needs and interests. Changes in work patterns and lifestyle, cost, time and transport issues are all driving people to options that best fit their own circumstances.

Whilst there are currently incentives (funding through VicHealth and Sport and Recreation Victoria) for Clubs and Associations to increase the flexibility of their programming and diversity, feedback provided indicates that impacts on volunteerism make it challenging for many clubs to take up these opportunities and ensure they remain sustainable.

Initiatives to support increasing flexibility of unstructured programs and activation of public spaces could include:

- Support for the establishment of neighbourhood and community based physical activity initiatives.
- Promotion to clubs and the community the benefits of non-traditional activities on traditional active spaces, particularly sports reserves.
- Incentive-based framework to encourage clubs and associations to make available facilities and programs at non-traditional times of the week with options being discounts on user fees and charges, and Community Development Funding criteria weightings being influenced.
- Renewal/upgrade of sports lighting at Reserves to increase the opportunities for use at non-traditional times.

I&O G: Investigate increasing mixed use of existing Reserves for social and non-competitive activities.

The single use focus of most formal sports spaces inherently limits their use for a broader range of activities and therefore by a broader sector of the community.

Sports clubs sense of ownership over some facilities and spaces may limit the

availability of these spaces for community use and thereby reduce activity within those spaces.

The growing desire of the Warrnambool community to be involved in an increasingly diverse range of informal, social and non-competitive active recreational pursuits could require more diverse use of Council Reserves. The single sport use focus of many existing sports Reserves presents an opportunity to provide this diversify at such facilities. An important consideration will be to ensure that the capacity of a Reserve to provide for its primary activity is not compromised by the introduction of a new activity.

Since participation in informal, social and non-competitive activities is not able to be gauged by traditional measures (such as club membership) this requires Council to undertake more focused and regular monitoring of this type of activity than has occurred in the past to ensure that facilities and spaces used for it remain accessible but are also available for structured sporting activities as required.

Educating existing reserve tenants on the need for a greater diversity of activity, once the capacity of a reserve to provide for a range of new informal recreation activities has been established, will be an important consideration.

I&O H: Improve connection to and between existing spaces and facilities

W2040 has identified the goal that Warrnambool's environment encourages and supports sustainable transport. To achieve the goal all daily destinations (work, school, shopping, recreation and health services) should be accessible within 15 minutes using active/sustainable travel modes.

Review of the W2040 long form survey data reveals that the most popular activities amongst the Warrnambool community remain running, walking and cycling. The establishment of an integrated and comprehensive trail network will not only cater for this activity as an end in itself but will also encourage greater use of the diversity of recreational spaces available to the community.

This will apply to both off-road paths and trails and on-road cycle lanes. Facilitating improved connections to Brierly Reserve from the northeast growth node is an example of where good linkages will enhance the opportunities for new residents to engage in sporting and recreation activities.

The following plans related to pedestrian and cycle networks and infrastructure are under development:

- Principal Pedestrian Network
- Principal Bicycle Network
- South of the Merri River Open Space Precinct Plan
- Botanic Precinct Local Area Traffic Management Plan.

Warrnambool is well catered for with a wide range of formal and informal sports and recreation venues. One area where there is a potential lack of provision is in neighbourhood parks and open space within walking distance of residential areas. This requirement is recognised in Council's Municipal Strategic Statement. While meeting this standard within established residential areas is difficult, it will be important to identify priority areas such as low socio-economic neighbourhoods. Council should ensure the provision of well-planned and designed neighbourhood open space with appropriate community infrastructure within new development and priority areas. **Figure 10** below shows the growth areas of Warrnambool City, and highlights the significance of the northeast, the area north of the Merri, the southeast and Dennington as growth nodes requiring provision of upgraded facilities and/or improved connections to existing sporting and recreation facilities.

The provision of neighbourhood scale open space accessible by walking or cycling is a proven influence in encouraging informal physical activity and enhancing the liveability of residential neighbourhoods. The Warrnambool Open Space Strategy requires Neighbourhood, Municipal or Regional open spaces within 500 metres or Local open space within 300 metres of 95% of properties in residential areas.

There is a need to diversify and increase multi-use of community facilities. A key element in encouraging and broadening the use of sports and open space Reserves by the non-sporting community is the provision of park infrastructure. Appropriate infrastructure is particularly significant in encouraging activity by groups who are often less involved in organized sport and physical activity, such as people with disabilities, chronic illnesses and older adults. The installation or replacement of such infrastructure is often relatively simple and comparatively low cost and so can be achieved through the annual Open Space Capital Works budget and need not be reliant upon master planning or detailed design.

Principles to guide the provision of community recreation infrastructure may include:

- Provision of seating, particularly in clusters, within open spaces associated with playgrounds, and also in sporting reserves to further encourage social interaction and involvement of non-participants. To encourage use, seats should be located to take advantage of built or natural shade, to provide views to points of natural interest, and to provide views to activity areas and play spaces.
- Regular seating along circulation routes both within reserves and along trails. The provision of 1 seat per 400m of path or trail is a commonly used standard to particularly encourage use of paths and trails by the elderly and the disabled. Such seats should have arm rests and backs to allow for use by all ages and abilities.
- Provision of shade structures in both open space and sports reserves to encourage

the use of spaces in all weather conditions and the interaction of non-participants with sporting events.

- Provision of cycle rails around all buildings, at all activity nodes (such as picnic shelters), near all sports fields and at all play spaces to encourage access to open space via active transport.
- Provision of drinking fountains at key locations along paths and trails, and at other key community activity spaces.

Consider the directions from the Playspace Strategy (under development) to inform opportunities for the development of community recreation infrastructure, particularly where some of these projects might respond to local demand and access to active recreation facilities. There is currently a lack of guidance for the coordinated provision of play opportunities across the municipality.



WCC Key Areas

LEGENDS

- Train Stations
- Schools
- Hospitals
- Deakin University
- Urban Settlement Boundaries
- Industrial Estates
- CBD
- Activity Centres
- Growth Area:**
 - A-Dennington North
 - B-North of Merri
 - C-Wangoom Road North
 - D-North East
 - E-Long Term Growth Corridor
 - F-Coastal/Hopkins
 - G-South Dennington
 - H-Logans Beach Low Res Area

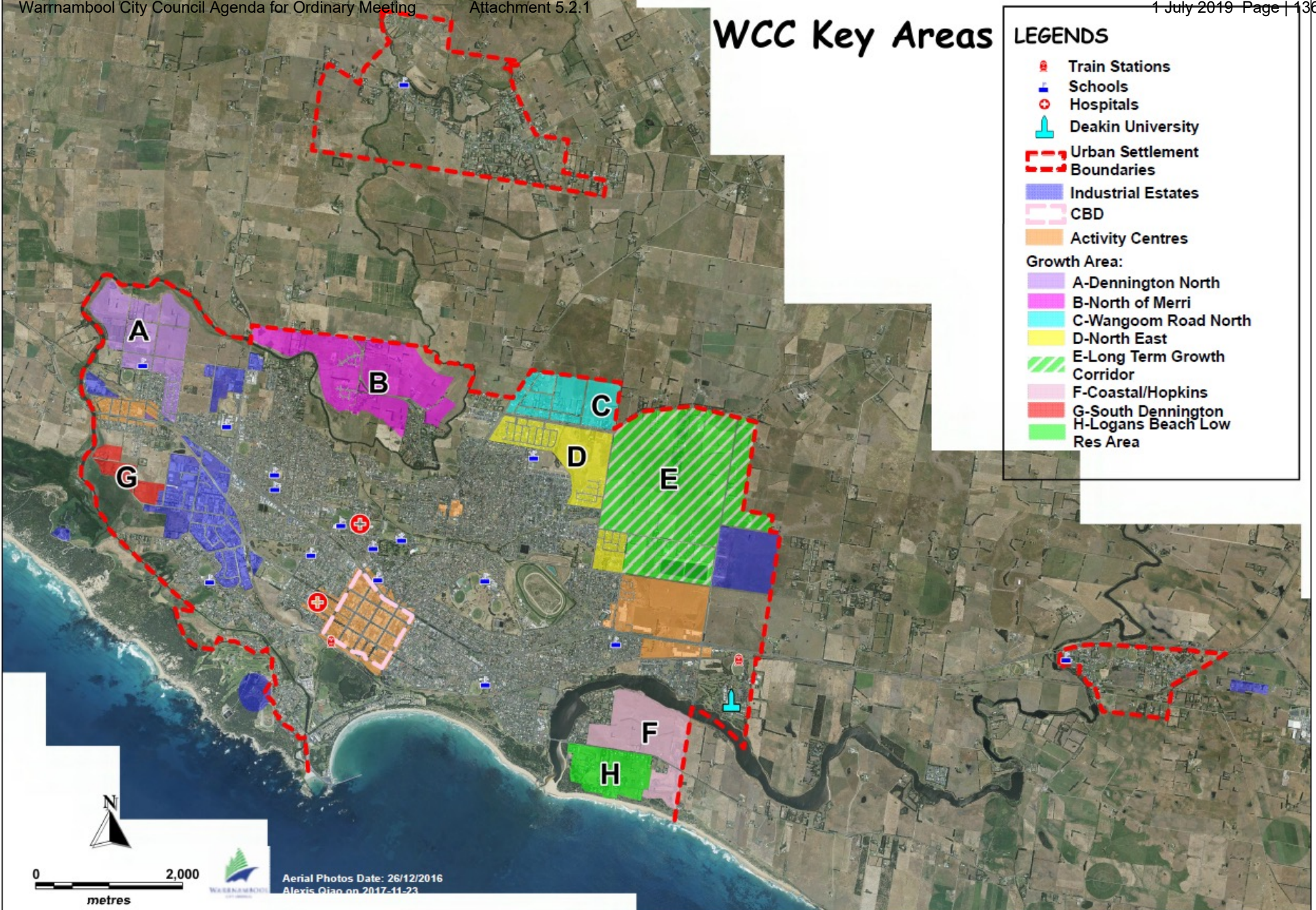


Figure 10 - Warrnambool City Council Growth Areas

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I&O J: Identify the future needs and strategic provision of facilities for key sports.

It is important for Council to have a good understanding of the current and likely future use of sporting facilities for organised sport, to assist in future decision making, planning, and management of its sports and recreation assets. An adequate level of facility provision is important to allow for participation in sports and activities by the local community, and best use of existing facilities and sites.

Review of current facility provision and sports participation levels reveals the following needs:

- demand for up to four additional soccer pitches by 2036
- demand for flexible active open spaces that provide for non-traditional sports
- planning is needed to ensure that the indoor stadium can cater for future growth
- support by clubs and other stakeholders for selected sites and facilities to undergo master planning processes in the next few years

The facility provision and sports participation needs identified should inform the active open space facility provision in Precinct Structure Plans under development or to be reviewed.

Broader strategic plans and strategies recently completed such as the Great South Coast Regional AFL, Cricket and Netball Strategy will require Council to closely assess its capacity to action recommendations.

The Active Warrnambool Background Report reveals that Council has a range of policies, strategies and master plans to guide the development of sport and active recreation goals. As in the past, the implementation of these strategies and plans will be crucial to Council's on-going success in encouraging physical activity within the Warrnambool community. It should be noted that, while Council has been successful in implementing its master plans in the past, the anticipated limited availability of implementation resources presented by rate capping raises the question of the extent to which Council should continue to prepare such master plans in the future. It is likely that future master plans will need to take a needs-based approach to maximise the available funding, with potentially the focus being on the asset management of existing/smaller reserves and new master planning being directed to new residential areas, e.g. North of the Merri, or to reserves/facilities where the significant need and demand for new/upgraded facilities can be clearly justified, e.g. the Warrnambool Stadium.

I&O K: The protection and enhancement of key physical and environmental assets and provision of appropriate public access to waterways and coastal environments is needed.

W2040's vision for the environment is that Warrnambool will be Australia's most resilient city. The goals identified include achieving zero net emissions for a renewable future; adapting to the impacts of climate change; being waste and water wise; and respecting and caring for the natural environment.

Review of Warrnambool 2040 community survey data reveals that nature-based activities including walking, swimming, cycling, bushwalking, fishing and surfing are the most popular activities amongst the Warrnambool community and have higher participation levels than National levels.

Public access to waterways and coastal environments for sport, recreation and physical activity is a high priority for residents, however this must be balanced with the required environmental protections.

There are opportunities for Council to partner with Wannon Water, the Glenelg Hopkins Catchment Management Authority and the Department of Environment, Land, Water and Planning on the development of Integrated Water Management Plans (IWMP). IWMPs present opportunities to identify water harvesting and reuse options and may increase opportunities for access to sustainable water sources for the irrigation sports grounds and open space. A draft IWMP for Albert Park has been developed, and the Lake Pertobe Master Plan recommends the development of a plan for the precinct.

I&O L: Changing standards in facility provision and their consequential impacts need to be considered.

Guidelines developed by the Victorian Government and State Sporting Associations inform facility development requirements and also reflect increased female participation in traditionally male sports.

Most existing sports pavilions fall short of the current standards and Council will need to determine the priority of actions required in response.

The guidelines often reflect a level of provision which will not necessarily be appropriate or achievable at small scale community facilities.

THEME 3: COUNCIL MANAGEMENT AND PROGRAMMING (How people are supported to do activities),

Goal – To utilise the resources available to efficiently manage and deliver on key priorities.

I&O M: Undertake an assessment of existing reports and master plans to consolidate outstanding actions that will be part of a prioritised list of projects.

Council has completed a range of strategic plans and master plans to guide the development and enhancement of existing facilities and spaces within the City. The challenge for Council is to establish a prioritised list of projects that reflects identified needs and demands from across the whole of the City.

These plans include:

- Allansford Recreation Reserve Master Plan (good level of implementation achieved)
- Aquazone 2025 Strategy (modest level of implementation)
- Brierly Reserve Master Plan (modest level of implementation achieved, funding required to implement Stages 3-5)
- Lake Pertobe Master Plan (funding received to commence implementation)
- Structure Plans for North East, North of the Merri, North Dennington, South Dennington, Eastern Activity Precinct, and Hopkins Coastal (various stages of implementation)
- Community Services and Infrastructure Plan (modest level of implementation achieved)
- Open Space Strategy (good level of implementation achieved)
- Public Amenities Strategy (high level of implementation achieved with budget allocated)
- Reid Oval Development Plan (Business Case completed, significant funding received, and project implementation commenced)
- South Warrnambool Crown Land Precinct Plan (modest level of implementation achieved)
- Sustainable Transport Strategy (modest level of implementation achieved)
- Municipal wide Principal Pedestrian Network Analysis (project under development)
- Playspace Strategy (project under development)
- Sportsground Management Review (Playing Fair) (project under development).

A review of and prioritisation of projects embodied in the above existing plans would ensure consistency between recommendations and actions generated in this Strategy.

The review should use a set of agreed criteria to determine what projects remain relevant and what their priority would be. Some possible criteria are outlined below:

- Projects that are consistent with the planning principles developed for the Strategy, and which are validated by the research and findings from the Active Warrnambool study process.

- Projects aligned with the strategic priorities of other organisations, such as peak sporting bodies and government.
- Projects that will, or have potential to, maximise usage and value, or will result in multi-purpose/ shared-use sport and recreation assets.
- Projects which meet immediate and high priority club needs
- Projects that have potential to be implemented by clubs and other community groups, or have relatively low cost implications for Council to implement, while remaining likely to positively influence participation or address known gaps.
- Does the project create new or increased sporting participation opportunity, e.g. female friendly facilities, sports lighting?
- Will the project increase operational self-sufficiency or improve the viability of a club(s)?
- Will the development reduce the level of maintenance costs to Council?
- Is the facility available for public use, and is it accessible?
- Will the project provide increased safety and security to users?
- Will the project reduce gaps in current facility provision?
- Is the club, or other external group, able to fund the required capital contribution?
- Will the project increase multi-use and cater for a broader range of users?
- Will the project upgrade an existing low-standard (non-compliant) facility?
- Is the project identified as a strategic priority?

I&O N: Undertake further investigation into a range of current reports and plans to address issues, opportunities and barriers identified in the preparation of the Active Warrnambool Strategy.

Whilst there may be some support expressed by clubs and other stakeholders for selected sites and facilities to undergo extensive master planning processes in the next few years, the focus for the next 10 years should be to review all existing master plans and re-prioritise recommended projects based on the findings of the research undertaken during the Strategy.

I&O O: There are a range of existing policies that require review or new policies are required

Council has a range of policies in place. There are policies which need to be updated or developed to provide guidance for the ongoing development and enhancement of facilities, spaces and programs to encourage community activity.

A review of the following existing policies is required to ensure they remain relevant and reflect good practice:

- Capital contributions policy (2013),
- Community Development Fund guidelines
- Fees and Charges for the Use of Council's Outdoor Sports Facilities (2009)
- Finals Use of Sports Ground Allocations for Finals Use Policy (2011)
- Assistance to Individuals or Groups Participating in National or International Events or Activities (2011).

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A gap analysis of existing policies and recommendations for new policies or improvement to existing documents has identified the following issues require some policy framework:

- Encouraging Female Participation in all Aspects of Club Activity
- Open Space Contributions (commenced)
- Community Facility Access
- Reserve Sponsorship and Naming
- Healthy by Design (a resource designed to help guide the design of built environments that promote health and active communities).
- Active Warrnambool Policy (to embed strategies and objectives in the Municipal Strategic Statement).
- Support for new and emerging sport and recreation activities
- Development of Sport and Recreation Infrastructure
- Provision of infrastructure on flood-prone land
- Assessment of proposals for disposing of or change use of open spaces.

I&O P: Council does not currently have a formal and consistent framework for requesting and spending of open space contributions

The collection of open space contributions is an accepted and effective method for providing open space.

A review of open space contributions has occurred is being developed into an open space contributions Policy.

An Open Space Contributions Policy will direct the collection and spending of open space contributions, ensuring this considers:

- Current policy and legislation that informs the collection of open space contributions
- Recent VCAT decisions and benchmarking against comparable Councils
- Whether it is appropriate to set a rate or rates for open space contributions in the planning scheme (schedule to 52.01)
- Guidelines for what constitutes an open space contribution (land contributions)
- Administration of and guidelines for spending open space contributions
- A review of current open space provision and demand.

I&O Q: Comparison of local participation data collected in 2013 and 2017 shows that, while facilities and infrastructure have been developed and improved over that time, responses indicate reduced participation and satisfaction in some areas. This may reflect an increase in participants' aspirations and perhaps a lack of awareness of new and enhanced facilities.

Comparison of local participation data collected in 2013 and 2017 shows that, while facilities and infrastructure have been developed and improved over that time, responses indicate reduced participation and satisfaction in some areas. This may reflect an increase in participants' aspirations and perhaps a lack of awareness of new and enhanced opportunities to participate. A response may be to raise awareness of recreation opportunities through Council publications and programs. There is a need to seek to understand why there has been a reduction in participation and satisfaction and should be clarified through future community engagement.

There may be a need for raising awareness of sport, recreation and physical activity



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opportunities available to the community. Council would have a role in raising that awareness. This will involve:

- Considering the benefit of further raising community awareness of activity opportunities.
- Determining the type of communications and promotional opportunities required.

I&O R: A planned approach to responding to, and meeting the asset renewal gap will be critical for Council.

Council should prioritise sport and active recreation facility renewal and upgrade of existing facilities, over the development of new facilities.

W2040 aspires for Warrnambool to have accessible, high-quality public spaces and facilities. To achieve this aspiration the asset renewal gap (the gap is the difference between the level of asset renewal expenditure allocated and the asset renewal funding required) for community recreation and sports infrastructure will need to be addressed and assets maintained to maximise the benefits for the community.

The likelihood of limited funds for asset renewal now and into the future will inevitably limit Council's capacity to renew and replace community infrastructure. This is particularly important in supporting community recreation services that rely heavily on infrastructure such as pavilions and buildings, shared pathways and trails, and other open space infrastructure.

A planned approach to responding to and meeting the asset renewal gap will be critical for Council, particularly for infrastructure items such as pavilions and buildings, pathways and other open space infrastructure.

I&O S: There is a need for council to invest in evidence-based development and enhancement of recreation, facilities and spaces.

Council support for sport, recreation and physical activity infrastructure and programs should be based on:

- Maintaining what is existing and providing value.
- Renewing high use facilities and spaces.
- Investment must be targeted towards projects and proposals that demonstrate evidence based and measurable community benefit
- Investment is required in communities where inequality exists.
- New infrastructure should be prioritized for facilities that are publicly accessible, support high levels of community use, and include spaces that can be used by more than one group and provide for a range of activities.

I&O T: Clarification of Council's role in recreation provision is needed to guide its responsibilities and ensure appropriate resources are provided for it. Council's role is outlined under Section 7.

Staff workload has increased, and therefore the capacity of Council to absorb increased tasks and responsibilities may be limited unless additional resources are provided.

Council needs to provide and fund, physical and financial resources to support its role. It is noted that additional funds have been allocated in the draft 2019/20 budget in response to workload and to implement the Active Warrnambool Strategy.

Council's Community Development Fund has been an important source of funding for community sporting and recreation clubs to not only purchase essential equipment but to also fund initiatives, such as events and tournaments. The program is crucial to providing seed funding to sport and active recreation clubs. The annual funding round is usually oversubscribed and there has been no increase in the budget in five years. Opportunities to increase the annual budget should be considered.

I&O U: The implementation of sustainable and effective facility management models that support community-based leadership should be considered.

Council is responsible for the management of over 170 areas of open space, including 15 sports grounds. One sports Reserve, the Allansford Recreation Reserve, is managed by a locally elected Committee of Management, and this model has been successful at this Reserve.

An internal review of Council's management of sports grounds identified a high level of inconsistency and inequity in the delivery of a number of operational services. A report, Playing Fair – Developing a response to the Sports Ground Management Review was presented to Council in early 2017. Council will need to consider how it might respond to the issues.

Council should also continue to monitor the impact of season creep by some oval based sports, e.g. football and soccer, on other sports sharing grounds, such as cricket, and how this impacts on the capacity of Council staff to complete ground refurbishment tasks between seasons.

9. A FRAMEWORK FOR THE STRATEGY

A framework has been developed for Active Warrnambool which incorporates a vision, planning principles, themes and goals that underpin the Strategy.



Figure 11 – Active Warrnambool Strategy Framework

VISION

The vision underpinning the Active Warrnambool Strategy is:

Vision: Warrnambool will be a healthy, active regional city where people thrive.

PRINCIPLES

Council will be guided by the following principles:

Principle 1 - Health and Wellbeing through Participation

Opportunities to participate in sport, recreation and physical activity are fundamental to improving community health and wellbeing.

Increased participation in sport, recreation and physical activity will be enabled by:

- Support residents to be more active more often.
- Balance the provision of structured and unstructured recreation opportunities by providing facilities and places that are safe, affordable and functional for people of all ages, genders, abilities and interests.
- Seek and encourage increased flexibility of programming and innovation to overcome or reduce the barriers to participation (e.g. modified programs, shortened or alternate timeframes, social/casual models, female-friendly approaches, etc).

Principle 2 - Environmental Sustainability

The community seeks to use the natural environment sustainably for sport, recreation and physical activity.

In providing access to waterways and the natural environment for sport, recreation and physical activity, adequate environmental protections are essential and users must be respectful to protect the environment for future generations.

Principle 3 - Financial Sustainability

Resources for sport and recreation facilities and investment in places for physical activity, especially public funding, are likely to be constrained in the foreseeable future.

Investment in sport, recreation and physical activity infrastructure and programing will focus on:

- Maintaining existing assets and providing value.
- Maintaining and renewing high-use facilities and public spaces.
- Projects that demonstrate significant and measurable community benefit and are evidence-based.
- New infrastructure investment is prioritised towards facilities that are publically accessible, support high levels of community use, and include spaces that can be used by more than one group and provide for a range of activities.
- Establishing partnerships and joint ventures with clubs, community and service groups, schools, all levels of government, peak sporting organisations and/or the private sector for the planning, provision and management of sport and recreation facilities and public spaces.

Principle 4 - Social Connection and Access

Social connection for all people is a key factor in improving community health and wellbeing.

Strengthening social connections will be facilitated by:

- Improving accessible connections for walking and cycling to and between open space, community destinations and recreation facilities, with open space available within walking distance of residential areas.
- Strengthening the existing culture of local participation in clubs and organisations – as participants, spectators, members or officials - to support a more inclusive and socially-connected community.

Principle 5 - Diversity and Inclusion

Focus on providing opportunities to enable increased participation by those traditionally less engaged in physical activity.

Strengthening diversity and inclusion in sport and active recreation participation by:

- Prioritise increased inclusion for people of all abilities, genders, ages and cultural backgrounds in planning for and provision of active recreation opportunities
- Support and encourage clubs and organisations to build their capacity to welcome increasing diversity in their membership.
- Encourage increasing diversity of available activities to increase opportunities for and access to participation.

Principle 6 - Best Use

Ensure facilities and programs are well-utilised to optimise health and wellbeing outcomes and provide the best return on investment.

Council support for participation in best use of services and facilities is based on:

- Maximising the use and capacity of existing facilities and spaces.

- **Warrnambool City Council Agenda for Ordinary Meeting Attachment 5.2.1**
Increasing mixed use and sharing of existing facilities, encouraging co-location of social and non-competitive activities at them.
- Ensuring adaptable facility design to cater for multiple users and changing needs over time.

Principle 7 - Infrastructure Quality and Provision

Quality, quantity and accessibility of sport, recreation and physical activity infrastructure is critical to achieving participation and health and wellbeing outcomes.

Council support for quality and quantity of sport, recreation and physical activity infrastructure is based on:

- Maintaining the existing provision of outdoor sports facilities except for soccer, where increased access to facilities is required to meet demand.
- Long term planning which provides for flexible active spaces that provide for non-traditional sports.
- Maintaining access to high quality indoor sports facilities that meet the community's needs.
- Developing facilities according to the requirements determined in strategies and plans, informed by community needs and to appropriate standards.
- Providing for new recreation and open space infrastructure when developing precinct structure plans, development plans or in areas where gaps in facility provision are identified.
- Determining community infrastructure priorities based on the evidence of community need, goals to increase participation and diversity of users and funding availability.
- Application of Universal Design principles for all sport and active recreation infrastructure.

Principle 8 - Partnerships:

Recognising the importance and value of partnerships to share the responsibility in the provision of sport, recreation and physical activity infrastructure and programs.

Support for a partnership approach is based on the need to:

- Identify opportunities for joint ventures for new/upgraded sport and recreation facilities with clubs, schools, all levels of government, peak sporting organisations, and the private sector.
- Collaborate with clubs, community and service groups, schools, and the private sector for the management of sport and recreation facilities.
- Investigate funding opportunities from clubs, service groups, all levels of government, peak sporting organisations, and the private sector for maintaining and upgrading existing infrastructure, or for the development of new facilities and spaces.



10 OBJECTIVES AND ACTIONS

The section details the objectives and actions which respond to the issues and opportunities identified previously in this Strategy.

On adoption of the Strategy, the Objectives and Actions table following will be further developed into an implementation plan (including the following additional components to guide the implementation of the actions - prioritisation/timing; responsibility to lead implementation; and partners and resources required to support implementation). The report will be presented to Council for consideration in the first half of 2019/20.

The Objectives and Actions are grouped under the themes under which the Strategy was developed with the community:

Theme 1: Activity (What people do)

Goal - For more people to be more physically active and socially connected, more often.

Theme 2: Facilities and Spaces (Where people do activities)

Goal - For facilities and spaces to be well-managed and utilised to optimise health and wellbeing outcomes

Theme 3: Management and Programming (How people are supported to do activities)

Goal – To utilise the resources available to efficiently manage and deliver on key priorities.



THEME 1: ACTIVITY (What people do) GOAL - For more people to be physically active and socially connected, more often.		
ISSUES & OPPORTUNITIES:	OBJECTIVES	ACTIONS
A. To recognise physical activity is a key factor in community health and wellbeing.	1. Increase opportunities for residents to improve their health and wellbeing through physical activity.	<ul style="list-style-type: none"> i. Develop a promotional campaign encouraging residents to be more active, more of the time. ii. Work with partners to promote a culture of walking and cycling for transport and recreation within the City iii. Collaborate with other regional agencies to identify key initiatives that aim to increase participation for residents who are less active. iv. Improve the coordination and promotion of the various Council physical activity initiatives and programs. v. Develop a policy which guides Council officers in responding to requests for provision for informal recreation activities including criteria that identifies when demand for an activity triggers the provision of new spaces and/or facilities.
B. To maintain the strong culture of involvement and participation in sports clubs and promote the benefits of club membership as a mechanism to increase physical activity.	<ul style="list-style-type: none"> 2. Promote participation and involvement in sporting and recreation clubs as a way to improve both physical and mental health and social connection. 3. Assist clubs to become more welcoming and inclusive of new people, particularly those groups who are less active. 	<ul style="list-style-type: none"> i. Utilise the 'Connect' and other suitable platforms to share positive information and stories about individuals, clubs and associations, in an aim to inspire increased participation. ii. Encourage clubs and associations to promote 'good news' stories concerning their members and group's achievements. iii. Support clubs and associations to develop, endorse and implement diversity, disability access, gender equity and inclusion policies and strategies. iv. Promote a safer drinking culture in Warrnambool and increase the participation of sports clubs in the Good Sports program.
C. Continue to support the sustainability of sporting clubs, recognising the importance of volunteers.	4. Improve the sustainability of sport and recreation clubs and organisations.	<ul style="list-style-type: none"> i. Collaborate with other regional agencies to determine how to best continue to support sports clubs. ii. Continue to collaborate with and encourage State Sports Associations to strengthen sport pathways and the transition of junior players into senior ranks. iii. Utilise 'Connect' and other suitable platforms to disseminate sport and recreation information to clubs, associations and community groups.
D. Consider options to assist/encourage clubs to be more inclusive of female participation	5. Support increased female participation and involvement in sport, recreation and physical activity.	<ul style="list-style-type: none"> i. Encourage clubs to work with the State Government's Office for Women in Sport and Recreation, VicHealth and other organisations, to actively support female players, coaches, officials, administrators, volunteers, coaches and supporters ii. Develop a policy and an incentive-based framework to encourage clubs and associations to actively support female players, administrators, coaches and volunteers. iii. Secure funding from Council to leverage external grant applications to support the development of female friendly facilities.
E. Identify and recognise new sport and active recreation activities that have not had a strong presence previously in Warrnambool.	6. Facilitate and support access to more diverse sport and active recreation opportunities in Warrnambool.	i. Develop a policy/protocol and implementation plan, including guidelines and toolkits, around support for new and emerging sport and recreation activities.

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THEME 2: FACILITIES AND SPACES (Where people do activities)		
GOAL - For facilities and spaces to be well-managed and utilised to optimise health and wellbeing outcomes		
ISSUES & OPPORTUNITIES:	OBJECTIVES	ACTIONS
F. Support increasing flexibility of programming to help overcome or ease the barriers to participation.	7. Seek increased and more efficient use of Council and non-Council sporting reserves and open space to grow participation.	<p>i. Develop a protocol to guide Council in increasing use of under-utilised facilities and identifying mechanisms to encourage user groups to partner with other compatible users.</p> <p>ii. Investigate and pursue increased use of school facilities and spaces to increase the number of facilities available, diversify the range of activities available to the Warrnambool community and to make more effective use of available public land.</p> <p>iii. Increase the use of Council Reserves and open spaces for flexible and unstructured physical activities.</p> <p>iv. Promote opportunities to maximise all sport and active recreation facilities including use the courts at the Warrnambool Stadium and the Val Bertrand Netball Centre at non-traditional times of the week.</p>
G. Investigate increasing mixed use of existing Reserves for social and non-competitive activities.	8. Encourage more diverse use of Council and non-Council sporting reserves and open space to encourage participation.	i. Review current reserve master plans and existing facility use to determine the capacity of Reserves and facilities to host additional activities to effectively maximise and diversify use of all facilities.
H. Improve connection to and between existing spaces and facilities	9. Establish safe and functional walking and cycling connections to all facilities and spaces.	<p>i. Develop and implement the Principle Pedestrian and Principal Bicycle Networks to ensure planned links to and between key sport and recreation destinations</p> <p>ii. Invest open space contributions (from the subdivision process) and other funding to infill gaps in open space along the coast and waterways.</p> <p>iii. Implement the Wayfinding Strategy to improve navigation along paths and trails.</p> <p>iv. Improve access and connectivity along the Russell's Creek, the Merri River, the Warrnambool to Port Fairy Rail Trail and where feasible, the Hopkins River.</p> <p>v. Prepare a business case for an off road connection between Deakin University and the city centre.</p>
I. Provide neighbourhood parks and open space within walking distance of residential areas and enhance appropriate neighbourhood community infrastructure and its utilisation	10. Develop policies and guidelines to inform the provision and development of neighbourhood open space in accordance with current strategies and standards.	<p>i. Prepare open space planning and design guidelines which:</p> <ul style="list-style-type: none"> • Deliver a linked network of parks/playspaces equitably across the city • Delivers diverse open spaces which are designed for all ages and abilities • Support both organised sport and informal active recreation • Ensures all parks and spaces are well connected to footpaths and shared paths • Incorporate seating, shade and access to water. <p>ii. Enhance and improve existing public open space where opportunities arise through funding for associated works such as maintenance, repair or other capital works programs.</p> <p>iii. Develop and implement a policy to guide provision, location and management of exercise equipment and spaces.</p> <p>iv. Ensure that quality open space is provided in new areas in accordance with the Warrnambool Open Space Strategy and through inclusion in precinct plans, structure plans and subsequent development plans.</p> <p>v. Complete and implement the Warrnambool Playspace Strategy to inform and prioritise the provision of play opportunities.</p> <p>vi. Develop a policy to guide the provision of active recreation infrastructure in growth areas.</p>

J. Identify the future needs and strategic provision of facilities for key sports.

11. Plan and provide for identified needs through better utilisation of existing reserves and sports facilities.

- i.** Provide improved facilities to support the current and future growth in soccer participation by continuing to implement the Brierly Reserve Master Plan, and by undertaking improvement at existing facilities and providing amenities for females at the existing soccer facilities.
- ii.** Implement the Reid Oval Business Case.
- iii.** Undertake a feasibility study for the upgrade and expansion of the Warrnambool Stadium that includes assessment of the potential for increased opportunities for other compatible sports.
- iv.** Continue implementing the AquaZone 2025 Strategy and undertake work to guide the future provision of aquatic facilities in the city post 2025.
- v.** Implement the South Warrnambool Crown Land Precinct Plan to support additional sport and recreation pursuits and additional user groups within the Thunder Point Coastal precinct including development/improvements to the Mountain Bike Trail network.
- vi.** Lead the coordination of the Great South Coast Regional Sport Partnership Network to implement the Great South Coast Regional AFL, Netball and Cricket Strategy
- vii.** Develop a Water Sports Strategy, incorporating rowing, dragon boats racing/skiffs, kayaking, water skiing, stand up paddle boarding, surfing and fishing.
- viii.** Develop a master plan for the North of the Merri active open space precinct.

K. The protection and enhancement of key physical and environmental assets and provision of appropriate public access to waterways and coastal environments is needed.

12. Promote the sustainable and responsible use of physical and environmental assets.

- i.** Develop landscape guidelines to define environmental protection needed where recreation occurs in areas of environmental sensitivity.
- ii.** Continue to support Integrated Water Management Plans (IWMPs), with the priority to be completion and implementation of the Albert Park IWMP.
- iii.** Support clubs and associations to build knowledge, skills and involvement in protecting the natural environment and increasing sustainable practices.

L. Changing standards in facility provision and their consequential impacts need to be considered.

13. Apply best practice approaches, industry standards, tools and guidelines to inform facility provision.

- i.** Apply Universal Design Principles when designing all new and upgraded sporting facilities to improve access for all
- ii.** Support the improved sustainability of facilities and spaces through irrigation upgrades, drainage improvements, LED lighting redevelopments and other measures
- iii.** Adhere to the standards and guidelines of relevant State Sporting Associations when scoping new and upgraded sporting facility projects.
- iv.** Advocate for more appropriate rural and regional facility provision standards by State Sporting Associations and SRV.

THEME 3: MANAGEMENT AND PROGRAMMING (How people are supported to do activities) GOAL – To utilise the resources available to efficiently manage and deliver on key priorities.		
ISSUES & OPPORTUNITIES:	OBJECTIVES	ACTIONS
<p>M. Undertake an assessment of existing reports and master plans to consolidate outstanding actions that will be part of a prioritised list of projects.</p>	<p>14. Continue to implement based on existing reports and relevant master plans as appropriate.</p>	<p>i. Develop a capital funding assessment tool to prioritise sport and active recreation facility improvement projects that incorporates the Active Warrnambool Strategy principles within its criteria. ii. Compile and prioritise a list of ongoing projects from adopted master plans and other strategic facility plans. iii. When developing the Implementation Plan for the Strategy, review comments outlined under the other issues document (Appendix B) to determine what responses may be required.</p>
<p>N. Undertake further investigation into a range of current reports and plans to address issues, opportunities and barriers identified in the preparation of Active Warrnambool.</p>	<p>Refer other recommendations within this table.</p>	<p>Refer other actions within this table.</p>
<p>O. There are a range of existing policies that require review or new policies are required.</p>	<p>15. Review existing sport and active recreation policies and develop new policies where a consistent approach is needed to underpin Council's decision-making and sport and recreation service delivery.</p>	<p>i. Review existing policies including:</p> <ul style="list-style-type: none"> • Capital contributions policy (2013) • Community Development Fund guidelines • Fees and Charges for the Use of Council's Outdoor Sports Facilities (2009) • Finals Use of Sports Ground Allocations for Finals Use Policy (2011) • Assistance to Individuals or Groups Participating in National or International Events or Activities (2011). <p>ii. Develop new policies for sport and recreation, to support:</p> <ul style="list-style-type: none"> • Implementation of this strategy through an Active Warrnambool Policy via the Municipal Strategic Statement (Planning Scheme) • Increased Female Participation in all Aspects of Club Activity • Improved Community Facility Access • Management of Reserve Sponsorship and Naming • Consistent application of Healthy by Design Principles (which to help guide the design of built environments that promote healthy and active communities). • Support for new and emerging sport and recreation activities • Development of Sport and Recreation Infrastructure • Provision of recreation infrastructure on flood-prone land • Assessment of proposals to dispose or change use of open spaces
<p>P. Council does not currently have a formal and consistent framework for requesting and spending of open space contributions</p>	<p>16. Adopt and implement an open space contributions policy to direct the collection of funds and their allocation for open space improvements.</p>	<p>i. Use the open space contributions review process to identify areas where there are gaps in open space provision and to provide for appropriate and equitable developer contributions for open space provision. ii. Use the Open Space Contributions Policy to identify and obtain funding for open space enhancement.</p>

<p>Q. Comparison of local participation data collected in 2013 and 2017 shows that, while facilities and infrastructure have been developed and improved over that time, responses indicate reduced participation and satisfaction in some areas. This may reflect an increase in participants' aspirations and perhaps a lack of awareness of new and enhanced facilities.</p>	<p>17. Promote awareness of sport, recreation and physical activity opportunities available to the community.</p>	<p>i. Develop a promotional campaign to raise awareness in the community around the availability of sport, recreation and physical activity opportunities.</p>
<p>R. A planned approach to responding to and meeting the asset renewal gap will be critical for Council.</p>	<p>18. Council to allocate additional funding for renewal of sport and active recreation assets</p> <p>19. Council will manage assets in an efficient manner to ensure their long term sustainability.</p>	<p>i. Continue to partner with key stakeholders in asset renewal projects, including user groups, other community organisations, and the private sector.</p> <p>ii. Consider alternatives to Council management of sporting and recreation assets.</p> <p>iii. Where assets and services are assessed to be surplus to need or not sustainable, either decommission the asset or determine a future sustainable use.</p> <p>iv. Undertake assessments with full involvement of tenant groups.</p>
<p>S. There is a need for council to invest in evidence-based development and enhancement of recreation and facilities and spaces.</p>	<p>20. Investigate, source and publish data collection and related research to ensure support a strong evidence based approach to sport and active recreation facility provision in the city.</p>	<p>i. Collect sports club and association membership data annually.</p> <p>ii. Collect regional participation data every three years from the peak bodies of the major participation sports to monitor trends.</p> <p>iii. Undertake a needs assessment for tennis and basketball and other sports as demand requires.</p> <p>iv. Review the facility infrastructure provision needs required to support the most popular informal recreation pursuits (as revealed in the W2040 research).</p> <p>v. Undertake the Municipal Health and Wellbeing community survey (W2040 Community Survey) every four years in line with the review of the Health and Wellbeing Plan and seek to gain further understanding of the issues identified under Q.</p> <p>vi. Integrate the recommendations from the Great South Coast Regional AFL, Netball and Cricket Strategy into the Recreation Capital Works and Asset Management Plans.</p>
<p>T. Clarification of Council's role in recreation provision is needed to guide its responsibilities and ensure appropriate resources are provided for it.</p>	<p>21. Council will provide additional investment to implement the Active Warrnambool Strategy.</p>	<p>i. Council to provide additional resources over the life of the Active Warrnambool Strategy to ensure it can be implemented. Specific initiatives proposed include:</p> <ul style="list-style-type: none"> • Leverage funding for existing SRV funding programs to increase from \$190,000 to \$300,000 • Establish new leverage funding of \$200,000 for SRV female friendly facilities. • Increase the Community Development Fund budget by 35% per year over three years. • Increase asset management funds for recreation and community facilities by \$235,000 per year. • Funding for implementation of the Active Warrnambool Strategy of \$50,000 per year over the life of the Strategy.
<p>U. The implementation of sustainable and effective facility management models that support community-based leadership should be considered.</p>	<p>22. Develop a more equitable and efficient approach for the provision of sports grounds.</p> <p>23. Formalise new use agreements that reflect how facilities are used and managed, and who is responsible for them.</p>	<p>i. Present Council with the next steps to implement Playing Fair (Sports Ground Management Review).</p> <p>ii. Develop recommendations for the Playing Fair Review.</p> <p>iii. Implement the new sports ground management system.</p> <p>iv. Implement new usage agreements for clubs occupying sports grounds.</p>

11. MONITORING AND REVIEW

The Active Warrnambool Strategy will be monitored to ensure that the vision, objectives and actions, remain relevant and are able to be effectively implemented.

Research into strategic recreation plans and operations of a number of municipalities of similar scale to Warrnambool City Council has revealed that no other Councils have adopted Key Performance Indicators or performance measures to assess the success or impact of their work. There are some service-specific measures available from the Community Satisfaction Survey conducted by the Office of Local Government of Victoria regarding recreation facilities and by the Essential Services Commission for Aquatic facilities available.

The implementation of the Active Warrnambool Strategy will be measured through:

- 1) Process measures – ie. the number of actions delivered/completed.
- 2) Tracking membership/participation in sporting clubs and associations, and of other community groups providing physical activity opportunities.
- 3) Tracking levels of participation in non-club based physical activity and recreation programs/activities, measured using Ausplay, WCC Community Survey and other data sets.
- 4) The ratio of the funding mix between Council, community and external funding sources for the delivery of projects.
- 5) The overall health and wellbeing levels, and physical activity levels of the Warrnambool City population (measures from Warrnambool A Healthy City).
- 6) An increase in the performance rating of Warrnambool City in the service area of Recreational Facilities in the annual Council Community Satisfaction Survey.

12. IMPLEMENTATION / NEXT STEPS

To deliver on this Strategy Council will:

- Develop a detailed implementation plan which identifies the priorities, proposed timing, and resources required.
- Identify agencies and others with a responsibility for implementation and where partnership opportunities are possible.
- Report against the action plan every twelve months.
- Review the Strategy and the detailed implementation plan, every three years to consider emerging issues, opportunities, trends or changing conditions.
- Conduct a major review of the Strategy, including public consultation, in 2030.
- Develop and implement a communications strategy to regularly promote the Strategy outcomes, reviews and updates.



13. APPENDICES

Appendix A: References

Australian Government (2011) National Sport and Active Recreation Policy Framework

Commonwealth of Australia, Department of Health (2018), Sport 2030

JWS Research (not dated), Local Government Community Satisfaction Survey, Warrnambool City Council: 2017 Research Report

KPMG (2018) Valuing Community Sport Infrastructure: Investigating the value of community sports facilities to Australia.

Marsden Jacob Associates (2018) Active impacts: The economic impacts of active recreation in Victoria

Saxena, S., Van Ommeren, M., Tang, K. C., & Armstrong, T. P. (2005). Mental health benefits of physical activity. *Journal of Mental Health* 14: 5, 445–451

SportAus (2017) AusPlay 2017 National participation data for the sport sector

State of Victoria, Department of Health and Human Services (July 2017) Active Victoria: A strategic framework for sport and recreation in Victoria 2017 - 2021

State of Victoria, Department of Health and Human Services (December 2016) Valuing Sport and Recreation: A framework for the future. Background information

VicHealth Physical Activity Strategy 2018 – 2023

Warrnambool City Council (not dated), Warrnambool 2040 Phase 1 Engagement Findings Fact Sheet

Warrnambool City Council (not dated), Active Warrnambool Strategy 2016 - 2025 Background Report

Warrnambool City Council (not dated), Annual Report 2017 - 2018.

Warrnambool City Council (2019), Council Plan 2017 – 2021.

Warrnambool City Council (not dated), Warrnambool Recreation Plan 2007 - 2017

Warrnambool City Council (not dated), Warrnambool – A Healthy City 2017 – 2021

Warrnambool City Council (not dated), Warrnambool City Council Disability Action Plan 2017 – 2026

Warrnambool City Council (not dated), Warrnambool Open Space Strategy 2014

Appendix B: Other Issues

In addition to the specific Issues and Opportunities identified through the Warrnambool 2040 and Active Warrnambool consultation processes, a number of other issues have emerged which will require investigation and resolution beyond the preparation of the current Strategy, but during its lifetime.

These issues are summarised below:

Issue

- Stakeholders have different views around the future use of the cycling track at Friendlies Societies Park.
- Brauerander Park currently is the main venue in Warrnambool for community access to competition and training facilities for various athletics' disciplines.
- Warrnambool Golf Club is continuing to seek confirmation around their land tenure arrangements and future use of the site at Thunder Point.
- Gymnastics is a growing sport that currently occupies leased premises at the Warrnambool Showgrounds.
- The Warrnambool Lawn Tennis Bowls Club is considering a range of improvements to its facilities.
- It is expected that the synthetic hockey pitch will require replacement over the term of the Strategy.
- The Warrnambool Surf Life Saving Club is developing a Strategic Plan that will incorporate a future direction for the existing facility at Lady Bay.
- User clubs at Lake Gilleard Target Sports Complex may require support around governance and facility management.

5.3. GREAT OCEAN ROAD REGIONAL TOURISM LTD

PURPOSE:

This report recommends Warrnambool City Council renew its financial support for Great Ocean Road Regional Tourism Limited for 2019/20.

EXECUTIVE SUMMARY

- In 2013 Warrnambool City Council ('Council') supported the establishment of the Great Ocean Road Regional Tourism Board (GORRTB). GORRTB was established to lead the development, marketing, advocacy and management of tourism for the Great Ocean Road region. It takes in the geographical area from Torquay to the South Australian border, including the local government areas of Surf Coast, Colac Otway, Corangamite, Warrnambool, Moyne, and Glenelg.
- Regional Tourism Boards are now in place across other regions of Victoria – Grampians, Murray, Alpine and High Country, Gippsland, and Daylesford-Macedon.
- The Great Ocean Road region attracts in excess of 6 million visitors per annum comprising 5.2 million Domestic visitors and 959,000 International visitors. Visitor growth continues to track ahead of projection with visitation and visitors nights forecast to increase by a third by 2027.
- The GORRT Strategic Plan 2019-2022 (attached) details key achievements over the past five years, visitation data and the key strategic priorities to be implemented over the next three years.
- The existing three year Funding Agreement between GORRT Ltd and Council ends 30 June 2019. GORRTB are seeking Council's commitment to a further three year funding commitment. The proposed Memorandum of Understanding between GORRT Limited and the six municipalities is attached.
- Previous Local Government Partner contributions to GORRT have been based on historical budgeted contributions to the previous regional tourism associations Geelong Otway Tourism and Shipwreck Coast Tourism.
- In a move towards establishing an equity based model GORRTB explored a number of funding allocation methods such as population, visitor numbers, overnight visitors, tourism employment, Gross Regional Product and Council Budgets.
- There is no agreed and consistent formula for determining Local Government funding of Regional Tourism Boards across Victoria and all methodologies result in increases and decreases in funding contributions for each Local Government partner dependent on which method is applied.
- GORRTB have proposed a methodology for Local Government financial contributions based on population. The impact for Warrnambool City Council is a reduction in financial support to GORRT from \$180,000 per annum to \$149,555 per annum. Warrnambool City Council's financial contribution remains the largest amongst the six Local Government partners.

MOVED: Cr. Sue Cassidy

SECONDED: Cr. Kylie Gaston

That Council

- **Renew its financial support for Great Ocean Road Regional Tourism Limited with a contribution of \$149,555 (excl GST) in the 2019/20 Financial Year; and**
- **Write to the GORRT Board requesting a further review of the methodology that determines Local Government partner financial contributions to GORRT in 2020/21 and beyond.**

CARRIED 6:0

FINANCIAL IMPACT

Provision has been made in the 2019/20 budget for financial support towards GORRT Limited.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

4 Develop a modern economy with diverse and sustainable employment

- 4.1 Grow the Cities population through local economic growth
- 4.2 Encourage more sustainable local business.
- 4.3 Enhance the visitor experience.
- 4.4 Advocate for and improve infrastructure including transport, services and digital infrastructure.
- 4.5 Create stronger links between education providers, business and industry.

TIMING

The existing three year agreement between Council and GORRT Limited ends 30th June 2019.

ACCOUNTABILITY AND COMMUNICATION

GORRT will provide Council with:

- Six monthly progress reports and annual audited financial statements.
- regular statistical reports relating to the performance of the visitor economy of the Great Ocean Road.
- on request, attend Council meetings to discuss visitor economy related issues and/or to provide updates on Business Plan and projects progress.
- Councils will each nominate a Director to the Board of GORRT.
- Board Minutes and relevant reports will be provided to Board Directors to facilitate reporting to Councils.

RISK / IMPACT

GORRT Board are seeking renewal of financial support from the six participating Councils for a three year period (2019/20-2021/22) to obtain a level of certainty of its funding model and to implement the GORRT Strategic Business Plan 2019-2022.

If the recommendation contained in this report is supported Council will be making a funding commitment to GORRT for one year only (with a commitment to revisit again as part of the 2020/21 Budget process), not the three years proposed.

The other five partner Councils are at different stages of taking GORRT's three year MoU through their respective Council processes for decision. It is uncertain what impact Warrnambool City Council's one year commitment will have on the other five partner Councils to enter into a three year MoU.

OFFICERS' DECLARATION OF INTEREST

Councils each nominate a Director to the Board of GORRT.

ATTACHMENTS

1. GORRT Strategic Plan 2019-22 [5.3.1 - 21 pages]
2. GORRT Mo U 2019-22 [5.3.2 - 8 pages]

Great Ocean Road Regional Tourism Board

Strategic Business Plan 2019- 2022



GREAT OCEAN ROAD
REGIONAL TOURISM LIMITED

Approved June 2019

INTRODUCTION

Where we are at.....

2019/20 heralds the seventh year of partnering with State & Local Government, industry and community in the delivery of a regional tourism Board for the Great Ocean Road region. With five years of operation, we are now starting to see strong results from having a collaborative partnership.

- Over \$700m in private sector investment is in planning,
- \$108m of State & Federal funding has been secured for implementation of Stage 2 of the Shipwreck Coast Masterplan;
- \$153m for Great Ocean Road Maintenance
- The 12 Apostles Precinct plan is scheduled for completion in September 2019.
- Parks Victoria have scoped and are scheduled to undertake Stage 1 works from May 2019
- The Budj Bim Masterplan has State Government funding secured and is in the final stage of their World Heritage Listing Bid;
- Tower Hill Master Planning has commenced; and
- A number of masterplans and precincts plans are evolving – Memorial Arch, Point Grey, Apollo Bay Wharf etc.

and we have achieved

- The GOR Action Plan and Authority (an advocacy priority); and
- 58/76 actions identified in the Strategic Master Plan to the Visitor economy of the Great Ocean Road 2015-2025 are either completed or in progress.

GORRT's strong advocacy program is assisting in driving the agenda and it is critical to continue to lead the visitor economy narrative and strengthen and maintain key messages about:

- The value of the visitor economy
- The importance of supply-side public & private sector investment to change consumer behaviour
- The importance of managing visitor growth and curating the visitor journey
- The need to focus on yield not numbers
- The length of time and investment required to change consumer behaviour
- The importance of developing solutions for the 'system' that is the Great ocean road region and
- The need to address the short term challenges without losing site of the long term vision.

The positive momentum has not come without raising the focus on some of the challenges and negative aspects of tourism. The impact on the lifestyle of communities, where the ageing, poorly maintained and inadequate infrastructure is failing, has heightened angst in some sections of the community and is fuelling a vocal anti-tourism sentiment. Conversations about the visitor economy continue to highlight the inadequacy of:

- Waste management
- Parking
- Road safety
- Road condition
- Congestion;
- Digital connectivity; and
- The capacity of communities, local emergency services and systems to service the growing visitor market.

GORRT has been at the forefront of providing the evidence base to support building the case for investment in the visitor economy. Supporting the need for both public & private investment and small and large scale product development. The public and private sector investment pipeline demonstrates the region is on the cusp of significant change. Critical to realising the benefits of this change is continuing to champion and facilitate a cohesive and collaborative regional approach.

From a demand side the region continues to benefit from significant growth in international visitation from key markets including the growth markets of China and India but even double-digit growth in international overnight visitation is

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 significantly overshadowed by even stronger growth in international day trip visitation. Digital disruption is changing domestic visitation and the region needs new supply-side product to maintain its attractiveness and competitiveness with other key regions and interstate destinations. Growing small product to stimulate some of the key subsets of the Lifestyle leader – ie. food & wine life stylers and enriched wellbeing is critical to growing length of stay, dispersal and spend from domestic visitation. Key to building the region's competitiveness is growing industry participation and engagement. Digital disruption and strong demand has grown the number of tourism businesses within the region but has resulted in a nett decline in the number of operators actively participating and financially supporting not only GORRT but the marketing of their product and destination to grow awareness domestically.

What does this mean....

Leading the narrative and driving the advocacy agenda is even more critical now. The challenges are heard, solutions are in their infancy but delivering changed behaviour is not going to come from a single solution but the sum of the moving parts. The GOR Authority will facilitate driving collaboration even further but we cannot lose momentum whilst the strategic framework, legislation and funding support is built. We need to continue to play a strong advocacy role. With a greater understanding of the incubation period for both public and private projects we need to ensure the Strategic Master Plan review identifies the next wave of priorities and manages short term solutions that continue to drive towards the long term vision of the region.

Driving an even stronger evidence base will be a critical investment in the next phase of our growth. We need to delve deeper into the data and uncover the stories behind the numbers to grow investment confidence, innovative product development to service future markets, increase our competitiveness and drive more targeted and effective marketing.

Our marketing must continue to advance the region's digital platform and digital capability to ensure our content driven strategy is reaching consumers when and how they need it. We have to continue to innovate and explore new ways to engage and service visitors in region. We need to continue to build content assets and leverage these through strategic partnerships. This will be in vain and cannot be achieved without increasing industry engagement and investment. We need to invest in growing sales and activating more preferred partners. We need to drive our local tourism and trader partner organisations and local government partners to work harder with us to recruit industry participation and reinforce the strength of cooperative investment in growing the visitor economy.

Support for expediting the delivery of public and private sector projects that support the long term sustainability of the visitor economy is a priority and crucial to mitigate against reputation damage. GORRT has the opportunity to provide a leading role not just in driving the review and renewal of the Strategic Master Plan to the Visitor Economy of the Great Ocean Road 2015-2025 but completing and commencing implementation of the strategic planning projects we have been completing over the last three years:-

- The Future of Visitor Servicing;
- Aboriginal Product Development Strategy;
- GOR Signage Strategy; and
- Workforce Planning

Finally, we need to support our industry to grow their product, their capability and their profitability to maintain investment in delivering a quality and sustainable visitor experience. Industry development programs must be hands on, effective and relevant and we need to explore new modes of delivery to maximise penetration and learnings.

The next three years is pivotal for both the region and GORRT and 2019-2020 will be a year to strengthen the framework and foundations to support the growing visitor economy.

THE BOARD

Great Ocean Road Regional Tourism is a Company Limited by Guarantee. The Board is comprised of 13 Directors, 6 Local government appointed Directors, 5 skills based Directors and 2 Independent Directors. Directors are appointed for three year terms.

Wayne Kayler-Thomson (Chair)	Independent
John Maher (Deputy Chair)	Independent
Clive Goidsworthy	Independent
Dean Newell	RACV Torquay
Sharon Bradshaw	Forrest Brewing
Sam Lucas	Warrnambool Bus.Lines
Keith Baillie	CEO Surf Coast Shire
Peter Brown	CEO Colac Otway Shire
Simon Illingworth	CouncillorCorangamite Shire Council
Andrew Paton	Director City Growth Warrnambool City Council
Bill Milliard	CEO Moyne Shire Council
Anita Rank	Mayor Councillor Glenelg Shire Council
Vacancy	Skills based position
Intern	Jayden Bath – Minter Ellison
Comnapny Secretary	Clinton Fraser – Davidsons

Finance & Risk Committee

John Maher (Chair
Clive Goidsworthy
Wayne Kayler-Thomson (Chair)
Dean Newell
Liz Price

THE TEAM

The GORRT Team includes the equivalent of 5 FTE's. The GORRT Team work from a virtual office and have a desk at the Warrnambool City Council Visitor Economy office located at Flagstaff Hill.

GORRT also contracts professional services to deliver bookkeeping, financial management, annual audit and the company secretary role.



1. Collaboration and engagement

Fostering collaboration and engagement with, and between, our stakeholders is critical to the development of a healthy, cohesive and responsible tourism industry that delivers outstanding visitor experiences.

2. Taking responsibility

We understand that our actions have impacts upon other people and the environment. We take responsibility for our behaviours, actions and achievements when:

- Working with stakeholders
- Providing commercial services
- Communicating to visitors
- making decisions that impact on the environment

3. Democratic leadership

Our leadership style reflects the acknowledgement that our role is to facilitate responsible and sustainable visitor economy development in the region, rather than to dictate how it should be done.

4. Teamwork

A culture of teamwork is essential for strong, productive relationships within GORRT, and with stakeholders.

5. Financial well-being

Being commercially viable as a regional tourism organisation and supporting the profitability of local businesses is essential to the sustainability of the tourism destination, and desirable in terms of enjoying good quality of life.

6. Flexibility and adaptability

To survive in a comparatively unpredictable, rapidly changing industry with a diverse range of stakeholders, we need to be willing to change, and responsive to change.

7. Authenticity and Realism

In order to be genuinely collaborative and build successful partnerships with the tourism industry and communities, we need to be authentic in the way we relate to others and realistic in our expectations.

8. Inclusiveness and acceptance of diversity

We consciously include and respond to the needs of a diverse range of stakeholders and visitors to the region.

9. Agents for change

Our role gives us the opportunity to work towards improving the regions social, economic, spiritual and environmental health.

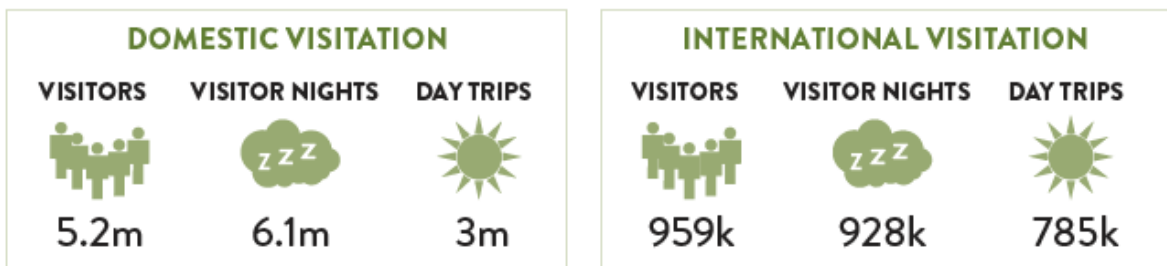
THE REGION

The Great Ocean Road Region spans the six Local Government areas of Surf Coast, Colac Otway, Corangamite, Moyne, Warrnambool and Glenelg.



THE CURRENT STATE

Regional performance

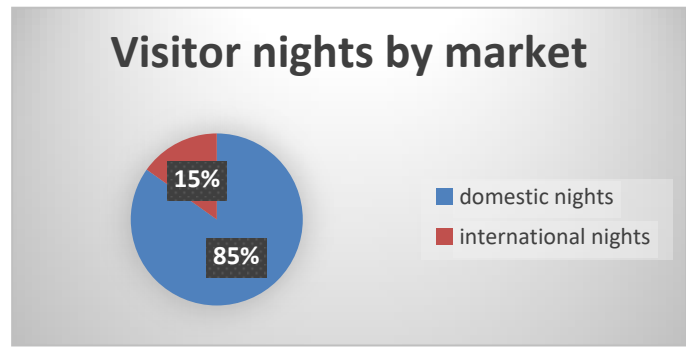
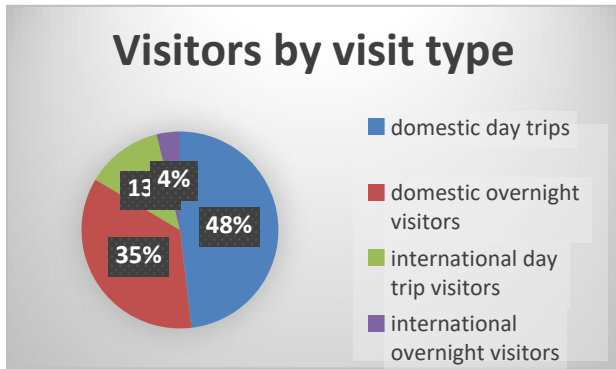


Target Markets

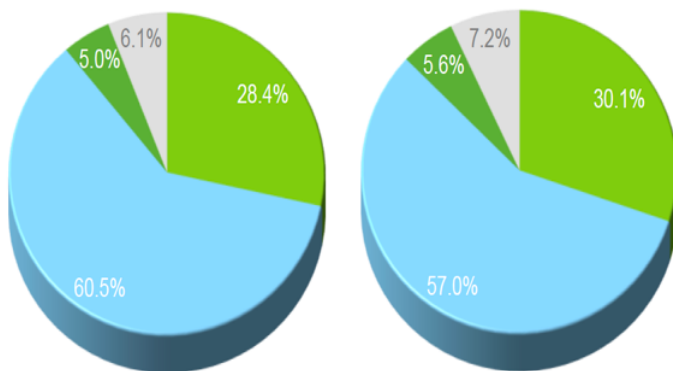
The domestic market represents 83% of all visitors to the great Ocean Road region and 85% of visitor nights.

- Melbourne is the largest source market for Great Ocean Road representing 60.5% of Visitors and 57% of visitor nights followed by Regional Victoria representing 28.4% of visitors and 30.1% of nights.
- Interstate visitation represents 11.1% of visitors and 12.8% of nights with NSW being the largest interstate market at 5% of visitors and 5.6% of nights. Interstate visitation YE Dec 18. Interstate visitation YE Dec 18 is significantly down on YE Dec 17 25.6% on visitors and 33.7% on nights.

- Warrnambool City Council Agenda for Ordinary Meeting Attachment 5.3.1 1 July 2019 Page | 160
- International visitation represents 17% of visitors and 15% of nights. Mainland China is the largest international overnight market representing 16.8% of all overnight visitors followed by United Kingdom (12.3%), Germany (8.7%) and USA (7.8%).



Regional Victoria Melbourne plus NSW Other interstate



The growing Daytrip market

The Great Ocean Road region receives over 3million domestic daytrip and over 785k international daytrip visitors per annum. Approaching 4m daytrip visitors annually has exacerbated the ailing and failing infrastructure and the negative impacts of this is being felt by communities leading to an increased anti-tourism sentiment.

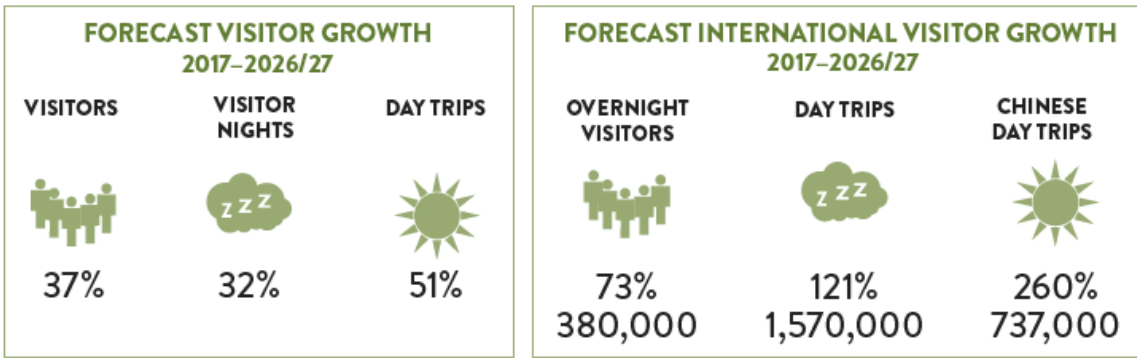
Market Growth over the last 5 years

Demand for the Great Ocean Road is growing above previous forecasts.

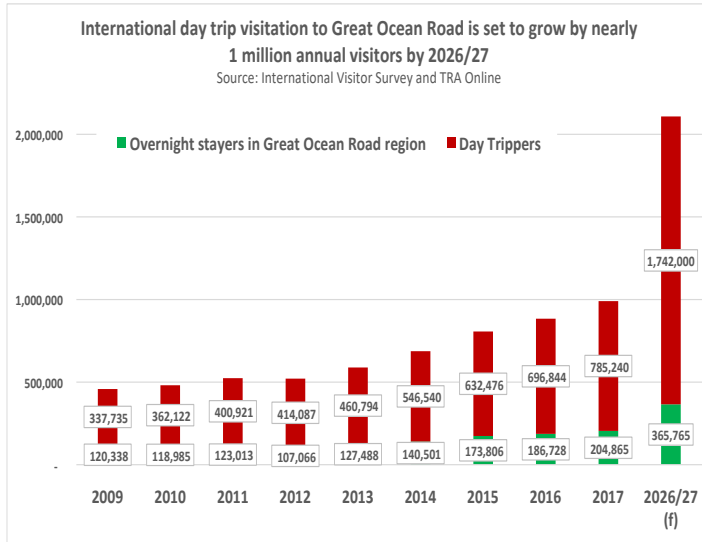
- Domestic day trip visitation YE Dec 18 is 12.6% up on YE Dec14 however YE Dec 18 represents no change in market share of regional Victoria trips and a slight decline (0.9%) on share of regional Victoria trips in comparison to YE Dec14
- Domestic overnight visitation YE Dec 18 is 24.6% up on YE Dec14 and
- Domestic nights YE Dec 18 is 12.6% up YE Dec14.
- international visitation YE Dec 18 is 54.9% up on YE Dec14 and
- International nights YE Dec 18 is 63.4% up YE Dec14.

Forecast Growth

Visitor growth is tracking ahead of projections and is predicted to continue to grow with a 37% increase in visitors and 32% increase in nights by 2026/7. Of greatest concern is the forecast increase in daytrip visitors 51% increase in total daytrip visitation driven by a forecast 121% increase in international daytrip visitation. These numbers highlight the importance of changing current visitor behaviour and growing international overnight visitation but also possibly mask growing concerns in domestic visitation and maintaining the region's competitiveness and attractiveness to the core Melbourne market.



Source: These forecasts are prepared by Decisive Consulting, using the updated TRA national and regional Victoria visitor night forecasts from August 2017.



CHALLENGES	OPPORTUNITIES
○ The need to change consumer behavior – grow yield not numbers	○ Visitor servicing to drive satisfaction & change behavior
○ Growing international daytrip market	○ Being at the forefront of a clear and consistent narrative
○ Ageing and failing infrastructure	○ Increasing community engagement, awareness and support
○ Growing community focus on the negative impacts of the visitor economy	○ Implementation of GOR Action Plan & Authority
○ Funding model - Increasing business participation, engagement and support – finding a way to engage with free riders	○ Level of Private sector investment in new and existing product
○ Meeting visitor demand expectations from growth markets (eg: China)	○ Level of public investment in the SCMP & GOR
○ Visitor management – visitor growth, congestion, safety, servicing	○ Strong growing digital platform
○ Data & Data quality – timely & accurate – level of granularity to inform strategic decision making	○ Brand framework , imagery & assets to underpin
○ Workforce challenges – access, capacity, affordable housing, transport	○ Changing visitor mix – FIT's
○ Role, Value & resourcing of local tourism & trader organisations	○ Level of collaboration and consistency across the region
○ Growing GORRT Funding model/revenue base	○ SMP & DAP framework – strong foundation to build on
○ Ensuring aspirations for the Authority are realized – balance between economic development and environment protection	○ Implementation of strategies in progress <ul style="list-style-type: none"> ○ workforce planning ○ Aboriginal product development ○ Future of visitor servicing
○ Negative media in core market of Melbourne	○ Centenary of construction of the GOR

The Great Ocean Road Region will be Australia's foremost sustainable tourism region providing outstanding seamless visitor experiences to drive yield and dispersal growth. Its community and stakeholders value the contribution of tourism to the economic, environmental, social and cultural health of its destinations and the region.

Vision

The Great Ocean Road Region will be Australia's foremost sustainable tourism region providing outstanding seamless visitor experiences to drive yield and dispersal growth. Its community and stakeholders' value the contribution of tourism to the economic, environmental, social and cultural health of its destinations and the region

Mission

To facilitate a cooperative, regional, visitor centric approach to growing a more sustainable and vibrant visitor economy for the Great Ocean Road region.



PURPOSE:

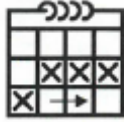
To facilitate, promote and advocate for a collaborative, strategic and sustainable approach to growing the visitor economy of the region.

This will be delivered through :-

- Strategic Planning
- Development (product, infrastructure and industry),
- Marketing,
- Management; and
- Advocacy.

OBJECTIVES

1. To increase visitor yield (length of stay and expenditure)
2. To increase visitor dispersal (geographically and seasonally)
3. To increase visitor satisfaction
4. To increase business and community participation, engagement and support for the visitor economy



Increase Length
of Stay



Increase
Expenditure



Increase Dispersal -
Geographical, Seasonal and
Mid-Week



Increase
Satisfaction

Key Strategic Priorities

The region's key priorities remain:-

Strategic Planning	Facilitate a research driven, visitor focused, collaborative approach to growing a sustainable & vibrant visitor economy
Advocacy	lead a clear & consistent narrative to champion regional priorities to drive a sustainable and vibrant visitor economy
Infrastructure development	Maximise the return from the visitor economy through the identification & support of critical infrastructure
Product Development	Enrich the visitor experience by supporting the growth & development of new & existing products, services & experiences
Industry Development	Grow industry capability & professionalism
Visitor management	Actively support the development & implementation of strategies to mitigate and ameliorate the negative impacts of the visitor economy
Industry & community management	Foster a collaborative regional framework to support the active participation of industry & community in growing the return from the visitor economy
Marketing	Build the Great Ocean Road brand to inspire and inform new and existing audiences
Organisation reputation & viability	Grow GORRT reputation and diversify GORRT revenue base to ensure long term viability

Major infrastructure priorities

The Strategic Master Plan to the Visitor Economy of the Great Ocean Road 2015-2025 highlighted the need for some \$1b of Public & private infrastructure investment over the life of the plan. The ageing & failing of public infrastructure from under investment in maintenance and renewal over the past 20 years exacerbated by significant growth in visitor numbers has resulted in a large number of public infrastructure projects being prioritised at both local & state government over the past three years. Significant money has been invested however with the exception of GOR maintenance most funding to date has been in strategic planning and not implementation.



Public sector Infrastructure

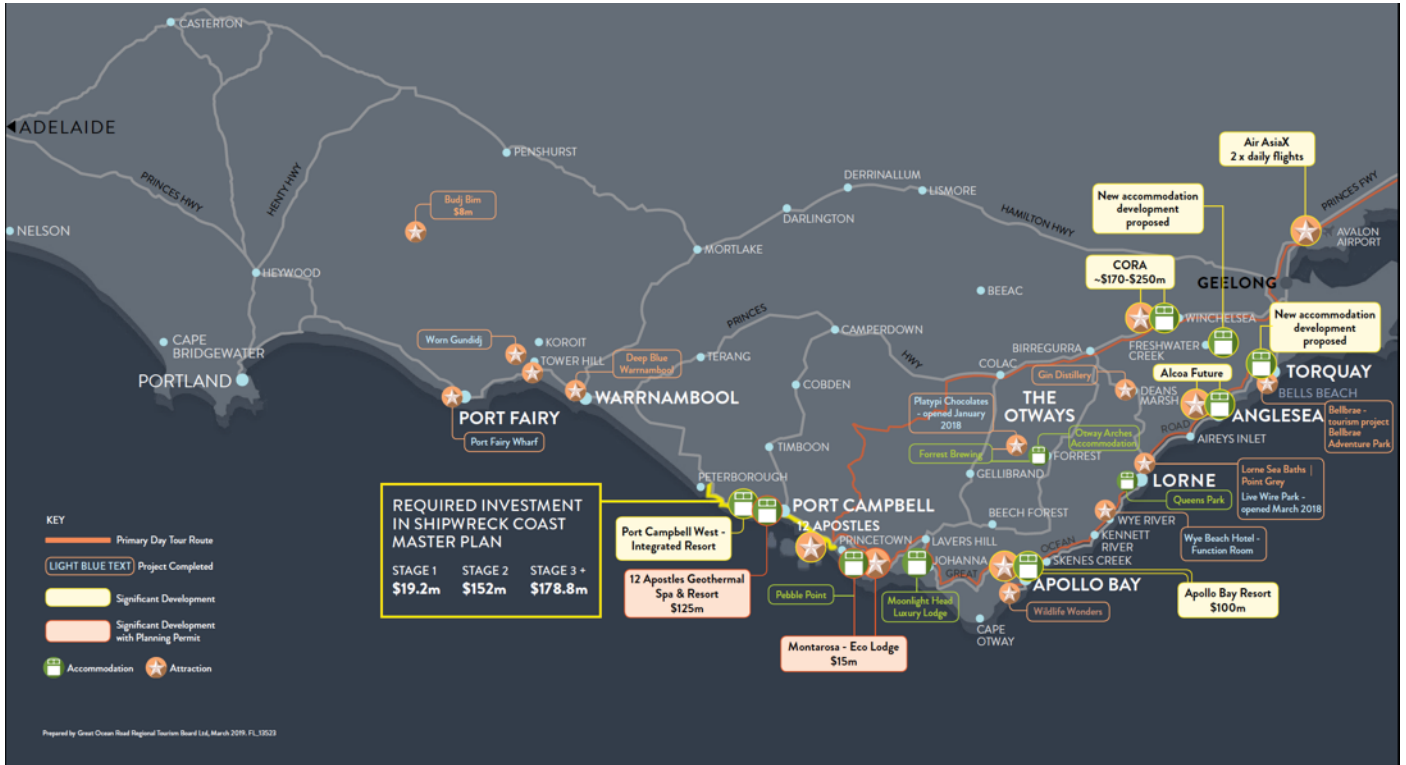
priority projects

- Great Ocean Road maintenance & Renewal (\$153m funded – ongoing funding required)
- Shipwreck Coast Masterplan – Stage 1 (9.8m) & Stage 2 (\$108m) including 12 Apostles Precinct Planning
- Great Ocean Road Memorial Arch
- Kennett River
- Lorne – Point Grey
- Lorne – Queen’s Park
- Apollo Bay Harbour redevelopment (\$12m under city deal)
- Apollo Bay Infrastructure plan
- Budj Bim Master Plan implementation & World Heritage Listing
- Tower Hill Master Plan
- Flagstaff Hill Maritime Village – Future focus
- Torquay Gateway Project
- 12 Apostles Water & sewerage project – strategy funded, implementation pending.
- Apollo Bay, Kennett River, Wye River Transport & Parking strategy
- Forrest Mountain Bike Strategy Implementation Plan
- Great Ocean Walk Completion
- Surf Coast Walk feasibility
- Apollo Bay- Skenes Creek Discovery Trail (\$5m funding under city deal)
- Longer distance walking trails Apollo Bay to Torquay (Feasibility funded)
- Waste Water project for Forrest
- Colac Lake Foreshore Masterplan (accommodation attraction)

Private Sector infrastructure priority projects

- Anglesea Alcoa -Eden project
- Eco Lodge & Activity hub (planning permit)
- 12 Apostles Geothermal Spa & Resort (planning permit)
- Australian Tourism Trust – multi-site resorts – Apollo Bay, Moonlight Head, Port Campbell West, Portland.
- Cape Otway Road Australia
- Wildlife Wonders – Marengo
- Forrest Brewing Expansion
- Pebble Point accommodation
- Deep Blue Spa Development – Warrnambool

- Port Campbell West – Integrated resort
- Torquay Tourist park
- Hotel Development – Colac
- Gin distillery, Deans Marsh
- Brewery - Torquay



The Great Ocean Road region brand essence “Where untamed spirits create inspirational wonder” facilitates a shift from focusing on the road and the rocks to focusing on Big Nature as the region’s greatest strength. Big nature delivered through the magic and majesty of the Southern Ocean and the coast line it has sculptured, the big waves of Bell’s beach, the tall trees and waterfalls of the Great Otway National park, the lakes & craters of the volcanic plains, Big tuna, whales, wildlife and rich agriculture.

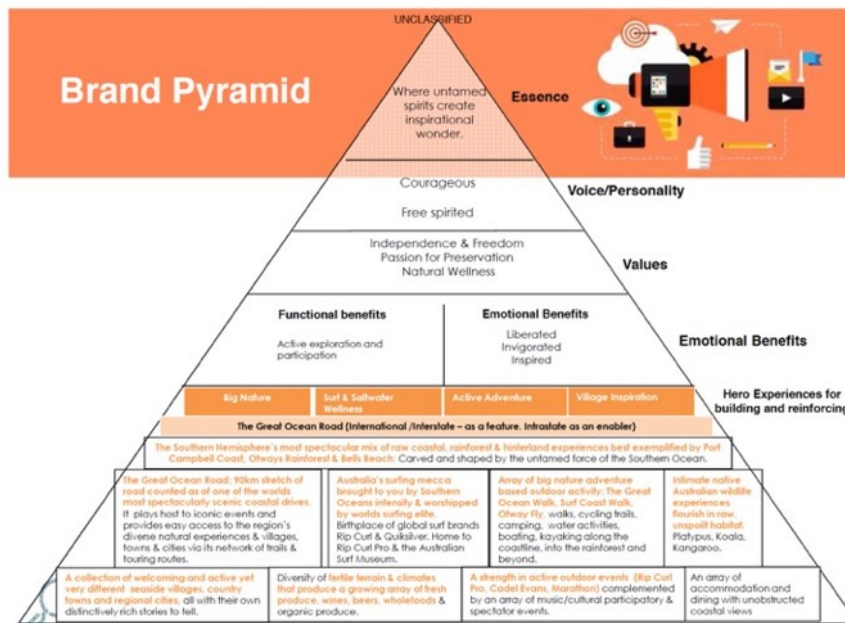
This key strength is supported by the 4 experience pillars - **Active Adventure, Surf and Salt Water Wellness, Village Inspiration and Curated Culture**

Active Adventure shifts the narrative from a passive visit to the region to a more immerse active visit. To explore the beauty of our landscape you need to immerse yourself and be active.

Village inspiration – celebrating the unique features & attributes that define the character of the towns & villages that make up our region.

Curated culture - celebrates the entrepreneurs & artisan’s of all crafts that call the GOR home. Inspired by the landscapes & its bounty they help define a sense of provenance & shape the character of our individual towns & villages.

Surf & Saltwater wellness – enables us to celebrate the coast, its power to draw people and its capacity to support holistic wellness.



The Great Ocean Road Master Brand- Provides a regional framework –that also supports the creation of identities for the individual areas, towns and villages. This enables & empowers stakeholders to amplify the message at both a regional and destination sub-brand level and ensures the destination sub brands support regional messaging.

The destination brand framework is delivered through the I AM campaign :-

I am Torquay, I am Anglesea, I Am Lorne, I Am Apollo Bay, I Am Otways, I Am 12 Apostles Coast and Hinterland, I Am Warrnambool, I Am Port Fairy, I Am Portland. Brand Matrix (see Appendix 1)



Marketing

Key issues

- **Poor yield, dispersal and length of stay** – more than 50 % of visitation to the region occurs as daytrips. This emphasis on day trips, coupled with the primary visitor activities of going to the beach and general sightseeing has resulted in poor yield for the region, and a disproportionate level of coastal visitation.
- **Visitor dissatisfaction such as crowding at key visitor nodes** – in peak periods, high visitation to key destinations such as Torquay, Lorne and Apollo Bay, and primary attractions such as the Great Ocean Road Memorial Arch, Gibson Steps and the Twelve Apostles, exceeds the capacity of facilities, businesses and services to efficiently manage or service demand. This negatively impacts on the quality of the visitor experience, diminishes opportunities to grow yield and encourage longer length of stay, and provides a significant risk to repeat visitation and reputation management.
- **Lack of knowledge of the breadth and depth of product offering** – research highlights that visitors' knowledge of the region is often quite narrow and at times nostalgic. It is critical to focus on increasing visitors' knowledge of the region's product and experiences at the point of trip planning to support a shift from intent to take a day trip to planning for an extended stay.
- **High seasonality - Product offering in low season** – to build off-peak visitation, it is critical to focus on extending and enhancing seasonal product offerings. Key destinations do not have sufficient product open and operating in non-peak periods. Consumer perception i
- **Lack of industry-funded co-operative marketing** – the strength of current visitation, especially in key destinations, and the absence of a regional body for over 5 years, has reduced the industry's contribution to the marketing of the region and/or destinations. This lack of investment in marketing limits the capacity to change consumer perceptions and behaviour.

Strategic Focus

Storytelling makes up the essence of the I Am Great Ocean Road brand. Building emotional connection through storytelling and a visual content focused strategy that integrates all marketing & promotional tools and drives traffic to our web platform. That aligns with our marketing objective of increasing length of stay, spend, dispersal (geographical and seasonal) and visitor satisfaction.

Our focus is on:

- Delivering strong and engaging digital content to grow audiences across all platforms;
- Increased cross-platform integration, stronger audience engagement and facilitate conversion;
- Stimulate off-peak visitation -highlighting the breadth of our product offer;
- Partner with Visit Victoria to maximise opportunities for integration with the Yourhappyspace campaign
- Evolve and continuously improve our digital offering

Working with Visit Victoria

GORRT identifies with Visit Victoria's primary target audience o

GORRT seeks to maximise opportunities to partner with Visit Victoria through:-

- Updating content in the Hero product spreadsheet;
- Supporting the PR team with ideas;
- Support for Media famils;
- Collaboration in social media;
- Drive operator participation on ATDW;
- Growing industry participation in providing deals on visitvictoria.com
- Sharing content & assets;



STRATEGIC PLANNING

Strategy: Facilitate a research driven, visitor focused, collaborative approach to growing a sustainable and vibrant visitor economy		
Actions	Measures	Priority
Build and evolve the framework to facilitate industry and community engagement in the development, implementation and review of destination action plans	Develop and distribute key visitor data to Stakeholders Develop a dashboard to monitor the region's performance and track trends Monitor visitor sentiment and perception	YEAR 1
<i>Provide input to the State Government & regional tourism review – specifically to encourage investment attraction/statutory planning reform, resourcing and whole of Government support & engagement in reform.</i>	Review outcomes recognise GORRT input	YEAR 1
<i>Work with the LTO's to explore development of a regional funding submission to seek implementation of priority DAP activities through GORRT.</i>	Funding submission supported agreed & supported by LTO partners. Funding achieved	YEAR 2
Review & continually evolve the Strategic Master Plan to the Visitor economy of the GOR. Additional work to include:- <ul style="list-style-type: none"> ○ In-depth analysis of visitation patterns and trends. ○ Demand & supply forecast ○ Customer profiling ○ Customer journey mapping ○ Product gap analysis 	2015-2025 plan updated. New plan released 20/21	YEAR 1
Support the development & implementation of the new Great Ocean Road Authority/GOR Action Plan <ul style="list-style-type: none"> - Ensure consistent narrative of the importance of growing the return from the visitor economy - Facilitate recognition of the importance of a vibrant & sustainable visitor economy - Support & facilitate industry engagement in consultation 	Participation of Chair in Interim Task Force Participation of GM in Strategic Framework	YEAR 1

DEVELOPMENT – INFRASTRUCTURE

Strategy: Maximise the return from the visitor economy through the identification & support for critical infrastructure development		
Actions	Measures	Priority
Provide advice and expertise to Government on public infrastructure projects within the region including:- <ul style="list-style-type: none"> ● Development & implementation of 12 Apostles Precinct Plan ● Budj Bim Master Plan implementation ● development & implementation of Tower Hill Master Plan ● development & implementation of GOR upgrades & maintenance 	Participation on Project Reference Groups valued and relevant.	YEAR 1

Advocate for prioritisation of maintenance and renewal of existing product and infrastructure	Investment outcomes	YEAR 1
Advocate for and support new infrastructure development that is consistent with the goals and objectives of increasing length of stay, yield, dispersal and satisfaction, defined and/or aligned to the Destination Plans	Investment outcomes	YEAR 1
Develop and implement an annual advocacy program that supports implementation of the Strategic Master Plan for the region and underpins local government advocacy agendas.	Positive progress & outcomes	YEAR 1
Support local government and private sector submissions for funding aligned to DAP's or Strategic Master Plan.	Investment outcomes	YEAR 1

DEVELOPMENT – PRODUCT DEVELOPMENT

Strategy: Enrich the visitor experience by supporting the growth and development of new and existing product, services and experiences		
Actions	Measures	Priority
Facilitate & seek funding to underpin implementation of regional strategic plans and projects including:- <ul style="list-style-type: none"> ▪ Future of Visitor Servicing ▪ Aboriginal Product Development ▪ Workforce Planning ▪ GOR Signage strategy 	Project funding secured Implementation commences.	YEAR 2
Facilitate the development and implementation of private sector investment through :- <ul style="list-style-type: none"> ▪ research, ▪ Advocacy, ▪ Professional guidance ▪ Access to Government experts and Stakeholders ▪ Identification and access to funding sources ▪ Support industry & community engagement 	GORRT recognised by Government & Private sector as a conduit valued advisor & facilitator.	YEAR 1
Foster product development opportunities identified in the DAP's or Strategic Master Plan Programs	Annual program of workshops, developed, implemented and taken up by industry.	YEAR 2

DEVELOPMENT – INDUSTRY DEVELOPMENT

Strategy: Grow industry capability and professionalism		
Actions	Measures	Priority
Improve the supply and quality of the visitor experience through industry training & development	Grow the number of operators participating in GORRT programs	YEAR 2
Facilitate ongoing role of Leadership groups to oversight implementation and review of Destination Action Plans.	Establishment & delivery of annual priorities Annual review of plan	YEAR 1
Encourage & support strong local organisations and networks	Review the role, function and resourcing of local organisations to increase capability and sustainability (Action 68)	YEAR 2
Develop a strategy to evolve local tourism organisations to reform roles and efficiencies.	Plan agreed by Board Effective stakeholder engagement	
Strengthen local tourism and trader networks through professional development and mentoring of their leaders.	Program developed & implemented	YEAR 2
Develop & implement an industry development program to improve :- <ul style="list-style-type: none"> ▪ Visitor servicing ▪ Cultural awareness; ▪ Business engagement; and ▪ Business performance 	Annual program of workshops, developed, implemented and taken up by industry.	YEAR 2

MANAGEMENT – INDUSTRY & COMMUNITY

Strategy: Provide industry leadership in strategy development, planning & research		
Actions	Measures	Priority
Foster an evidenced based decision making framework including data on:- <ul style="list-style-type: none"> - Visitation - Economic impact - Forecasts & Trends - Consumer sentiment - Investment - Customer journey - Customer segmentation 	Research reports and Research dashboard developed & circulated t stakeholders Reports actively sought and used by stakeholders	YEAR 1
Facilitate the establishment of a Community and Environment Development Fund	Fund developed	YEAR 2
Encourage operator and Stakeholders to invest in and promote accessible tourism facilities (Action 29)	Accessibility incorporated into marketing & industry	YEAR 2

	Development programs	
Facilitate opportunities for GORRT and/or destination input into visitor economy management issues	Reports to Board Representation on key projects Industry communication & engagement	YEAR 1
Develop and implement a stakeholder communication program that optimises industry engagement, participation and investment (Action 75)	Industry reach Industry engagement Conversion to industry partners	YEAR 1
Maintain and implement a crisis preparation, response and recovery plan that is integrated with emergency management services, local and state government.	Develop and facilitate programs to educate and assist stakeholders to prepare for crisis response and recovery	YEAR 1

MARKETING

Strategy: Build the Great Ocean Road brand to inspire and inform new and existing audiences

Actions	Measures	Priority
Deliver a content marketing strategy that supports the regional pillars of Big Nature, Active Adventure, Surf & Saltwater Wellness and Curated Culture.	Metrics established and monitored. Quarterly marketing activity report provided to Stakeholders	ongoing
Develop creative assets and tools to integrate brand within stakeholder marketing and communications for the amplification of key messaging	Operator take up/implementation of tools	annual
Develop tactical campaigns to grow consumer engagement and support stakeholder participation	Campaign measurement – consumer each & engagement Industry participation	annual
Develop strategic partnerships to leverage the region's marketing and promotional investment.	P/ships developed	ongoing
Support GSTR as the vehicle to manage international marketing	GOR industry participation	ongoing
Utilise brand architecture to foster innovation in product and experience development	Report to Board	ongoing
Continue to develop and foster an integrated approach to the delivery of inspiration and information to meet visitor needs	Partnerships with LGA, LTO & industry partners.	ongoing
Evolve, implement & monitor an industry engagement & investment model	Industry take up of business Services Active participation in programs	ongoing

Partner with Visit Victoria to leverage and support their National and international activity especially the intrastate campaign activation “Your Happy Space”.	Level of exposure and engagement achieved through Visit Victoria campaign	ongoing
Work in partnership with Parks Victoria to promote PV assets and the region’s Big Nature and active adventure experiences including GOW.	Activity undertaken	ongoing
Foster operator networks to create new product opportunities	Report to Board	ongoing

ADVOCACY

Strategy: Lead a clear and consistent narrative to champion regional priorities to drive a sustainable and vibrant visitor economy

Actions	Measures	Priority
Work with Stakeholders to identify destination and regional priorities and solutions	Report to Board on progress & outcomes	YEAR 1
Maintain an advocacy agenda that identifies impediments to building the region’s competitiveness and meeting visitor economy objectives.	Report to Board on progress & outcomes	YEAR 1
Create opportunities for stakeholders to benefit from Government funding programs aligned to the visitor economy objectives	Report to Board on progress & outcomes	YEAR 2
Maintain the profile of the visitor economy as a significant economic driver for the region to support Stakeholder investment in policies and programs to realise objectives of yield and dispersal.	Report to Board on progress & outcomes	YEAR 1

ORGANISATIONAL VIABILITY

Strategy: Diversify GORRT revenue base to ensure long term viability and reduce reliance on LGA funding

Actions	Measures	Priority
Develop long term funding agreements with Local and State Government Funding partners with agreed KPI’s being implementation of GORRT Strategic Business Plan and Strategic Master Plan to the Visitor Economy..	3 year agreements established Annual stakeholder reports provided	YEAR 1
Investigate financial models and opportunities to build financial independence and reduce reliance on State government funding including exploration of “visitor” funding opportunities and commercial activities.	Board endorsement	YEAR 2
Evolve the GORRT delivery model to maximise implementation of strategies and minimise duplication of effort through key partners.	Develop a resourcing plan that maximises use of employees, contractors, local government partnerships and local tourism and trader organisation partnerships	YEAR 2

MEMORANDUM OF UNDERSTANDING

between

GREAT OCEAN ROAD REGIONAL TOURISM LTD



and

PARTNER MUNICIPALITIES



comprising:

SURF COAST SHIRE COUNCIL
COLAC OTWAY SHIRE COUNCIL
CORANGAMITE SHIRE COUNCIL
MOYNE SHIRE COUNCIL
WARRNAMBOOL SHIRE COUNCIL
GLENELG SHIRE COUNCIL
 (collectively called **Councils**)

RECITALS:

- R.1. GORRT is a Company Limited by Guarantee established in partnership with the six Local Government Authorities of the Great Ocean Road region (**Region**) to facilitate a cooperative regional approach to growing a sustainable and vibrant visitor economy.
- R.2. GORRT has prepared and adopted the attached Strategic Business Plan 2019-2022 which details the strategic planning, development, management, marketing and advocacy strategies and performance targets that have been established to monitor performance.
- R.3. Great Ocean Road Regional Tourism and the Local Government Authorities share the following goals for the Great Ocean Road Region ("**the Goals**"):
- (a) To increase the return from the visitor economy:

- i. Create sustained growth in visitor numbers, length of stay, spend, dispersal & satisfaction
 - ii. Increase jobs in the visitor economy
 - iii. Support the growth and success of business owners investing in the visitor economy
 - iv. Introduce the Region to visitors who may go on to consider living, learning or investing in the Region
 - (b) To conduct product and industry development to create compelling visitor experiences.
 - (c) To attract investment into world class products and experiences
 - (d) To provide leadership and create productive partnerships, that raise the profile of the Visitor Economy among stakeholders, and
 - (e) Advocate on behalf of stakeholders in the visitor economy
- R.4. To work in partnership to resource, develop and deliver the goals
- R.5. To increase the financial contribution by business owners and industry groups to marketing of the Great Ocean Road Region
- R.6. Great Ocean Road Regional Tourism and the Local Government Authorities have prepared individual strategic plans and Council Plans that outline marketing; investment attraction and product development initiatives intended to achieve the Goals
- R.7. In order to achieve greater certainty of Council support for GORRT until 30 June 2022 and the commitment from GORRT to the implementation of the Strategic Business Plan 2019-2022, the parties by this MOU have recorded their understanding of the relationship and obligations between the parties.

1. **RESOURCING**

- 1.1. GORRT will dedicate resources to the implementation of the Strategic Business Plan 2019-2022, Attached as Appendix A.
- 1.2. The Councils will provide an annual partnership fee. The partnership fees for 2019/20 are detailed in Schedule 1. Councils will make payment to GORRT on receipt of an invoice for the annual funding sought.
- 1.3. Councils shall not be held responsible for any liabilities, losses or cost overruns incurred in relation to any programs undertaken by GORRT.

- 1.4. The annual indexation shall be the lesser of:
 - 1.4.1. CPI – being the Melbourne All Groups index as published by the ABS as at March each year; or
 - 1.4.2. The prescribed rate cap as advised by the Minister for local government under the “Fair Go Rates” legislation.
- 1.5. Any unspent/uncommitted funds at the end of the period as detailed in Schedule One to this Agreement which have been provided by Councils are to be retained by GORRT for agreed activities in following financial periods. GORRT prudential cash policy requires a minimum of 3 months operational expenditure be retained as an operating surplus at all times.
- 1.6. The Councils will each be responsible for the provision of dedicated staff to further develop and coordinate tourism in their municipality whilst recognising that GORRT will facilitate a cooperative regional approach to the visitor economy.
- 1.7. GORRT will support Councils to attract visitor economy related investment and infrastructure to the Region and where appropriate, will work closely with Councils’ Economic Development teams.
- 1.8. Funding for any additional specific regional projects will be considered on a case by case basis. A business case along with an invitation to participate and financial request will be submitted where possible, to Councils by December for the following financial year. These projects will be subject to a separate funding agreement.

2. **TERM**

- 2.1. The term of this agreement shall commence on 1 July 2019 and shall end on 30 June 2022 (“the Term”).
- 2.2. This Memorandum of Understanding expires on 30th June 2022 and may be renewed by further agreement between the parties.

3. ACCOUNTABILITY & COMMUNICATION

- 3.1. GORRT will present to the Councils an annual business plan. Annual Business Plan 2019/2020 attached as Appendix B.
- 3.2. GORRT will provide six monthly progress reports and annual audited financial statements.
- 3.3. GORRT will provide Councils with regular statistical reports relating to the performance of the visitor economy of the Great Ocean Road.
- 3.4. The Councils recognise the independent role, structure, mission and expertise of GORRT and understands its function includes being an independent advocate for the visitor economy. This role includes being an industry voice for the visitor economy in the local and national media and representation of visitor economy businesses in planning/development opportunities which may enhance, sustain and develop a sustainable visitor economy for the Region.
- 3.5. GORRT will, on request, attend Council meetings to discuss visitor economy related issues and/or to provide updates on Business Plan and projects progress.
- 3.6. Councils will each nominate a Director to the Board of GORRT.
- 3.7. GORRT Board Minutes and relevant reports will be provided to Board Directors to facilitate reporting to Councils.

4. THE VISITOR ECONOMY

- 4.1. The Councils recognise the strengths and benefits of a regional approach to the development, marketing, management and advocacy for the visitor economy.
- 4.2. GORRT will continue to source State and Federal funding support for projects & priority initiatives in the Region and will support Councils efforts to attract funding for additional visitor economy initiatives.
- 4.3. The Councils will promote GORRT, their partnership and initiatives and encourage participation in their

implementation through communications with local communities and other key stakeholders.

5. PUBLICITY AND ACKNOWLEDGMENT

- 5.1. GORRT will acknowledge the partnership provided by Councils where relevant and Councils may publicise the benefits accruing to GORRT and the State, as a result of the support provided under this partnership.
- 5.2. GORRT may seek, approval for inclusion of Council logos, on appropriate publications and tools.

6. INSURANCE

- 6.1. GORRT will ensure that it has adequate insurance cover in place to protect physical assets against loss and/or damage, and to indemnify GORRT against legal public liability and for personal injury and/or property damage claims made by third parties.

7. SUBCONTRACTING OR ASSIGNMENT

- 7.1. GORRT will be fully responsible for carrying out the agreed program notwithstanding that GORRT may have subcontracted or assigned the performance of any part of the Program.
- 7.2. GORRT may enter into separate agreements to contract services from or to Council.

8. INDEMNITY

- 8.1. GORRT shall release and indemnify Council, its servants and agents from and against all actions, proceedings, claims and demands which may be brought or made against it or them by any person in respect of or by reason of or arising out of:
 - 8.1.1. the performance by GORRT of its rights and obligations under this MOU;
 - 8.1.2. any negligence or other wrongful act or omission of GORRT, staff or other servants, employees or agents or of any other persons for whose acts or omission GORRT is vicariously liable;
 - 8.1.3. any negligence or other wrongful act or omission of staff or the visitors, invitees or licensees of GORRT;
 - 8.1.4. death, injury, loss of or damage to GORRT, staff or its other servants, employees, agents or visitors; or
 - 8.1.5. any breach of this MOU by GORRT.

9. WITHDRAWAL

- 9.1. This MOU is made in good faith for three years. If an individual Council decides to withdraw from this MOU, this withdrawal is to be provided, in writing, no later than the March in the preceding financial year. Where possible, twelve months written notice of intent to withdraw, is preferred.

10. TERMINATION

- 10.1. Councils may terminate this MOU for future financial years by written notice:
- 10.1.1. if, in the reasonable opinion of Council, GORRT after having been given 45 days' notice in writing, fails to carry out its obligations under this Agreement; or
 - 10.1.2. GORRT goes into liquidation, or a receiver and manager, administrator or mortgagee or chargee's agent is appointed, or becomes subject to any form of insolvency administration or arrangement.

11. GENERAL

- 11.1. If any dispute or difference arises between the parties in carrying out the principles of this MOU, the parties will seek bona fide to resolve that difference or dispute between them.
- 11.2. Notwithstanding clause 5.3, each party maintains the right to exercise its individual powers as it sees fit. This MOU lapses on 30 June 2021 and may be renewed or renegotiated by further agreement between the parties.

SCHEDULE 1**COUNCIL PAYMENTS 2019/20 (Excl GST)**

Surf Coast Shire Council	\$135,621
Colac Otway Shire Council	\$92,716
Corangamite Shire Council	\$70,134
Moyne Shire Council	\$72,652
Warrnambool City Council	\$149,555
Glenelg Shire Council	\$85,201

DRAFT



GREAT OCEAN ROAD
REGIONAL TOURISM LIMITED

Memorandum of Understanding 2019 - 2022

DATED this day of2019

SIGNED on behalf of:)
GREAT OCEAN ROAD REGIONAL TOURISM LTD)
by its duty authorised representative:)

SIGNED on behalf of the:)
SURF COAST COUNCIL)
by its duty authorised representative:)

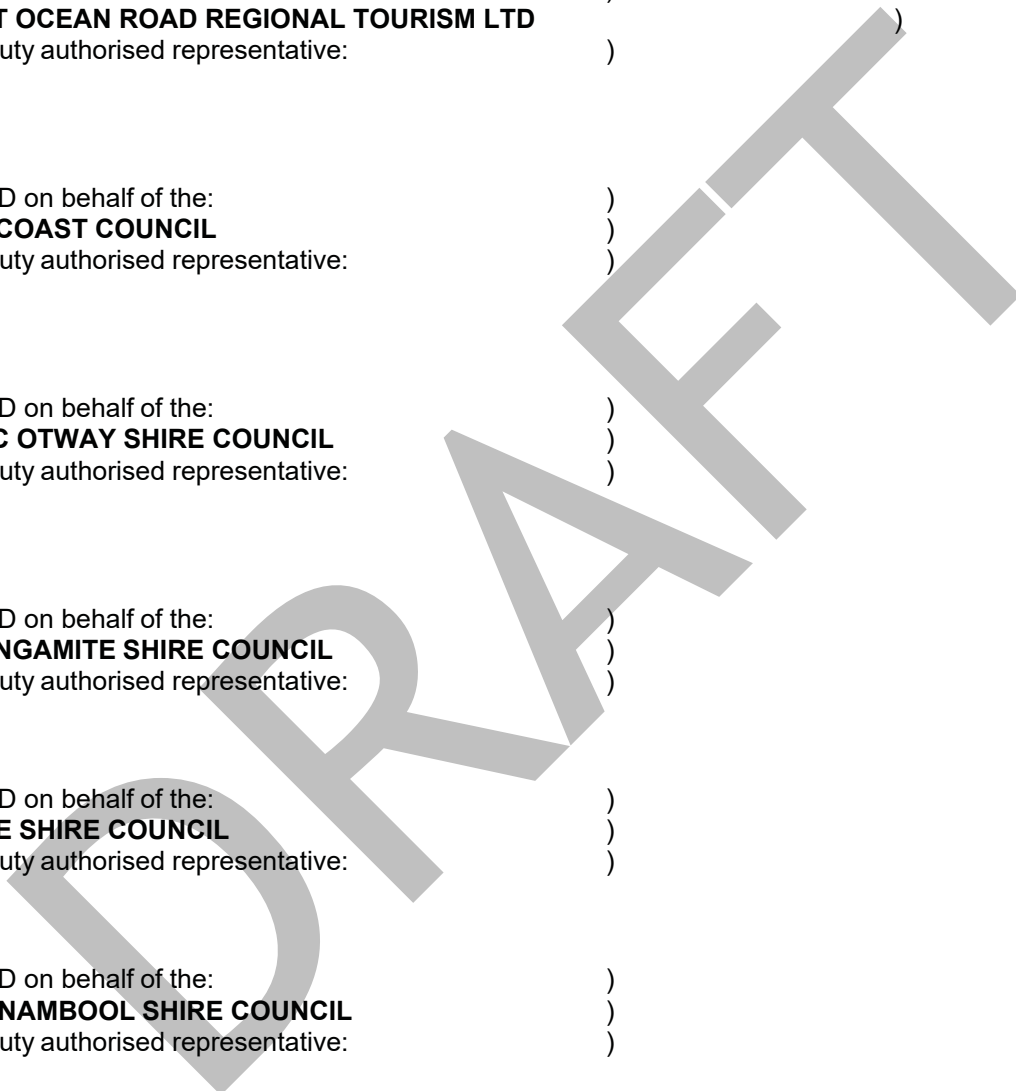
SIGNED on behalf of the:)
COLAC OTWAY SHIRE COUNCIL)
by its duty authorised representative:)

SIGNED on behalf of the:)
CORANGAMITE SHIRE COUNCIL)
by its duty authorised representative:)

SIGNED on behalf of the:)
MOYNE SHIRE COUNCIL)
by its duty authorised representative:)

SIGNED on behalf of the:)
WARRNAMBOOL SHIRE COUNCIL)
by its duty authorised representative:)

SIGNED on behalf of the:)
GLENELG SHIRE COUNCIL)
by its duty authorised representative:)



5.4. EAST OF ABERLINE GROWTH AREA

Mayor Cr. Herbert declared an interest and left the meeting at 6.14pm.

Cr. Neoh was appointed Acting Chairman unopposed.

PURPOSE:

This report recommends that Council request the Minister for Planning to appoint the Victorian Planning Authority (VPA) as Planning Authority for completion of the East of Aberline Growth Area Precinct Structure Planning project.

EXECUTIVE SUMMARY

- Council is currently partnering with the Victorian Planning Authority on the East of Aberline Precinct Structure Plan (PSP) in Warrnambool;
- The current stage of the PSP is nearing completion and current funding is due to expire;
- So that Council and the VPA may continue with the East of Aberline PSP project, the VPA have outlined an option for Council to request the Minister for Planning to appoint the VPA as Planning Authority for the implementation of the PSP;
- Implementation of the Growth Area Precinct Structure Plan includes:
 - - development of a Development Contributions Plan;
 - - completion of the back ground technical reports;
 - - finalisation of the Precinct Structure Plan;
 - - preparation of planning scheme amendment documentation – this includes rezoning, and embedding the aspirations of the structure plan into the planning scheme;
 - - planning panel representation, legal advice and peer review of documentation, expert witnesses at panel;
- The VPA will aim to unlock the statutory process associated with planning scheme amendments through expertise and direction from the Minister for Planning;
- It is estimated that the next stage in this growth area planning will cost approximately \$500,000;
- A funding application has been submitted to the VPA for the next stage of work.

MOVED: Cr. Sue Cassidy

SECONDED: Cr. Kylie Gaston

That Council :

- a) **Resolve to seek support from the Minister for Planning to appoint the Victorian Planning Authority as Planning Authority for completion of the East of Aberline Precinct Structure Plan; and**
- b) **Request the Minister for Planning to allocate appropriate funding to the Victorian Planning Authority for the completion of the project.**

CARRIED: 5:0

BACKGROUND

380 hectares of land on the eastern side of Aberline Road has been identified as a future long-term growth area. This area is likely to contain a mix of uses, such as residential and employment uses, subject to detailed Structure Planning.

The purpose of preparing a Structure Plan for Warrnambool's long term growth corridor is to establish a land use planning and development framework that will be used by Council, the community, landowners and developers to guide future development within the corridor and set the basis for preparing a Developer Contributions Plan.

Structure Plans have been prepared for the other Growth Areas in the municipality.

The Structure Plan will also establish a vision and overall layout for the growth corridor as well as objectives and guidelines required to guide changes in land use, open space, built form and the road network to achieve that vision.

The draft Structure Plan is due within the next couple of months.

ISSUES

Council's Strategic Planning team have been working collaboratively with the Victorian Planning Authority (VPA) over the past 2 years to deliver a precinct structure plan for the land east of Aberline Road.

The VPA have, through its Streamlining for Growth Program, funded the Background Technical Reports and have provided VPA assistance to Council to prepare for the structure planning of the area.

An issues and opportunities paper has been drafted and is ready for circulation to landowners, stakeholders and agencies - **attached**. A workshop with agencies has been held on the 25th November and land owners consultation was held on 10th April.

The VPA have enquired whether Council would be interested in the VPA becoming the Planning Authority for the completion of the Growth Area in order to see the project through to its implementation into the planning scheme within a quicker timeframe.

The VPA have provided the attached information sheet so as to assist with an understanding of the VPA's roles and current project scenarios that they are involved in.

FINANCIAL IMPACT

Once the current funding stream concludes and in order to progress the growth area planning further, Council will be required to fund the completion of the structure plan – Infrastructure Contributions Plan and Amendment documentation through to Panel Hearing. The alternative to Council funding is to apply for further funding from the VPA through its Streamlining for Growth program. It is estimated that the full cost through to implementation is approximately \$500,000.

Both funding options may result in considerable timeframes to complete the project.

The option of the VPA becoming Planning Authority is considered desirable because:-

- Whole of Government approach – beneficial to Council to streamline the amendment process and reduce costs and resources to Council;
- Completion of the Development Contributions Plan;

- Finalisation of the background technical reports;
- Enabling of possibility of Government funding contribution to the project as a priority;
- Seeks to engage 3rd party funding agreements from landowners to fast track the preparation.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

1 Sustain and enhance the natural environment

- 1.2 Commit to being a carbon neutral organisation by 2040.
- 1.3 Invest in climate change preparedness.
- 1.7 Partner with the community on local sustainability projects.

3 Maintain and improve the physical fabric of the City

- 3.1 Build better connections for cyclists and pedestrians
- 3.2 Create a more vibrant City through activating high quality public places.
- 3.3 Build Infrastructure that best meets current and future community needs.
- 3.5 Maintain and enhance existing Council Infrastructure.

4 Develop a modern economy with diverse and sustainable employment

- 4.1 Grow the Cities population through local economic growth
- 4.4 Advocate for and improve infrastructure including transport, services and digital infrastructure.

5 Practice good governance through openness and accountability

- 5.1 Strategic Resource Plan
- 5.2 Annual Budget
- 5.3 Council Plan
- 5.4 Community Plan
- 5.7 Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness.

TIMING

Priority

An application for funding has been submitted to the VPA on 31 May 2019. The total amount of funding sought is \$500,000.

The landowners / developers within the growth area have advised that they wish for the project to continue as soon as possible.

COMMUNITY IMPACT / CONSULTATION

In accordance with the provisions of the Planning and Environment Act 1987.

LEGAL RISK / IMPACT

The Planning Authority assumes decision making power for amendments to the Planning Scheme.

OFFICERS' DECLARATION OF INTEREST

None

CONCLUSION

The role of the Planning Authority assumes the power to prepare amendments to planning schemes and undertake all studies and reports necessary to promote the objectives of planning as outlined in the Planning and Environment Act 1987.

Currently, Warrnambool City Council (the Council) is the Planning Authority for the Warrnambool Planning Scheme.

APPENDICES

1. Attachment 2 **[5.4.1 - 4 pages]**
2. Warrnambool PSP - Issues and Opportunities - Jan 19 **[5.4.2 - 44 pages]**



Outline of the VPA

The Victorian Planning Authority (VPA) is a state government statutory authority that reports to the Minister for Planning. The VPA's roles and responsibilities are established under the Victorian Planning Authority Act 2017.

The VPA's main task is to ensure Melbourne and Victoria's regions remain great places to live as the state grows to a projected population of up to 10 million people by 2051. This requires vision and long-term planning, so that Victorians have equitable access to employment, public transport, attractive public space and affordable housing.

The VPA plans to ensure that our regional cities and towns add to the liveability and vibrancy of regional Victoria and play a key role in the development of the state and help boost Victoria's productivity.

The VPA is charged with translating government policy – chiefly Plan Melbourne 2017- 2050, Homes for Victorians and the Regional Growth Plans - into place-based and development-ready planning frameworks for designated areas.

The VPA create plans as a basis for sustainable development of new and transformed communities with a firm commitment to delivery. Underpinning all our plans are strong partnerships and effective negotiations, requiring robust stakeholder and community engagement.

Roles of the VPA

The VPA provides advice to the Minister for Planning on development and planning issues in Melbourne and Victoria's growth areas and monitors, advises and partners with key stakeholders on a range of planning issues.

The VPA's functions are set out in *section 8* of the *Victorian Planning Authority Act 2017*:

1. *For the purposes of achieving its objects, the Authority has the following functions—*
 - a. *to provide the Minister with advice and assistance in relation to planning the use, development and protection of land in Victoria;*
 - b. *subject to subsection (3), to provide councils and public-sector bodies with advice and assistance in relation to planning the use, development and protection of land in Victoria;*
 - c. *to perform any other functions conferred on it under this Act, the Planning and Environment Act 1987 or any other enactment.*
2. *The Authority also has the following functions in relation to designated areas for the purposes of achieving its objects—*
 - a. *to undertake integrated land use and infrastructure planning in those areas;*
 - b. *to coordinate State Government action in relation to planning the use, development and protection of land in those areas.*
3. *The Authority must not give advice or provide assistance under subsection (1)(b) unless the Minister, or a person authorised by the Minister, has approved the giving of advice or the provision of assistance in a specified case or class of cases.*

The VPA's powers are set out in section 9 of the Victorian Planning Authority Act 2017:



1. The Authority has powers to do all things that are necessary or convenient to be done for or in connection with the achievement of its objects and the performance of its functions.

The VPA generally has one of 4 roles assigned when assisting Councils as outlined below:

Authority ■■■■

Leads the project from conception to finalisation

Provider ■■■■

Prepares a draft plan or report to submit to the planning authority

Advisor ■■■■

Provides planning policy, financial or technical advice

Facilitator ■■■■

Provides a grant or general advice



As highlighted with the boxes, as Authority the VPA can provide most resource and assistance. Currently, the VPA acts as a Provider to Warrnambool City Council. Case studies below highlight recent projects outlining the type of assistance the VPA provides.

CASE STUDIES	BACCHUS MARSH URBAN GROWTH FRAMEWORK	PLAN GREATER BENDIGO
<p>SHEPPARTON NORTH EAST PSP & DCP</p> <p>VPA ROLE: PLANNING AUTHORITY</p> <p>The VPA, in consultation with Greater Shepparton City Council and Government agencies, is preparing the Shepparton North East Precinct Structure Plan and Development Contributions Plan to guide new urban development. Council requested the VPA to be the planning authority for Amendment C118 that will apply the PSP and DCP through the Shepparton Planning Scheme.</p> <p>The land is within one of five proposed major growth corridors in the Shepparton-Mooroopna urban area. The Shepparton North East PSP will provide for up to 1,500 homes to accommodate a population of more than 4,000.</p> <p>The PSP outlines the development of a new neighbourhood that seamlessly integrates with the surrounding urban framework of Shepparton while providing employment opportunities and improving community facilities and local parks. The PSP will support an existing government primary school and an existing non-government primary school with an adjoining place of worship.</p>	<p>VPA ROLE: PROVIDER</p> <p>The VPA and Moorabool Shire Council, have jointly prepared the draft Bacchus Marsh Urban Growth Framework (UGF). The draft UGF will guide growth to 2041 and beyond.</p> <p>Plan Melbourne and the Central Highlands Regional Growth Plan identify Bacchus Marsh for significant growth. The population of Bacchus Marsh is projected to double from 20,000 to 40,000 residents by 2041.</p> <p>The UGF seeks to address and leverage this growth for Bacchus Marsh by identifying future residential growth precincts, new employment precincts, key infrastructure requirements and providing a work plan for future growth management.</p> <p>The UGF provides a strategic vision to support the growth of Bacchus Marsh while protecting its significant rural and environmental amenity, such as the highly productive Bacchus Marsh Irrigation District, waterways and Long Forest Conservation Reserve. The UGF is currently being incorporated into the Moorabool Planning Scheme through Amendment C81.</p>	<p>VPA ROLE: ADVISOR</p> <p>Plan Greater Bendigo is the first stage of implementing the Loddon Mallee South Regional Growth Plan which is a strategic framework plan for the region including the municipalities of Greater Bendigo, Campaspe, Central Goldfields, Loddon, Macedon Ranges and Mount Alexander.</p> <p>Plan Greater Bendigo outlines the top 18 infrastructure projects required in Greater Bendigo and the broader Loddon Campaspe Region, to deliver and support jobs and population growth over a 30 year timeframe. The Plan identifies projects and initiatives across State Government agencies, the City, stakeholders and the community.</p> <p>Plan Greater Bendigo was prepared by the City of Greater Bendigo in conjunction with the VPA, and the Regional Office of the Department of Environment, Land, Water and Planning. The City received funding support from the State Government via the Victorian Planning Authority.</p>



Benefits of the VPA being the Planning Authority

- Agency collaboration and Capacity-building – Facilitating a whole of Government approach

The VPA is an integrated, strategic urban planning organisation that works with our partners and stakeholders to deliver planning outcomes for regional cities and towns and works closely with councils and Regional Development Victoria to provide spatial planning solutions that unlock urban growth.

The VPA works closely with key partners such as councils, the Department of Environment, Land, Water and Planning (DELWP) and the Department of Jobs, Regional and Precincts (formerly the Department of Economic Development, Jobs, Transport and Resources - DEDJTR) to plan for the transformation of some of the biggest and most complex urban renewal precincts in Australia.

The VPA has extensive experience and partnerships in planning for new communities across Victoria and can bring the right people to the table to ensure that Precinct Structure Plans are developed in a timely and effective manner. The VPA can facilitate delivery of plans and projects by working closely with our local government partners and sharing knowledge and learnings.

- The ability to develop integrated strategic plans including infrastructure contributions

The VPA provides innovative technical and design solutions across all aspects of planning with inhouse expertise and collaboration with government partners. The VPA develops strategic plans that recognise the interdependent relationship between land use plans and infrastructure networks and services, particularly transport. The VPA actively influences, coordinates and responds to these interdependencies.

- Expertise and processes

The VPA has continued to work in Melbourne's growth areas whilst broadening its focus to the areas identified for urban development in Plan Melbourne and precincts in regional Victoria.

The VPA has an enviable track record of planning for residential and employment growth in compact, well-designed new communities across Melbourne's growth corridors and beyond. The VPA have now planned more than 65 communities across Victoria, which are in various stages of development, and we have delivered the rezoning of over 100,000 in the past 12 months.

Due to this experience, the VPA can cut through the complexity to get the job done.

- Statement of expectations and prioritised project delivery

The VPA has a Statement of Expectations, set by the Minister of Planning. This statement identifies the priority projects for the VPA to deliver. Projects where the VPA is the Planning Authority are included on the Statement of Expectations, indicating an explicit priority for timely completion. When the VPA is the nominated Planning Authority and the project is included on the Statement of Expectations enable the possibility of Government funding contribution to the project.



- 3rd party funding

The VPA can seek 3rd party funding agreements from landowners, to contribute to the cost developing the Precinct Structure Plan. The benefit to contributing funding to the preparation of the PSP to ensure that the costs associated with the work required to inform the PSP are promptly met and can therefore fast-track its preparation.

In conclusion, the VPA can support the East of Aberline PSP as Planning Authority by:

- Undertaking a different planning approach with a stronger emphasis on jobs, investment, business growth, transport and digital access. Build on unique regional characteristics such as liveability, housing affordability, and low levels of traffic congestion using our toolbox for growth that includes:
 - Precinct Structure Plans (PSPs)
 - Development Contributions Plans (DCPs)
 - Infrastructure Contributions Plans (ICPs)
 - Post-PSP implementation assistance
- Planning for strong and vibrant urban growth in regional cities and towns (the 10 regional cities) (Plan Melbourne Action 102 – Growth frameworks for regional cities)
- Growing towns in Melbourne’s peri-urban region (Plan Melbourne Action 103 – Development strategies for peri-urban towns)

East of Aberline Precinct Structure Plan

Key Issues Paper

January 2019



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1 BACKGROUND

1.1 Purpose of this Report

The objectives of this report are:

- To identify significant features within the East of Aberline Precinct Structure Plan (PSP) area and present the key opportunities and constraints for development

1.2

- To place the PSP within a wider context including its relationship to the adjoining residential areas, the North East Industrial Growth Precinct and the Eastern Activity

Centre

-

surrounding areas that will inform the precinct's sense of place, community focus and structure.

Growth Plans and the Long-Term Growth Area background report.

- Section 2 provides the strategic context for the PSP

To identify key elements and points of difference to

- Section 3 provides an overview of the site investigations that have been undertaken to date and the implications for the PSP

- Section 4 provides a demographic forecast in order to determine the role of the PSP in the context of the potential future population of the growth area

- Section 5 provides an analysis of general infrastructure and service provision, the capacity and ability to provide for additional population created by the PSP and the broader growth area context

- Section 6 provides an overview of the vision and principles of the PSP.

-

A brief outline of the sections of the report is provided below.

Presentation of this Report

This report provides 'desktop audit' which establishes the framework and informs the planning of the East of Aberline PSP. The discussion and analysis also considers the growth in broader Warrnambool and the need to plan in a coordinated integrated manner.

Background documents informing this report include the Regional

2 STRATEGIC CONTEXT

2.1 Regional context

Warrnambool City is Victoria's largest coastal regional city outside of Port Phillip Bay, and is the fastest growing economy and population Victoria.

(<https://www.warrnambool.vic.gov.au/about-warrnambool>, 2018)

The city abuts the Southern Ocean to its southern border and is bound corner of the PSP area to the north, east and west. The city is located approximately 260 kilometres west of Melbourne. The context Plan is shown as Figure 1.

2.2

Long term growth area considerations

The PSP area is one of six identified growth areas to be developed for residential purposes with Warrnambool. The PSP is well located with development sites identified in the Warrnambool Planning Scheme and is zoned Farming Zone. Planning Scheme, being the Eastern Activity Precinct and the Horne Road Industrial Precinct.

2.3

Policy context

Background documents and policy informing this report include:

- The State and Local Planning Policy Framework set out will be considered through the planning scheme amendment for the in the Warrnambool Planning Scheme PSP.
- Plan Melbourne, Metropolitan Planning Strategy Development of the land surrounding the PSP area has largely been planned using Development Plan Overlays (DPO1, DPO7 and

- Warrnambool City-Wide Housing Strategy 2013

- Green Warrnambool 2018.

2.4 Planning controls

2.4.1 Planning Zones centre in south-west

Land within the PSP area is currently predominantly zoned Farming Zone. The Wannon Water storage ponds located in the south-east by Moyne Shore to the north, east and west.

Land immediately west and south-west of the PSP is zoned General Residential Zone. Land within Horne Road Industrial Precinct is zoned Industrial 3 Zone (INZ3). Key roads framing and within the PSP area (Aberline Road, Wangoom Road and Horne Road) are zoned Road Zone (RDZ2).

Land to the immediate north of the PSP is located within the Moyne adjacent to other key

2.4.2 Overlay controls

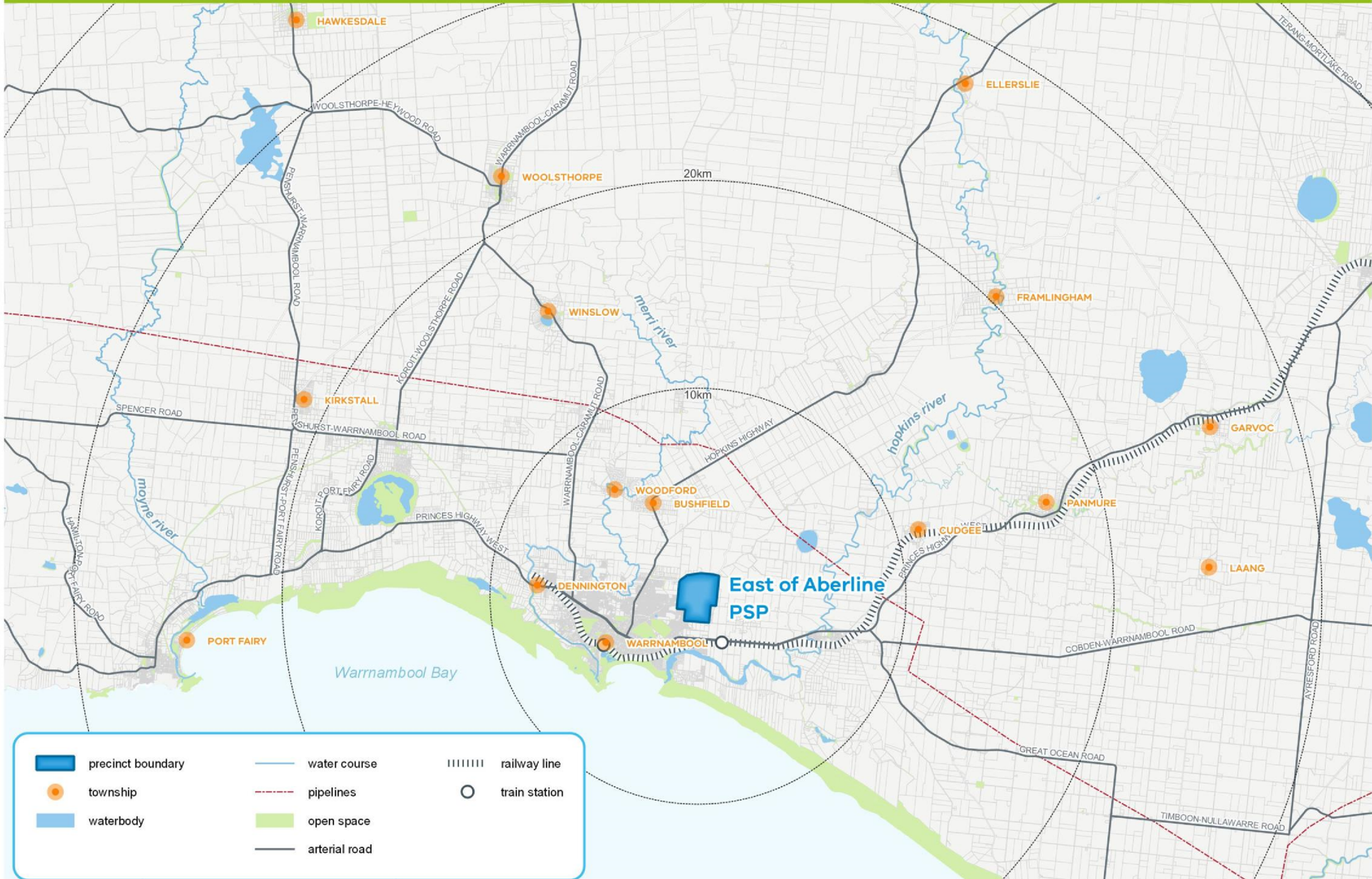
The only overlay that affects the PSP area is the Bushfire Management Overlay (BMO) which was introduced to the land as part of (VC140 12/12/2017). The management of bushfire will be addressed and the necessity of this overlay within an urban context

planned using Development Plan Overlays (DPO1, DPO7 and

- Great South Coast Regional Growth Plan (2014) DPO11).

Warrnambool City Council Long Term Growth Area

- Background Report, March 2016
- Warrnambool Council Plan 2017-2021
- Warrnambool Land Use Strategy 2004



	precinct boundary		water course		railway line
	township		pipelines		train station
	waterbody		open space		
			arterial road		

2.5 Demographics

2.5.1 Existing Community

Demographic forecasts provide guidance on expected population numbers and community profiles and are used to form the basis for infrastructure provision and catchment planning. Demographic forecasts are considered generally at the broader corridor level and further tested more specifically at the precinct level.

According to the Australian Bureau of Statistics (ABS), the estimated resident population of Warrnambool, including Dennington (state suburb geographic areas) was 34,571 people as of June 2017.

The population of Warrnambool North East, an area bound by the locality of Woodford, Wangoom Road and Dixons Lane in the north, Staffords Road in the east, the Princes Highway, Horne Road, Dales Road and Moore Street in the south, and Mortlake Road and the Hopkins Highway in the west, was 4,212 (Forecast .id, 2018).

2.5.2 Future Community

By 2036, it is projected that the population of Warrnambool is expected to be approximately 46,210 people (Forecast .id, 2018), a projected increase of 11,639 people, or 34%.

East of Aberline is projected to grow by 2,615 people (60%) to 7,027 by 2036 (Forecast .id, 2018).

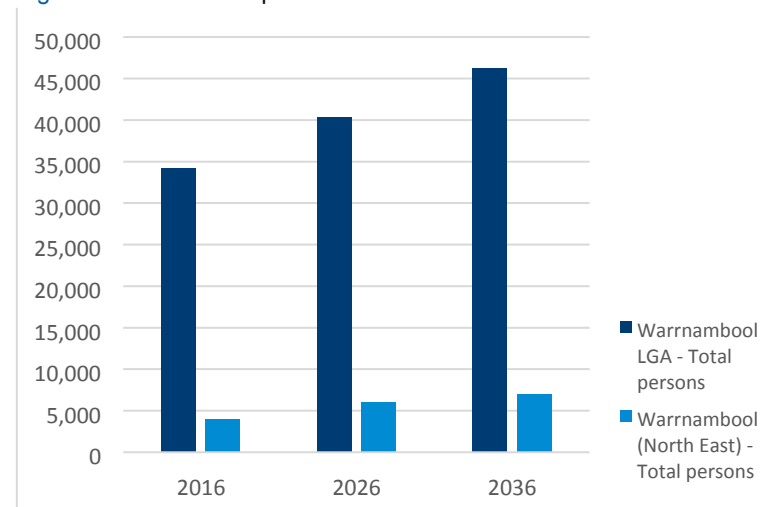
The forecast population growth in Warrnambool and Warrnambool North East from 2016- 2036 is shown in Figure 2.

2.5.3 Implications for the PSP

The PSP will plan for the above-identified demographic forecasts by:

- Planning for housing diversity by guiding a range of residential densities and encouraging a range of housing types.
- Providing community infrastructure in accordance with standard provision ratios and in consideration of facilities available in the surrounding areas (see Section 4.1 for further discussion).

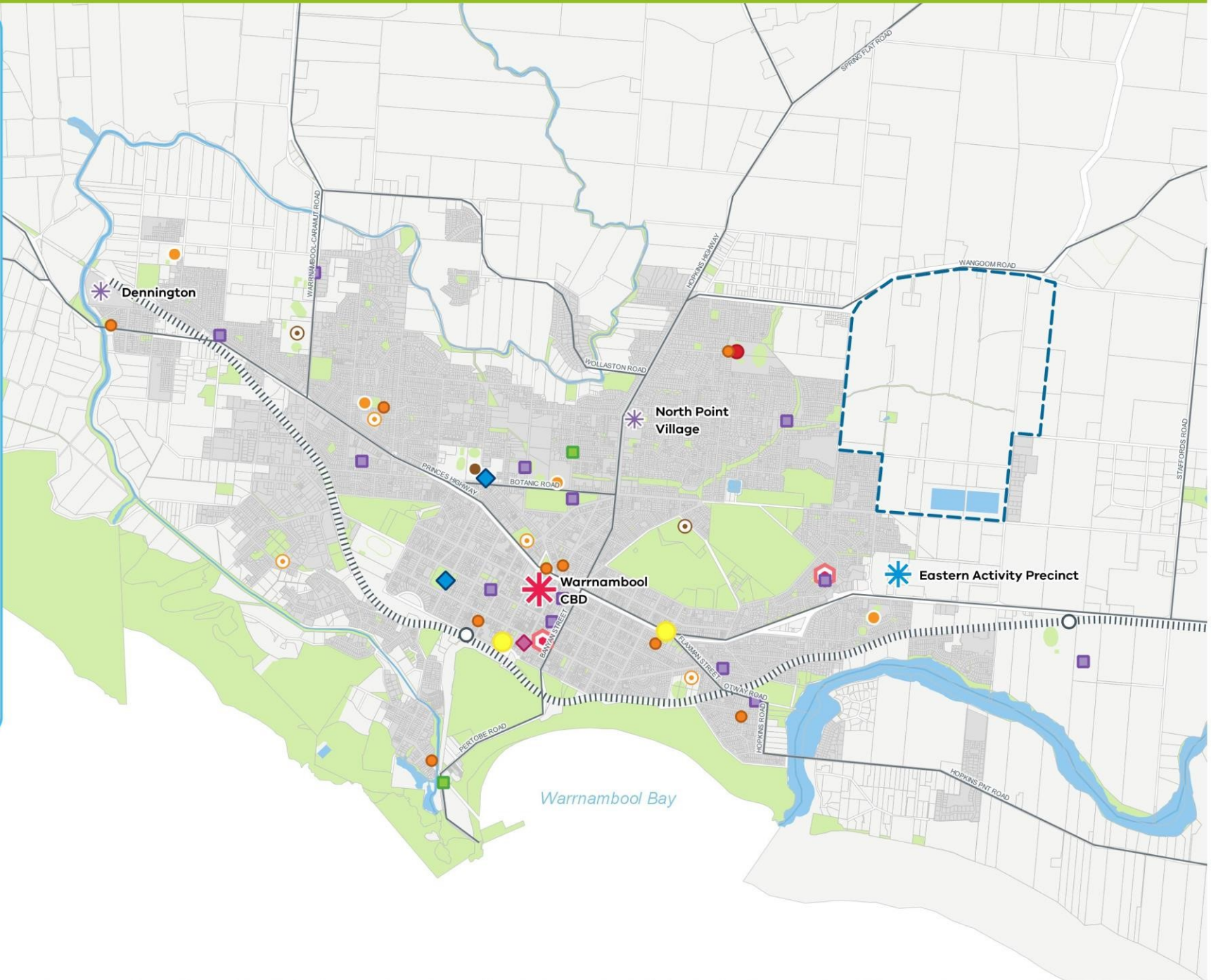
Figure 2 – Forecast Population Growth in Warrnambool 2016-2036



(Source: Forecast.id)



- precinct boundary
- open space
- principal activity centre
- major activity centre
- neighbourhood activity centre
- community centre
- hospital
- library
- public recreation
- child care
- kinder
- tertiary education
- government school - primary
- government school - secondary
- catholic school - primary
- catholic school - secondary
- independent school
- arterial road
- railway line
- train station



3 PHYSICAL CONTEXT

Vegetation

3.1 Site Features

The PSP area covers approximately 360 hectares of land and is located between Wangoom Road to the north, Dales Road to the south, Aberline Road to the west, and Horne Road to the east.

The northern boundary of the growth corridor abuts the municipal boundary of Moyne Shire. The corridor is positioned centrally to other key development sites identified in the Warrnambool Planning Scheme, being the Eastern Activity Precinct and the Horne Road Industrial Precinct.

It is situated approximately 4km to the east of the centre of **3.1.2** Warrnambool and is bordered by residential, farming and industrial land, as shown in Figure 3.

The land has been identified as a “future corridor extension” in the Great South Coast Regional Growth Plan (2014) and The Warrnambool City-Wide Housing Strategy (2013). The area consists of 25 parcels of land ranging from 4000m² to 50 hectares in area.

The Tozer Memorial Reserve is located central to the PSP area and is owned by the Minister for Education.

The land within the PSP area has a gentle undulating topography. There is fall towards Russells Creek that traverses the precinct. The land also has a 1:60 fall to the north towards Wangoom Road. There is a minimal east-west cross-fall.

3.1.3

3.2

Due to the agricultural history of the land, the precinct has largely been cleared of native vegetation. The precinct does not contain any formal conservation reserves however a key landscape feature of the precinct is the Tozer Memorial Reserve located centrally within the precinct. This 20-hectare property was donated to the Victorian School Plantation Endowment Scheme in 1926 and is currently managed by a trust committee represented by three local schools. The site retains large tracts (approximately 8 hectares) of the Grassy Woodland Ecological Vegetation Class (EVC) and is recognised as a significant ecological resource within the context of the surrounding landscape.

Introduced vegetation in the PSP area consists of grazed pasture and non-native plantings in windrows around dwellings, sheds, and the adjoining roadsides. Non-native plantings are present across the study area, with commonly occurring species including Monterey Cypress *Cupressus macrocarpa* and Radiata Pine *Pinus radiata*. Non-Victorian native species commonly present included Sugar Gum *Eucalyptus cladocalyx*, Tuart *Eucalyptus gomphocephala*, Yate *Eucalyptus cornuta* and Southern Mahogany *Eucalyptus botryoides*.

Watercourse

Russells Creek traverses the precinct, meeting the Merri River approximately 3.5 kilometres west of the site. Scattered ephemeral farm dams are also present across the PSP area and the south-east section of the site supports two large water storage ponds managed by Wannon Water.

Response/ Implications for PSP

3.1.1

As part of an integrated approach, the PSP should take advantage of its natural features including remnant vegetation along fence lines and dams. The Tozer Memorial Reserve is a key landscape feature and provides the opportunity for passive recreation, revegetation and education opportunities whilst also being a key view line within the precinct.

Biodiversity

Vegetation mapping completed as part of this assessment largely confirmed the modelled paucity of native vegetation within the study area. Surveys completed across 271 hectares (72%) of the PSP area recorded approximately eight hectares of Plains Grassy Woodland (EVC 55_63), the majority of which comprised natural regrowth within the northern half of Tozer Memorial Reserve.

Approximately 1.2 hectares of EVC 55_63 within the northern half of the reserve is considered likely to be remnant, as this area was excluded from historical plantation activities.

The remaining assessed portions of the PSP area were identified as being either developed or supporting non-remnant vegetation (i.e. planted and/or direct seeded indigenous and non-indigenous species, grassland/ pasture dominated by introduced species or crops).

Introduced vegetation in the PSP area consists of grazed pasture and non-native plantings in windrows around dwellings, sheds, and the adjoining roadsides.

Non-native plantings are present across the study area, with commonly occurring species including Monterey Cypress *Cupressus macrocarpa* and Radiata Pine *Pinus radiata*. Non-Victorian native species commonly present included Sugar Gum *Eucalyptus cladocalyx*, Tuart *Eucalyptus gomphocephala*, Yate *Eucalyptus cornuta* and Southern Mahogany *Eucalyptus botryoides*.

Detailed fauna surveys completed within the northern half of Tozer Memorial Reserve between 2013 and 2014 (Landtech Consulting 2014b) recorded a range of native and introduced species including Bush Rat *Rattus fuscipes*, Koala, Eastern Grey Kangaroo *Macropus giganteus*, Swamp Wallaby *Wallabia bicolor*, Brushtail Possum *Trichosurus vulpecula*, Short-beaked Echidna *Tachyglossus aculeatus*, Gould's Wattled Bat *Chalinolobus gouldii*, Blotched Bluetongue Lizard *Tiliqua nigrolutea*, Copperhead Snake *Austrelaps superbis*, Striped Marsh Frog *Limnodynastes peronii*, Southern Brown Tree Frog *Litoria ewingii* and Common Froglet *Crinia signifera*.

3.2.

The surveys also recorded a number of conservation-listed fauna species. Information supplied by Council indicates that recent remote camera footage from Tozer Memorial Reserve contained a potential record of Agile Antechinus *agilis*. Although this species is not conservation listed, if confirmed present within the reserve, this will represent the only documented record within the Warrnambool region.

The Victorian Biodiversity Atlas (VBA) contains previous records of 20 nationally significant, 34 State significant and 17 regionally significant fauna species within 10 kilometres of the study area.

The precinct provides a suitable habitat for species of national (Greyheaded Flying-fox and Southern Bent-wing Bat), State (Hardhead, Blue-billed Duck, Eastern Great Egret and Grey Goshawk) and Regional (Royal Spoonbill, Spotted Harrier and Latham's Snipe) conservation significance.

The ecological features of the PSP area are shown in Figure 4.

Response/ Implications for PSP

The Environmental Protection and Biodiversity Conservation (EPBC) Act (1999) establishes a Commonwealth process for the assessment of proposed actions likely to have a significant impact on matters of National Environmental Significance (NES), or those that are undertaken on Commonwealth Land.

An action, unless otherwise exempt, requires approval from the Commonwealth Minister for the Environment if it is likely to have an impact on any of the following matters of NES: World Heritage properties, National Heritage places, Ramsar wetlands of international significance, nationally listed threatened species and ecological communities, migratory species protected under international agreements, Commonwealth marine areas, the Great Barrier Reef Marine Park, nuclear actions and water resources (for coal seam gas and large coal mining projects).

Tozer Memorial Reserve is known to support the EPBC Act listed Grassy Eucalypt Woodland of the Victorian Volcanic Plain ecological community and Growling Grass Frog. The Grey-headed Flying-fox and Southern Bent-wing Bat are also likely to use foraging resources within the PSP area on occasion.

Given that the reserve is likely to be retained for conservation, the supported values are unlikely to be impacted by future development, subject to appropriate buffers being identified to support and protect habitat corridors. Although waterbodies outside the reserve, including Russells Creek and scattered farm dams, represent low quality habitat for Growling Grass Frog, there is potential for this species to inhabit or disperse between these features. A targeted survey for Growling Grass Frog is currently underway and the report findings are imminent. This work will inform the PSP and potential buffers required for habitat corridors. This should be reflected as an implication for the PSP.

Future development within the PSP area is unlikely to significantly impact Grey-headed Flying-fox or Southern Bent-wing Bat given the highly dispersive nature of the species and availability of similar and higher quality foraging habitat in the locality.

Following the completion of a targeted Growling Grass Frog survey, the significant impact test should be applied to determine the requirement for an EPBC Act referral.

Any action that is likely to have a significant impact on State matters, as defined under the relevant guidelines, would need to be referred under the Environment Effects Act 1978. Actions undertaken in accordance with a prescribed Precinct Structure Plan (PSP) are exempt from the requirements of the EE Act.

Figure 4 – Ecological Features



3.3 Bushfire

A Bushfire Assessment Report has been undertaken to assess the hazard and identify the bushfire protection measures that will be required for future development of the PSP area. The study concluded that development can appropriately prioritise the protection of human life and meet the objectives of Clause 13.02 of the Warrnambool Planning Scheme by ensuring future dwellings and other development will not be exposed to Radiant Heat Flux (RHF) above 12.5kW/m², commensurate with a Bushfire Attack Level 12.5 (BAL-12.5) construction standard.

Existing Conditions

3.3.1

The PSP area is currently a designated Bushfire Prone Area (BPA). Land within approximately 150m of the Woodland in Tozer Reserve that extends southwards from Wangoom Road into the growth corridor is also covered by the Bushfire Management Overlay (BMO). This area comprises approximately 7.7% of the proposed residential area within the growth corridor. Russells Creek is currently degraded within the growth area and will be protected within a linear reserve and revegetated. For the purpose of the bushfire assessment it was assumed that vegetation in the Russells Creek reserve will be classified Woodland or Grassland. The associated wetlands could feasibly also contain Scrub.

The PSP area is in a low bushfire risk landscape. In the directions from which a bushfire threat typically arises (north, northwest, west or southwest) the landscape is generally pastoral or comprises the urban area of the existing township. The topography on and around the growth area is benign, with no significant changes in elevation or slopes that would significantly exacerbate the bushfire attack.

There are low risk urban-residential and township areas immediately adjacent to the growth area that are not in the BPA and which offer a place of shelter from any bushfire that may occur.

Figure 5 – BMO coverage and potential BMO1 areas



Response/ Implications for PSP

There are no significant obstacles to future development in the PSP area

3.3.2 complying with the applicable strategies in Clause 13.02 and the building regulations invoked in a BPA.

Large areas of the growth area are available for BAL-12.5 development. To achieve this rating, required for settlement growth by Clause 13.02, buildings will need to be setback 19m or 22m from classified Grassland and 33m or 41m from classified Woodland, depending upon the effective slope. These areas are shown on Figure 5.

Future development within 150m of Tozer Reserve will be covered by the BMO, which will require appropriate bushfire protection measures to be implemented addressing subdivision, landscape, siting and design, defensible space, construction, water supply and access as prescribed by Clause 53.02 of the Warrnambool Planning Scheme. **3.4**

Development close to the perimeter of the PSP area will need to respond to classified vegetation beyond the growth corridor boundary, including providing the requisite setbacks to achieve BAL-12.5.

Roads

Existing perimeter roads should be incorporated into the low threat setbacks required for future dwellings. The existing road formations and, in some cases managed nature strips, could provide most or all of the required 19m or 22m setback required from Grassland (depending on slope).

Within the PSP, perimeter roads around significant areas of retained vegetation should be incorporated into subdivision design where possible, to achieve the required separation distances for future development from any potentially hazardous vegetation, and to facilitate property protection and firefighting. Interface roads around Tozer and Russells Creek reserves, as shown in the landscape strategy (Spiire, 2018) are supported. Good access and egress for emergency management vehicles and residents, in the event of a bushfire, can be achieved via a conventional residential road network.

Vegetation

Urban development of the growth area will result in the removal of most classified Grassland from within the growth corridor boundary. Woodland in Francis Tozer Reserve is to be retained and a number of reserves are likely to be created along Russells Creek, which may involve re-vegetation at some locations.

Part of the area covered by the BMO may be suitable for application of Schedule 1 to the BMO in the Warrnambool Planning Scheme, provided appropriate setbacks from Francis Tozer Reserve are provided in subdivision design.

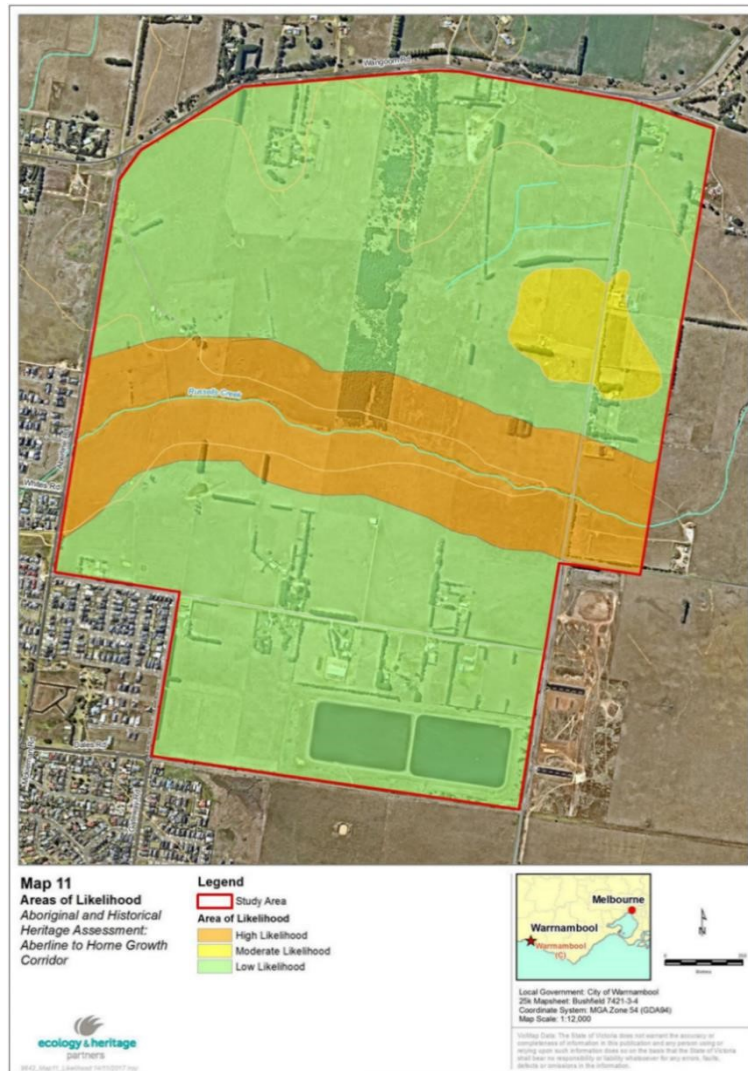
Much of the growth area is likely to be rendered low threat by the planned urban development and may become eligible for excision from the BPA as development proceeds.

Heritage

The PSP area is bisected by an identified area of cultural heritage sensitivity, being the land within 200m of Russells Creek (under the *Aboriginal Heritage Regulations 2007*). Should future developments be regarded as high impact activity by the *Aboriginal Heritage Regulations*, such as multi-lot subdivision and residential development, a Cultural Heritage Management Plan (CHMP) will be required in particular areas of the subject site.

The areas of heritage likelihood are shown in Figure 6.

Figure 6 – Areas of Heritage Likelihood



3.4.1 Response/ Implications for PSP

Recognition of potential Aboriginal Heritage along Russells Creek will be significant as well as further investigation into the post-settlement heritage features to provide historical context to the precinct to the broader area. The retention and enhancement of these features will preserve historical links and strengthen the sense of place and identity for the future community.

3.5 Views

Despite the generally low-lying topography of the precinct, there is an opportunity to maximise on views to and from Tozer Reserve as the key landscape feature of the precinct, as shown in Figure 7

Wangoom Road rests on a natural ridgeline and the land falls away steadily to the south, permitting good long views across the Growth Corridor, including the slopes on the opposite side of Russells Creek and beyond.

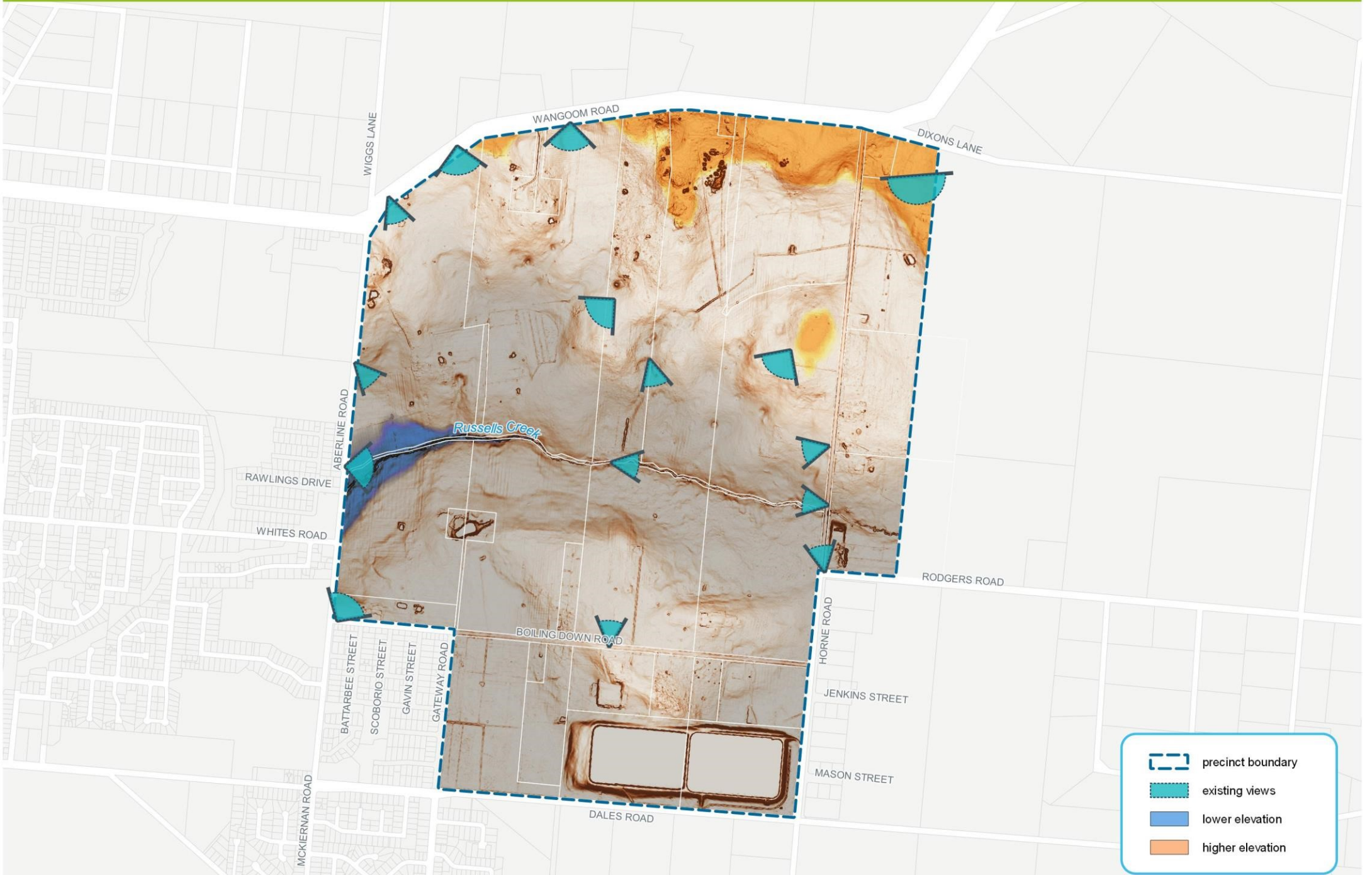
From the southern perimeter of Tozer Reserve there are good medium views upstream along the Russells Creek until they are interrupted by

the Horne Road crossing. Views downstream are obscured by vegetation but are likely to also be good medium views up until the intersection with Aberline Road.

3.5.1 Implications for the PSP

Linear and open space areas will be provided to enhance views and connections to destinations within the precinct such as Russells Creek and Tozer Reserve.

Avoiding vehicular crossings of the creek between Aberline and Horne Road will help maintain views.



- precinct boundary
- existing views
- lower elevation
- higher elevation

3.6 Hydrology, Contamination and Geotechnical

3.6.1 Flooding and Water Quality

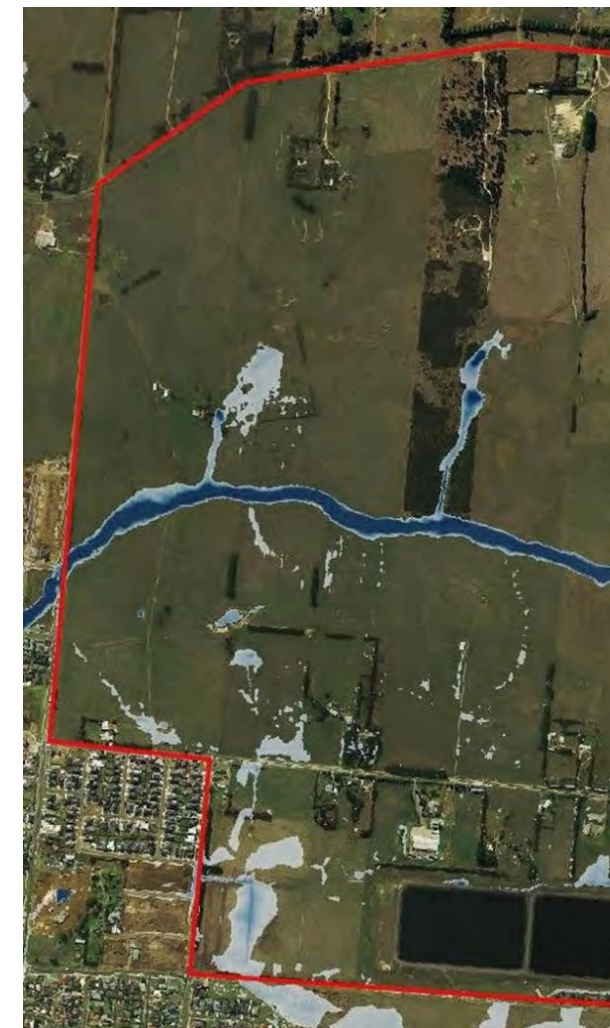
The PSP area is within the Merri River Catchment. The primary waterway in the PSP area is Russells Creek which is a tributary of the Merri River and a drainage corridor. Smaller 'local catchments' are evident, as shown in Figure 8.

Engeny have prepared a preliminary report (dated September 2017) to assess the stormwater and flood management. Flood modelling was undertaken as part of a previous flood study for Russells Creek.

The Glenelg Hopkins Catchment Management Authority (GHCMA) have requested a 30m buffer from the top of banks on each side of the Russells Creek which is consistent with both the Victorian Waterway Management Strategy and Clause 14.02.1 Catchment Planning and Management of the state planning policy. This will allow for the waterway to be protected and a riparian zone conserved and further established adjacent to the waterway. A corridor of this width will also be able to convey the 1 % AEP flood in a safe manner.

The GHCMA also require active edges along the waterway corridor. This should take the form of a road, with houses then fronting onto the waterway corridor from the far side of the road. No houses or private property should back onto the waterway. Having an active edge alongside the waterway corridor encourages passive surveillance of the waterway, reducing the likelihood of illegal dumping of rubbish and improving the safety of the area. The road corridor would be separate to the waterway corridor (i.e. offset 30m from the top of bank). It is proposed that the cycling/walking trail will be outside the 30m buffer riparian zone and separate from the road corridor.

Figure 8 – 1 % AEP flood extent



The GHCMA have indicated that the waterway corridor should be vegetated with native vegetation. The wetlands and sedimentation basins proposed for stormwater

treatment could be located within the waterway corridor, however they must be offline assets (i.e. creek flows do not enter the treatment systems) and should be placed high enough above the top of bank so that they are not flooded in frequent events from the creek. GHCMA will need to be consulted on the exact flood event and level which is to apply but as a minimum, treatment devices should be above the 10% AEP event flood level and above the 1% AEP flood level if practical.

Structure planning will need to ensure that stormwater run-off is appropriately managed to improve the health of waterways. Key opportunities to providing innovative water cycle management solutions are listed below:

- Centralising stormwater treatment infrastructure in the form of wetlands will create community assets which enhance liveability, reduce the maintenance burden for Council and also create habitat for wildlife. The wetlands will also help to reduce the impact of development on the waterway
- Along Russells Creek the 1% AEP flood extent is relatively well contained. This is due to the topography of the area, with the creek lying in a well-defined gully. There is some flooding between Boiling Down Road and Dales Road, in particular near Aberline Road. This occurs as the area is very flat and there is only limited capacity for water to flow out of this area. The 1% AEP flood extent for the PSP site is shown in Figure 8.

A waterway corridor should be established to protect and enhance the Russells Creek Waterway corridor. The GHCMA and the relevant planning legislation support a 30m setback from each side of the top of bank of the waterway. This corridor will ensure that the 1% AEP flood is able to be conveyed safely through the development and could also include shared use paths and wetlands (provided they are offline from the creek and above a suitable flood level)

3.6.2 Contamination

No contamination study has been undertaken to date. Further work is required to determine the extent of existing contamination and the impact of possible contamination on the future urban structure.

3.6.3 Implications for the PSP/ Issues to be resolved

The PSP should provide that encumbered land be set-aside as a municipal drainage reserve and passive recreation purposes.

Development of the PSP area will need to be undertaken in a way which protects houses from flooding. The simplest way to achieve this is to “box out” roads so that dwellings sit above road levels and the road network can convey any overland flow safely to the retarding basins and outfall points without flooding any dwellings. The retarding basin as wetland 4 will also need to be large enough to ensure that the peak outflow is not increased above the capacity of the existing downstream pipe. The storage lost by developing this land will need to be offset within the retarding basin.

Greater work is required to determine the extent of flooding and overland flows. Stormwater will need to be appropriately managed to reduce run-off into Russells Creek. This will inform the preparation of a more detailed drainage and

integrated water management strategy.

Investigations to confirm the likelihood of land contamination and groundwater conditions will be required to inform the planning scheme amendment.

4 INFRASTRUCTURE AND SERVICES

4.1.2

The PSP guides the designation of land uses and identifies anticipated future development outcomes and associated infrastructure needs. These include:

- Community facilities, such as schools and community hubs which are planned with standard provision ratios and review of existing catchments
- Retail land allocation which is guided by standard provision ratios and review of existing supply
- Open space provision which is guided by standard provision ratios
- Traffic network which is guided by strategic transport modelling for the wider area for the major roads as well as PSP standards
- Drainage and stormwater management for which a new **4.1.3** strategy was prepared as part of the PSP process
- Services and utilities which is informed by a servicing report and informed by the service providers.

4.1 Primary Schools

4.1.1 Standard Provision

The Department of Education and Training's (DET) standard provision ratio for primary schools is one primary school (grades preparatory to six, or P-6) per 3,000 dwellings, on a 3.5 hectares site.

P-6 schools are generally located, where practical, to optimise equitable distribution of and access to facilities as well as walkable catchments. Schools should generally be located on collector roads with or proximate to other community facilities and town centres.

Existing Provision

There are four government primary schools in Warrnambool and two country primary schools in the Warrnambool municipality that enrol children from within the Warrnambool area. They are:

- Merrivale Primary School
- Warrnambool East Primary School
- Warrnambool Primary School
- Warrnambool West Primary School
- Woodford Primary School
- Allansford Primary School.

There is also one possible future government school proposed for Warrnambool in the North of the Merri precinct.

There are also five non-government primary schools in Warrnambool:

Response / Implications for PSP

Given this PSP is estimated to deliver approximately 4000 dwellings, and the geographical distribution of government primary schools in Warrnambool (as shown in Figure 3) shows that there are no government primary schools in the northeast suburbs of Warrnambool, it is anticipated that a government primary school will be required to be identified in the future urban structure.

This proposed school will serve the future community within the PSP area, as well as the existing surrounding community.

This position is yet to be confirmed by DET.

4.2

4.2.1

Secondary Schools

Standard Provision

DET's standard provision ratios for secondary schools is one per three primary schools, or one per 9,000 dwellings. Secondary schools generally require sites of 8.4 hectares.

4.2.2

Existing Provision

There are two government secondary schools in Warrnambool –

- One Catholic Independent School for a population of 64,400 (approximately 23,000 dwellings)
- P-6 site area of 3.5 hectares.

Similarly, the Catholic Education Office provision for secondary schools equate to:

- One Catholic Independent Secondary School for a population of 102,200 (approximately 36,500 dwellings)

- P-12 site area of 8 hectares.

Brauer College and Warrnambool College. There are also two non-
Existing Provision government secondary schools in Warrnambool.

There are no secondary schools in surrounding rural areas and townships, so these secondary schools receive students from areas surrounding Warrnambool. A larger catchment analysis by the Department of Education and Training (DET) may be required to determine the secondary school provision requirements of the greater surrounding area.

Response / Implications for PSP

- 4.2.3** As this PSP is estimated to deliver approximately 4000 dwellings, it is not anticipated that a government secondary school will be required to be identified in the future urban structure.

This position is yet to be confirmed by DET.

Independent Schools

4.3.1

4.3

Standard Provision

There are no standards of provision covering independent schools.

However, the Catholic Education Office base their provision on Catholic Parish participation and demographics. These standards equate to:

4.3.2

Warrnambool currently has one Catholic secondary school - Emmanuel College (37 Ardlie St), one P-12 Christian College - King's College (44 Balmoral Rd), and the following four Catholic primary schools:

- Saint Pius X Primary School (32 Hoddle St)
- St. Joseph's Primary School (70 Botanic Rd)
- Our Lady Help of Christians Primary School (28 Selby Rd)
- St John's Primary School (Russell Street).

Response/ Implications for PSP

It is not envisaged that there will be need for further independent schools within the PSP however interest in the provision of independent schools can change at any time.

4.4

Retail

4.4.1 Existing situation

The Warrnambool Municipal Strategy Statement (MSS) identifies a retail hierarchy within the City, where the City Centre is the principal retail centre, the Eastern Activity Precinct (EAP) is a major (secondary)

retail centre and a number of neighbourhood and local centres are also identified to provide for the day-to-day needs of communities.

Principal Activity Centre: Warrnambool City Centre

The primacy of the City Centre is reinforced by its designation as the principal activity centre for Warrnambool and southwest Victoria. The City Centre's regional role includes its function as the primary retail centre, principal location for higher-order business and professional services and as the location for a diversity of other complementary regional and city-wide functions.

The City Centre is the focus for a range of other regional services and facilities including medical and health services, education providers, community services, commercial and business services, hospitality, entertainment and tourism activities.

Major Activity Centre: Eastern Activity Precinct

The Eastern Activity Precinct (EAP) is Warrnambool's only major activity centre, second only in scale and importance to the City Centre. In addition to its importance as an activity centre, the precinct, and adjoining land to the east, also serves a role as the City's current eastern gateway.

The EAP comprises several key developments that are unified by the Princes Highway (Raglan Parade). The Precinct contains several subprecincts: a regional bulky goods cluster, the Flying Horse Inn mixed use development, and Gateway Plaza and other retail, which is the secondary retail centre in the City, providing a range of weekly and **4.4.2** discretionary goods to east Warrnambool and surrounding districts. New investment is encouraged in the EAP to deliver an expanded range of complementary roles and services that reinforce its role as a major activity centre but in a manner that supports the City Centre.

The EAP is also identified as being the principal bulky goods precinct within the Municipality, with a regionally-significant cluster of restricted retail stores.

Neighbourhood activity centre - Northpoint Village

Northpoint Village is an existing neighbourhood centre in North Warrnambool and provides an important community function for the growing north Warrnambool community.

NorthPoint Village includes a medium sized supermarket and associated specialty shops, with a total retail-commercial floorspace of approx. 5,565m² Gross Leasable Area (GLA). The centre offers some medical services and a mix of retail. The provision of a general medical practice diversifies the centre

to ensure it offers a broader non-retail role, enabling the centre to operate as a 'community hub' for north Warrnambool.

Neighbourhood activity centre - Dennington

Dennington Neighbourhood Activity Centre is a small village precinct and the primary focus for the local convenience and weekly shopping needs of Dennington / West Warrnambool, comprising a range of retail, commercial, leisure and community facilities and enticing outdoor spaces. Improved links between the Town Centre and residential growth areas, in association with new mixed-use development along Lindsay Street will ensure harmonious integration between the new retail area and the existing traditional village heart.

Dennington is the western gateway to Warrnambool and serves an important role as the first front of urban development when approaching the City from the west.

Response / Implications for PSP

Warrnambool's City Centre has historically been the focus of all major retail activity and

investment with the Eastern Activity Precinct, as a secondary activity centre providing for a range of day-to-day and weekly needs closer to the growing northern and eastern areas of the City and encouraging shorter trips for people to meet their basic requirements.

The EAP and NorthPoint Village, will continue to provide day-to-day shopping needs of a convenience nature to existing and new development in the North East Warrnambool area.

A 'residential' scale convenience centre could be supported for the precinct, as per the existing retail policy. If further retail facilities are proposed beyond a residential scale convenience centre, a retail analysis will be required to be undertaken by the developer to support any future proposal. However, given the proximity to the EAP, it is unlikely that significant retail would be supported.

4.5 Open space

4.5.1

Standard of Provision

As per the Precinct Structure Planning Guidelines, the overall percentage of credited open space provision PSPs is 10% of Net Developable Area (NDA) which is generally applied as 6% for local sports fields and 4% as local parks.

However, this percentage breakdown can vary depending on Council's position on delivery of these facilities, the anticipated needs of the community as well as the existing physical and landscape characteristics of the area.

Local Sports fields are planned to be co-located with schools and local Council community services in order to create a vibrant community hub for the precinct with the usual starting point being an 8-9ha facility that can accommodate a range of activities generally including football/cricket/netball and associated playgrounds and car parking.

Local parks are generally located to ensure an equitable distribution of accessible green space throughout the community with the size and configuration determined at a neighbourhood by neighbourhood level. It should be noted that the sports fields also provide for the informal recreation of local residents.

The Warrnambool Open Space Strategy aims for a high quality, diverse, accessible open space network that reflects community needs and

enhances social connection, environmental protection and economic benefit. This vision is applicable at both the municipal and precinct level.

The Russells Creek corridor is identified by the Warrnambool Open Space Strategy as a key area to improve connectivity and provide a connected walking/cycling trail. The section of the creek through the PSP area is identified as future open space in the Strategy.

The overall aim is to deliver an appropriate amount of well distributed, diverse and accessible open space across the precinct – creating an integrated network, with a walkable catchment to local parks of no greater than 400m.

Existing situation

Northeast Warrnambool currently contains 2.3% of its total area as open space. This is quite low compared to other precincts in Warrnambool and when benchmarked against other municipalities. Key features of the precinct include Brierly Recreation Reserve, which is a 12ha regional-level sports reserve, the Russells Creek Walking Trail, and Tozer Memorial Reserve.

There are two neighbourhood-level parks adjoining the Russells Creek Trail, one at the corner of Whites and Aberline Roads, and one in the Maraki estate off Wangoom Road. There are two additional local open spaces in the precinct. There is no existing open space within 400m of the corner of Aberline and Wangoom Roads. Whilst Tozer Reserve provides value for bushwalking, it is currently classified as 'restricted open space' due to its environmental values and land tenure.

At present, only a thin corridor of Russells Creek is reserved as crown land within the PSP area. There is an additional 2ha area of crown land within the precinct, but it isn't currently used for open space purposes and is encumbered by a farm dam. Brierly Reserve provides important active open space to northeast Warrnambool. It is in the process of being upgraded as a multi-use regional sporting reserve. A small section of the southwestern part of the PSP precinct is within a 1km walking catchment of the reserve.

4.5.2

4.5.3 Response/ implications for PSP

The projected population increase as a result of the precinct would bring the per capita open space provision to the second lowest in Warrnambool without the addition of further open space (3.8ha/1000 residents of recreational open space).

The current distribution of open space does not provide local parks within a 400m walk within the precinct, nor a sports reserve and walking trail within 1km of all parts of the precinct. Whilst Tozer Reserve contains important environmental values, it is considered restricted open space from a recreational use point of view in its current state and does not replace the need for additional recreational open space.

Whilst it is not untypical for open space to be further distributed in a regional context, compared to a metropolitan context, the provision of local parks, active open space and connected walking trails need to be provided and equally distributed within the precinct itself to at

least [4.6.2](#) the standards of provision listed above. A current review of Open Space Contributions within Warrnambool recommends the use of a DCP to determine and apportion open space within the growth area.

Detailed planning of proposed facilities need refinement through discussion with Council.

Community services

4.6

Standard provision

4.6.1 The Warrnambool Community Services and Infrastructure Plan and Policy (which is included in the planning scheme) supports the provision of accessible, multipurpose and shared community services infrastructure delivered in partnership with other levels of government and community stakeholders.

The policy focuses on utilising shared multi-purpose community facilities or “hubs” that provide opportunities to strengthen community wellbeing, learning and social connection and:

- Are responsive to the changing needs of the community:
 - A hierarchy of provision based on industry recognised benchmarks
 - Flexible design that responds to changing community needs
 - Accessible for people of all ages and abilities
- Support the use of contemporary best practice service models and approaches
- Promote active transport
- Are environmentally sustainable
- Are planned in partnership with the community
- Co-locate and/or integrate with schools and other community services and organisations.
- Ensure efficient use of capital and recurrent funding sources (Federal, State, Local, Community service organisations, Private sector).

Existing Situation

There is limited community services infrastructure in the north east area. Existing services and facilities located in the area are summarised in the table below:

Table 1 – Community Services Audit – North East Warrnambool

Purpose	Facility	Address	4yo Places	3yo Places	Childcare Places
Kindergarten 3yo	Kings College	44 Balmoral Road		30	
Kindergarten 4yo	Goodstart Early Learning Warrnambool North	121 Whites Road	15		30
Kindergarten 4yo	Kings College	44 Balmoral Road	88		

Long Day Care	North Edge Childcare	11 Wangoom Rd			103
NonGovernment Primary/ Secondary School	King's College K-12	44 Balmoral Road			

4.6.3 Response/ implications for PSP

The north east area is anticipated to have the greatest increase in population between 2016 and 2036 in Warrnambool. By 2036, id population forecasts prepared in December 2017 anticipate the following:

Table 2 – Population forecast to 2036 - North East Warrnambool

Age (years)	2016	2026	2036	Change 2016 - 2036
Babies/pre-schoolers (0 to 4)	301	478	509	+209
Primary schoolers (5 to 11)	452	666	732	+281
Secondary schoolers (12 to 17)	356	517	594	+238
Tertiary education/independence (18 to 24)	423	489	589	+166
Young workforce (25 to 34)	508	723	773	+264
Parents/ homebuilders (35 to 49)	801	1,115	1,257	+456
Older workers/ pre-retirees (50 to 59)	447	768	883	+437
Empty nesters and retirees (60 to 69)	381	566	784	+403
Seniors (70 to 84)	309	508	675	+365
Elderly aged (85 and over)	35	157	230	+195
Total persons	4,013	5,986	7,027	+3,014

(Source, id, 2017)

The Aberline to Horne Structure Plan aims to accommodate approximately 4000 new residents and so the following recommended additional services identified in the Community Services and Infrastructure Plan are considered to be conservative.

Based on this forecast, the level of demand for services in planning area 7, once the area is fully developed, is anticipated to be:

- 100 four-year-old kindergartens places (3-4 groups) * - 100 three-year-old kindergarten places (3-4 groups) *
- 1 EFT Maternal and Child Health Nurse
- 4 playgroups
- 124.5 long day care places
- 125.5 outside school hours care places
- 2 small community meeting spaces
- 1 small to medium community meeting space
- 0.5 Youth space
- 0.5 Neighbourhood House space
- 0.5 Government Primary school
- Administrative office space for 7.5 EFT

*service demand estimates revised to meet current staff to student ratio requirements and 15 hours of funding per week for both 3 and 4year-old kindergarten programs.

These service needs should be met in accordance with Council's Community Services and Infrastructure Plan & Policy 2013, through the provision of a neighbourhood-level community hub facility. The additional services and infrastructure anticipated above should be considered only as the basis for detailed service planning and infrastructure feasibility studies to define the specific needs for the future.

In any future planning, the scope and mix of services and facilities required to service the growth area should consider future service provision in neighbouring areas (especially the Brierly Reserve Community Hub).

4.7 Transport network

4.7.1 Existing situation

Roads

The Princes Highway and Hopkins Highway are the main roads into and out of Warrnambool. The growth corridor is readily accessed from both highways via Wangoom Road and Aberline Road to the north, Whites Road and Moore Street from the west and Gateway Road and Horne Road from the south.

Access to the area currently exists off Aberline Road, Horne Road and Wangoom Road.

Wangoom Road is a Council road which is generally orientated in an east-west direction. A speed limit of 80 km/h applies to Wangoom Road between Aberline Road and approximately 200m further to the east of Aberline Road. To the east of this section, the speed limit increases to 100 km/h. Wangoom Road is also a major on-road bicycle training and event circuit.

Horne Road is a Council road which extends between Wangoom Road to the north and Princes Highway/Raglan Parade to the south. Horne Road will support increasing industrial traffic from the Eastern Business Park.

Between Rogers Road and Dales Road, Horne Road has a divided carriageway that generally accommodates a single lane of through traffic in each direction. A formal bicycle lane and an indented kerbside parallel parking lane are provided along the eastern side of this section of Horne Road.

A speed limit of 80 km/h applies to Horne Road.

Horne Road and Wangoom Road may form part of a future bypass for Warrnambool. Further stakeholder discussions with VicRoads will be required to confirm this. **Aberline Road** is a Council road which is orientated in a north-south direction. Between Wangoom Road and Rawlings Drive, Aberline Road has an undivided carriageway (between

10.3 and 10.4m wide) which generally accommodates a single lane of traffic in each direction, in addition to a kerbside parallel parking lane on the western side.

Between Rawlings Drive and Boiling Down Road, Aberline Road has an undivided carriageway (between 8.5m and 9.8m wide) which generally accommodates a single lane of through traffic in each direction.

A speed limit of 80 km/h applies to Aberline Road between Wangoom Road and the northern edge of the residential estate to the south. This speed limit reduces to 60 km/h between the northern edge of the residential estate and Boiling Down Road.

Boiling Down Road is a Council road which extends between Aberline Road to the west and Horne Road to the east. Between Aberline Road and Gateway Road, Boiling Down Road has a 12.7m wide carriageway which accommodates a single lane of through traffic and indented kerbside parallel parking in each direction. A speed limit of 60 km/h applies to this section of Boiling Down Road.

Between Gateway Road and Horne Road, Boiling Down Road has an undivided carriageway (between 8.1m and 9.8m wide) comprising a pavement (at least 3.9m wide) that is partly sealed and partly compact gravel. A speed limit of 80 km/h applies to this section of Boiling Down Road.

Dales Road is a Council road which is orientated in an east-west direction and extends from Aberline Road/McKiernan Road before terminating approximately 40m to the east of Gateway Road. Between Aberline Road/McKiernan Road and its termination approximately 40m east of Gateway Road, Dales Road has a 9.7m wide carriageway (approx.) which accommodates a single lane of through traffic in each direction. Kerbside parallel parking appears to be permitted on both sides of Dales Road. The default urban speed limit of 50 km/h applies to Dales Road.

Active transport

The creation of permeable street network and supporting active transport network is important if the East of Aberline PSP is to be developed as a low carbon neighbourhood.

Connectivity (or permeability) refers to the directness of links and the density of connections in a transport network. A highly permeable network has many short links, numerous intersections, and minimal dead-ends. As connectivity increases, travel distances decrease and route options increase, allowing more direct travel between destinations, creating a more accessible and resilient transportation system.

Council is currently developing a Principal Pedestrian Network (PPN). The PPN process models pedestrian movements and identifies current and potential usage along routes to key destinations (community centres, shops, schools, public transport, and open space).

Active transport includes non-motorised forms of transport involving physical activity, such as walking and cycling. It also includes public transport for longer distance trips, as public transport trips generally include walking or cycling components as part of the whole journey.

- high levels of amenity, especially to key destinations such as workplaces, schools and shops,
- mixed land uses and densities to support active transport, and

Figure 9 – Existing Public Transport Network

It is expected that access to proposed development will come off the main three roads bounding the site, Aberline Road, Wangoom Road and Horne Road.

Within the growth area, the delivery of significant road infrastructure such as major intersections, signalised intersections, bridges, and upgrades of existing roads are typically delivered through a Developer Contributions Plan (DCP).

The delivery of major road infrastructure identified within a DCP may be provided as “Works in Kind” by the developer, who in turn is provided with credits against DCP liability for their development.

As a result of the proposed growth corridor and the key development sites within the surrounding area, the following upgrades are considered necessary to the existing road network:

- choices of destinations.

The location of key facilities such as shops and schools, close to homes and on the most convenient path between two major activity centres is key to ensuring a high level of active transport and will also help ensure the sustainability of commercial activities.

Public Transport

The following public transport routes operate within the vicinity of the subject site:

- Bus Route 2 operates along Whites Road, Aberline Road, Dales Road and Gateway Road. It provides a service between Warrnambool and Gateway Plaza Shopping Centre
 - Bus Route 3 operates along Whites Road, Aberline Road, Dales Road and Gateway Road. It provides a service between Warrnambool and Deakin University
- Bus Route 4 operates along Caroville Drive, Karen Street and Gateway Road. It provides a service between Warrnambool and Tower Square.

The existing public transport network is shown in Figure 9.

4.7.2 Roads **Response/ Implications for PSP**



- Upgrade Wangoom Road between Aberline Road and Horne Road to a Secondary Arterial road accommodating a single lane of traffic and a formal bicycle lane in each direction with no central median
- Upgrade Horne Road between Wangoom Road and Boiling Down Road to a Secondary Arterial road accommodating a single lane of traffic and a formal bicycle lane in each direction, separated by a central

median. Upgrade Horne Road between Boiling Down Road and Princes Highway/Raglan Parade to a Primary Arterial road accommodating two lanes of traffic and a formal bicycle lane in each direction, separated by a central median

- Upgrade Aberline Road between Wangoom Road and Boiling Down Road to a Secondary Arterial road and a formal bicycle lane in each direction, separated by a central median. Vehicle access to properties fronting this section of Horne Road should be taken via an internal loop road or a service road running parallel to the main carriageway. Additional land will be required to accommodate splays and flaring at the relevant road intersections in order to achieve an appropriate intersection design
- No direct property vehicle access should be provided from Aberline, Horne and Wangoom Roads. Internal loop roads or service roads should ideally be provided parallel to these carriageways to provide access to these properties. This can be achieved by utilising part of the existing road pavement along this section of the road to be the loop/service road and deviating the main carriageway east into the subject site.

Gateway Plaza Shopping Centre, Eastern Activity Centre and the Horne Road Industrial Precinct.

Based on the ultimate projected daily traffic volumes on the road network a road hierarchy plan has been developed (refer Figure 10).

Further work by Council is required to assess the impacts and the likely upgrades required on the surrounding network that will result through the development of this PSP area, in particular through to Raglan Parade along Aberline and Gateway Roads and through to Mortlake Road along Whites Road and Wangoom Road.

All proposed roundabouts, signalised intersections and connections with the abutting arterial road network should be considered as part of a Development Contributions Plan (DCP) prepared in conjunction with the Structure Plan.

Standard template road cross sections and intersection treatments are planned for the precinct and will be confirmed during the development of the Precinct Structure Plan.

More detailed modelling works will be required to identify the relationship between road upgrade sections that are required prior to various staging scenarios,

Active Transport

Traffic modelling of proposed road network and associated land uses has been completed for the precinct. It is estimated that the growth corridor will generate a conservative upper limit daily traffic volume of 40,000 vehicle movements, with 4,000 vehicle movements occurring during each of the commuter peak hours, based on a conservative assessment of 10 vehicles per day per lot and peak hour traffic generation in the order of 10%

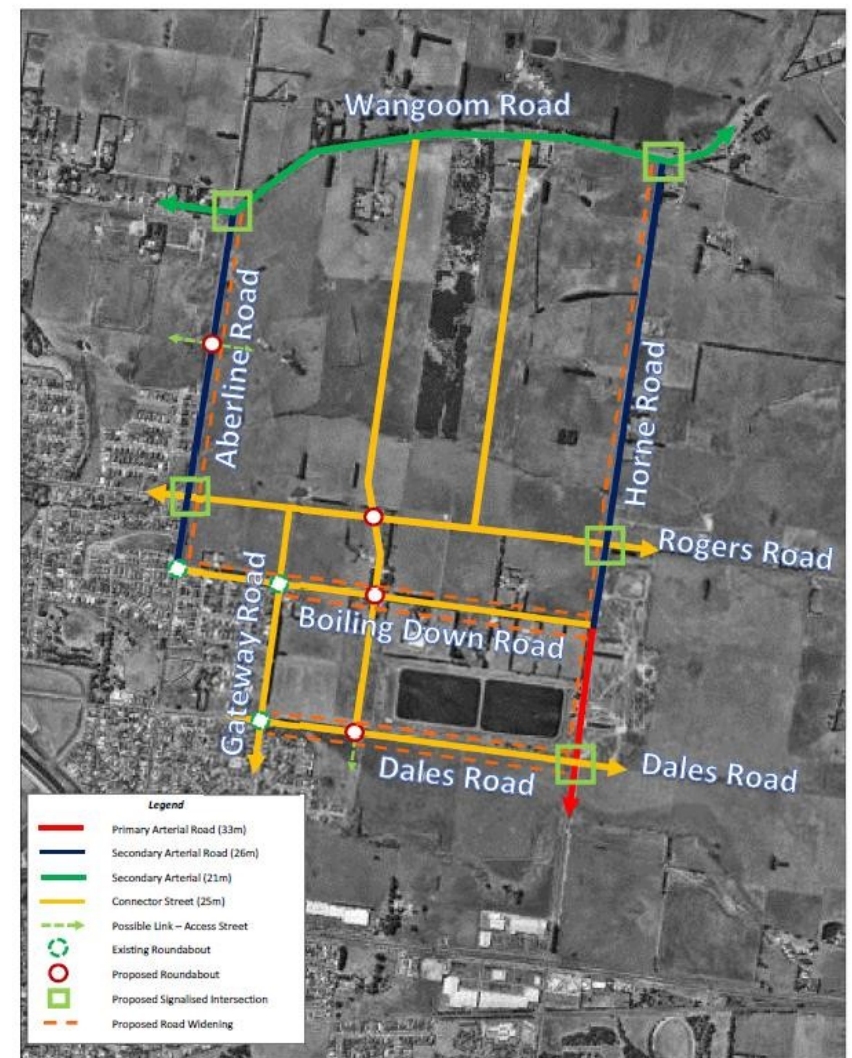
The majority of traffic will be generated to/from the south and southeast towards the town centre and other major employment centres, such as the

To support active transport, reduce car dependency and support low carbon footprint, the urban structure should include

- a permeable street network • higher densities along main transport routes and
- key activities where transport routes intersect.

Shared paths should be provided adjacent to Russells Creek and Tozer Reserve, and any other reserves/open spaces within the PSP, with a cycling/walking trail outside the 30m buffer riparian zone, separate from the road corridor.

Figure 10 – Potential Road Hierarchy



Drainage and stormwater

Existing situation

The PSP area is within the Merri River Catchment. The primary waterway in the PSP area is Russells Creek which is a tributary of the Merri River and a drainage corridor. Smaller 'local catchments' are evident on the site and reflect the gentle undulating topography.

Response/ Implications for PSP

Greater work is required to determine the extent of flooding and overland flows. Stormwater will need to be appropriately managed to reduce run-off into Russells Creek. This will inform the preparation of a more detailed drainage and integrated water management strategy.

Structure planning will need to ensure that stormwater run-off is appropriately managed to improve the health of waterways. Key opportunities to providing innovative water cycle management solutions are listed below:

- Integration with and expansion of the existing Wannon Water roof rainwater harvesting scheme. If implemented over the entire development area this has the potential to significantly reduce the size and cost of the wetlands required to meet the best practice pollutant reduction targets. It will also provide an annual average yield of 523 ML to Wannon Water and reduce the increase in runoff into Russells Creek
- To reduce the peak flows on Russells Creek downstream of the development area. This would require a large embankment to be built across the valley upstream of Aberline Road. This could potentially reduce peak flows from approximately 30 m³/s to 12 m³/s which is a significant reduction.

There would be some risks associated with managing the embankment structure to ensure that it is safe that would need to be considered.

- Further design work should be undertaken on the wetlands and retarding basin in particular to help improve the accuracy of the cost estimates.

Servicing

Water supply and Sewerage

Wannon Water is the responsible authority for sewer reticulation and potable water supply within the growth area.

Existing Water supply and Sewerage Infrastructure

There is existing reticulated sewer infrastructure adjacent to the PSP area on the west side of Aberline Road as well as to the south of Boiling Down Road. A stub has been built across Aberline Road close to the Russells Creek culverts as a part of previous development. Wannon Water advise that the existing sewer network does not have capacity for the proposed development area and will require a new pump station and rising main.

Current potable water infrastructure includes reticulation mains in Aberline Road, Boiling Down Road and the southern section of Horne Road. Wannon Water have indicated that these mains do not have capacity to service the PSP and new infrastructure will be required.

Proposed Sewer Infrastructure

The existing stub across Aberline Road would be the logical place to make the first connection from the development to the existing sewer network. However, the existing trunk sewer will not have capacity for the entire growth area. It is recommended that further investigations in conjunction with Wannon Water be undertaken to determine how much if any development can be connected into this existing network. This will allow

timing requirements of new infrastructure to be more accurately determined and planned.

Advice from Wannon Water indicates that there will be new infrastructure requirements to service the development.

4.9

4.9.1

- A new sewerage pump station (SPS)
- A new dedicated rising main to transfer the sewage to the Warrnambool Water Reclamation Plant
- A new sewer trunk main along Russells Creek connected to the SPS.

The new SPS will need to be located close to where Russells Creek crosses Aberline Road. It will need to be sized so that it has the capacity and depth to service the whole growth area. To convey flows through the development to the new SPS, a 225-300mm diameter trunk sewer will need to be constructed along Russells Creek. A key consideration in the design of this Trunk sewer will be the location of crossings of Russel Creek and any significant flora/fauna sites that will influence this location. It may be preferable to construct a trunk sewer along each side of the creek and have one crossing close to Aberline Road as the crossing location will drive the sewer deeper. The site generally grades from east to west, so the trunk sewer will follow the natural contours of the land.

Advice from Wannon Water suggests that there is limited capacity in the existing trunk sewer system and a new rising main for the Warrnambool Water Reclamation Plant will need to be constructed to service the growth area. The alignment of this rising main is yet to be determined but it is recommended that this be resolved in conjunction with Wannon Water as early as possible in the planning process.

Proposed Potable Water Infrastructure

The existing pumps at the Tozer Road Water Pump Station will need to be upgraded in order to enable transfer water from the Warrnambool Water Treatment Plant via a new dedicated water main along the east side of Aberline Road to a new elevated water

storage (water tower). The tower, location yet to be determined, is required to provide adequate water supply and pressure to the growth area. A ground level tank will also be required to ensure that there is adequate supply in times of peak demand and provide a secure water supply to the area. The size and capacity of both the tower and storage tank will need to be determined by further modelling and advice from Wannon Water.

The key new water infrastructure required to service the area will include the following:

- Upgrade to Tozer Road Water Pump Station (WPS)
- New high-level water tower and ground level tank at the area
- New dedicated water main between the upgraded Tozer Road WPS and the proposed Water Tower. This main will located be on east side Aberline Road.

Reticulated water supply will be designed and constructed in accordance with Wannon Water and Water Services Association of Australia standards and requirements and will be provided by the developer at the time of development. Potable water supply pipelines will be located within road reserves or easements vested to the responsible authority.

The proposed water infrastructure is shown in Figure 11.

Figure 11 – Proposed Water Infrastructure

4.9.2



Electricity

Powercor is the responsible authority for electricity supply within the growth area.

Existing Electricity Infrastructure

A 22KVa underground power supply is located on the west side of Aberline Road, overhead on the east side of Horne Road and Low Voltage (LV) overhead along Boiling Downs Road east of Gateway Road and underground west of Gateway Road.

Advice from Powercor indicates there are currently two existing High Voltage (HV) feeder cables within the vicinity of the PSP area. One of these HV feeders is currently operating close to maximum capacity and will soon be maxed out by current development. The other has capacity for a further 3-4 stages of development (approx. 100 lots) before being maxed out. At this point a new HV feeder and potentially zone substation will be needed to be provided to the growth area.

The existing electricity infrastructure is shown in Figure 12.

Proposed Electricity Infrastructure

Powercor currently have no plans in place to increase power supply in the growth area. Average power consumption for a residential lot in the Warrnambool region is approximately 4KVa meaning that the fully developed requirement for the PSP would be in the order of 20MVA. Powercor’s network will need to be significantly upgraded in order to meet this demand. This development would equate to approximately 20 x 1000KVa kiosks to be installed along with a large HV and LV underground network.

Application for the provision of electrical supply will be required to be made through Powercor at the time of development. Powercor’s preference for the initial development connections are to be from conductors mentioned above that currently have capacity to provide supply to development. Further modelling will need to be undertaken by Powercor prior to

development starting to determine the nature and level of external infrastructure upgrades required.

Figure 12 – Existing Electricity Infrastructure



Underground electrical infrastructure will be required to be provided as part of the development. During the permit application process, it is suggested

that an overall servicing arrangement be undertaken by Powercor, to determine the preferred location of any substation. Reserves are required to be provided for this and have dimensions of approximately 3m x 5m.

Electrical infrastructure will be required to be designed and constructed in accordance with Australia requirements and 4.9.4 at the cost of the developer.

New Customer rebates back to the developer may be applicable to the development subject to Powercor undertaking financial modelling of its revenue vs cost structures. If applicable, these rebates may be sought by the developer from Powercor post tie in of the new infrastructure to the existing electrical network by Powercor.

New technologies are becoming available, such as solar to battery storage, which can be implemented on a lot level or as part of the wider network infrastructure. Alternatives such as these may be explored further by Council or development proponents to determine the precise requirements and commercial and or sustainability benefits.

Telecommunications

Existing optic fibre networks exist throughout the Warrnambool Township to the west and south of the growth area. Construction of fibre has also commenced within the Horne Road Industrial Precinct.

Fixed wireless coverage is currently available to the development area. This is where data travels from a transmission tower to the premises via a rooftop antenna that needs to be installed by an approved NBN Co. contractor. This method would likely be the least preferable when fixed line services are available within the area.

NBN have rolled out services to surrounding developments and have indicated that the logical start point for development would be near the Russel Creek crossing near Aberline Road as it requires the smallest backhaul.

Under current NBN Co. policy, the developer is required to provide pit and pipe infrastructure as part of the development of the site, and NBN will provide the cabling at the time of first applications for connection of dwellings to the development. Backhaul charges are a shared cost between the developer and NBN Co.

Gas supply

Ausnet Services is the responsible authority for gas supply within the growth area.

Existing Gas Infrastructure

There is an existing 125mm diameter gas pipeline located within Aberline Road as well as Boiling Down Road which are the largest

infrastructure cost calculation model determines the cost to development of any particular stage.

Figure 13 – Existing Gas Infrastructure

4.9.3

supply mains in the area. There are also gas supply assets to the west of Aberline Road within the existing developed area, and on the south side of Boiling Down Road. Existing gas infrastructure is shown in Figure 13.

Proposed Gas Infrastructure

Ausnet Services have advised that their existing infrastructure, shown below in Figure 13, is in close enough proximity and has capacity to supply the initial stages of development. Once the growth area nears half completion further modelling will need to be undertaken of the remaining site and any development within surrounding areas to determine any external augmentation works.

Upon receipt of development staging plans, Ausnet Services will undertake detailed modelling and network layout designs as needed.

It is expected that gas infrastructure within the development will be provided based on current Ausnet Services requirements. Current policy of Ausnet Services is such that a revenue vs capital



5 DRAFT VISION AND OUTCOMES

5.1 Principles for the plan

The following (draft) principles have been developed to define how the neighbourhood character and sense of place will be developed through the PSP process:

- Plan for environmental sustainability
 - Sustainable building design, including lot orientation
 - Low carbon neighbourhoods
- Integrate transport and land use planning
- Create a precinct with high amenity and character and manage land use conflicts at the edge of Warrnambool's settlement boundary
- Create diverse and vibrant new communities
- Protect biodiversity, waterways and cultural heritage values
- Create integrated open space networks
- Ensure the efficient and orderly provision of infrastructure and services.

5.1.1

Plan for environmental sustainability

The City of Warrnambool adopted a new environmental policy, Green Warrnambool, on (3 September 2018). Through this plan Warrnambool has the goal of becoming the most environmentally sustainable regional city in Australia. This will be achieved through six key goals outlined in Green Warrnambool (2018) and summarised below:

- *Zero Warrnambool* – Demonstrate innovative, smart solutions to achieve zero net emissions for a renewable future
- *Adaptable Warrnambool* – Adapt to the impacts of climate change
- *Wise Warrnambool* – Zero recoverable waste being sent to landfill by conserving, avoiding, reducing, recycling and reusing resources at every opportunity
- *Naturally Warrnambool* – Build knowledge, skills and involvement in protecting biodiversity, waterways and the coast for the benefit of current and future generations of people, flora and fauna
- *Blue Warrnambool* – Care for and regenerate our waterways, our coast and marine environment and support a natural water cycle. We will carefully use rainwater to contribute to the amenity of the city by bringing water management and green infrastructure together
- *Green Warrnambool* – Become a city in nature, connected by green infrastructure and corridors of urban forest to support resilient and connected biodiversity.

Green Warrnambool is a high-level, overarching strategic document that guides a suite of new and existing strategic plans and actions. Through its implementation, the City of Warrnambool aims to have zero net greenhouse gas emissions by 2040. The following opportunities have been identified as ways the PSP can assist in achieving the goals of Green Warrnambool.

A low carbon community

- Warrnambool will pave the way for a Zero Carbon Housing Development
- Warrnambool will trial micro-grid technology for decentralised energy production.
- Consider gas free community – all electric

- Offset any remaining emissions with green power purchasing contracts for community.

A low waste community

- Recycling will be maximised and waste to landfill reduced
- Waste management systems will divert organic waste
 - Pilot a Neighbourhood Energy Project.

EAST OF ABERLINE PSP - KEY ISSUES PAPER – JANUARY 2019

- Highest possible standard Environmentally Sustainable Design (8 -10-star NatHERS) – see The Cape for example <https://www.liveatthecape.com.au/>
- Best practice standards for embodied carbon management in construction materials
- Carbon neutral or positive for emissions related to operational energy for all buildings. <http://www.yourhome.gov.au/housing/carbon-zero-carbon-positive>
- All residential developments to include solar PV and battery storage (to generate more than consume. 10kw minimum for battery charging)
- All residential developments to include EV charging
- Consider the opportunity for community owned renewable energy generation, such as a solar or wind farm in proximity. Example ZNET Hepburn - a pilot approach working with the municipality of Hepburn to bring together residents, business, community orgs and business to move toward Zero Net Carbon

from landfills

- Construction and demolition waste recycling opportunities will be maximised through reuse and recovery of building materials
- Promotion of Community garden.

A climate adept community

- Climate resilient design in ESD
- Warrnambool will need to be resilient to extreme weather events – including flooding, drought and heat waves
- Ecological services, blue green infrastructure
- Address future urban heat island effect.

Further ideas on features of the growth area to support low carbon principles

- Canopy cover for trees to offset carbon and mitigate on heat/climate change impacts
- Building orientation – optimising passive solar energy

- Sustainable building technique and practice
 - Permeable surfaces
 - Integrated water management
 - Urban design – neighbourhood design that limits car activity
 - Good pedestrian and cycle links
 - Good coverage of public transport
- Reticulated waste – see Maroochydore example
 - Third pipe – roof water harvesting
 - Incentives for solar or renewables
 - High quality insulation
 - Waterway health and management
 - High tech and green features

- Streetlighting is led or efficient to
- Recyclable materials for road pavement
- Climate change responsive
- UN sustainable development goals (refer <https://sustainabledevelopment.un.org/sdgs>)
- Community garden space
- Smart poles
- Milestones for renewable energy provision
- CASBE design principles
- Built environment sustainable scorecard
- Commercial opportunities
- Display home / smart home.
-

Integrate transport and land use planning

Through the provision of linear open space corridors, particularly along watercourses and Tozer Reserve, the road network is supplemented by additional pedestrian and cycling links which will connect with the rest of the municipality in the long term.

5.1.2

Efficient road networks, complimented by trail networks, will provide for convenient bus routes within walking distance of most new dwellings to encourage reduced car dependency and support low carbon footprint.

Public transport nodes should be located within neighbourhood centres, with bicycle storage facilities to enable users to cycle and then connect with public transport.

5.1.3 Create a precinct with high amenity and character and manage land use conflicts at the edge of Warrnambool's settlement boundary.

The precinct is located within a high quality rural environment that is characterised by Russells Creek and Tozer Reserve. These attributes along with the physical site features discussed below, will inform the future built form and landscape character of the precinct. Russells Creek and Tozer Memorial Reserve provide strong opportunities for high amenity residential communities adjacent to establishing residential neighbourhoods along the west side of Aberline Road.

It is important that rural areas beyond the city's settlement boundary are protected to ensure agricultural uses remain viable and to ensure the City's unique rural character is protected from urban development. To this extent this precinct has an opportunity to strongly define the north eastern settlement boundary of Warrnambool.

5.1.4 Create diverse and vibrant new communities

The plan seeks, where possible, to retain existing features where they contribute positively to the new community and create diversity. Remnant vegetation, scattered tree specimens are all existing features that create a sense of place and origin for the future community. Key attributes able to be incorporated are likely to include some revegetation along natural watercourses. All of these components together provide a sense of geographical place and point of difference to the precinct which help builds community identity. The planning response to these attributes should also consider views, view corridors, road alignments and public open spaces that highlight and connect these characteristics with the future community through place and ensure other notable vantage points, and view lines are protected from inappropriate development.

the growing community. The provision of a well-integrated road and trail networks also assists in facilitating vibrant communities by providing alternative development fronts and multiple connections to surrounding established and developing neighbourhoods.

5.1.5 The inclusion of a development staging plan will facilitate the creation of several distinct communities across the precinct. **5.1.7**

Protect biodiversity, waterways and cultural heritage values

The significant biodiversity within the corridor particularly associated with Tozer Memorial Reserve is a key consideration for the precinct, as Tozer Memorial Reserve is known to support the EPBC Act listed Grassy Eucalypt Woodland of the Victorian Volcanic Plain ecological community and Growling Grass Frog. The Grey-headed Flying-fox and Southern Bent-wing Bat are also likely to use foraging resources within the PSP area on occasion

The PSP will need to address interface issues through its integrated waterway design and drainage systems, particularly related to the Russells Creek corridor. Cultural heritage values are also directly related to the natural waterways within the precinct as they form strong connections to the Aboriginal community's life on the land, their food supply and travel patterns. These connections will form the basis of open space along the Russells Creek corridor, enabling protection, enhancement, interpretation, education and passive recreational opportunities.

5.1.6

Create integrated open space networks

As discussed in a number of the above principles, the physical attributes and character of the precinct, and the natural waterway connection in association with existing and proposed transport networks provide, great opportunities for an extensive, integrated open space network. These networks do predominate across the centre of the precinct,

The provision of a population of an adequate size and density to facilitate the delivery of local and regional infrastructure and services is a key element in creating vibrant communities. By optimising the overall lot yield the provision of services come earlier and evolve with naturally from the east to the west along Russells Creek, connecting to the southern end of Tozer Reserve.

Ensure the efficient and orderly provision of infrastructure and services

The development of this PSP not only stimulates the demand for physical infrastructure, it significantly funds the infrastructure provision. Key infrastructure works, including mains, drainage and road network will be required to enable the precinct to develop. These come at essentially a fixed cost regardless of urban density.

Typically, the net developable area of a precinct equates to 70% of a site's total area. Increased costs for infrastructure are incurred when the number of lots is reduced. Conversely if the number of lots provided is increased, then the cost of providing the physical infrastructure is decreased as the costs are spread across more sites.

The development and use of a DCP will determine and apportion infrastructure requirements, including open space within the growth area. The delivery of the proposed sustainability principles of this PSP will also be incorporated into the delivery of infrastructure elements within this PSP.

The inclusion of a development staging plan will facilitate orderly development sequencing across the precinct.

Creating a Vision

The Vision for this PSP will be developed through upcoming landowner and stakeholder engagement and will be included in an updated version of this paper.

At this stage it is envisaged that the PSP will be a predominantly residential precinct, with significant passive and active open space along the Russells Creek corridor and incorporating Tozer Reserve.

5.2

The PSP will incorporate a mix of residential densities, a neighbourhood centre and required community facilities, and include linkages into the surrounding pedestrian, cycling and public transport corridors.

Importantly, the PSP will embody the principles of Green Warrnambool, and contribute to the city meeting the following goals (Green Warrnambool, 2018):

- (that) Warrnambool will be the most environmentally sustainable regional city in Australia.
- The City of Warrnambool will have zero net greenhouse gas emissions by 2040. Homes and businesses will use renewable energy for their energy needs.

This can be achieved by incorporating many of the principles and opportunities identified in Section 5.1 of this paper. Upcoming landowner and stakeholder engagement will confirm the vision, actions and opportunities that are feasible for inclusion the PSP.

Cr. Herbert returned to the meeting at 6.18pm and resumed the Chair.

5.5. ITINERANT TRADING POLICY POST CONSULTATION

Purpose:

To present the revised Itinerant Trading Policy which has been amended in response to community consultation, and to seek Councils endorsement.

Executive Summary

- The Itinerant Trading Policy (the Policy) is founded on the principal that where organisations or individuals use public land to generate a profit, like fixed traders, they should contribute to infrastructure and service provision.
- There is no current Council Policy to set out Councils approach to applications to use public land for commercial purposes, nor is there a consistent fee structure to cover Councils costs to oversee and administer itinerant trading activities.
- The amended Itinerant trading Policy 2019 with track changes showing the amendments (**refer Attachment 1**).
- The Policy has been developed to provide business opportunities and to activate areas where people congregate.
- The Policy is intended to provide a framework for certainty and direction for the community and Council staff in assessing applications, to ensure they are assessed equitably and do not adversely impact on the character and amenity of the area.
- The Policy does not apply to footpath trading, promotional activities, free community services, registered charity fundraising, individual market stall holders who operate as part of an approved market or activities which are covered by a Council lease or license.
- The draft Policy was advertised for public comment from February 7th until March 22nd, 2019 with a total of 264 submissions received from the community during the consultation process.
- Any fees collected through itinerant trading charges will be used to offset the costs of maintaining the areas used for itinerant trading, including but not limited to, excess waste and litter removal, administration, on ground inspections required by Council staff to ensure permit conditions/licenses are being adhered to and for Local Laws Officers attendance at certain times.

MOVED: Cr. Sue Cassidy

SECONDED: Cr. Robert Anderson

That Council:

- 1. Notes the revised Itinerant Trading Policy and submissions arising from community feedback.**
- 2. Adopts the revised Policy.**

CARRIED 6:0

BACKGROUND

At its Ordinary Meeting of 4th February Council resolved to advertise its draft Itinerant Trading Policy for public comment.

Council has experienced an increase in demand for mobile (itinerant) trading in recent years. Itinerant trading varies from food vans, ice-creams, coffee vans and includes the hire of equipment such as bicycles, jet skis and water sports equipment, ongoing and seasonal markets and personal training on Council managed land for commercial purposes.

There is no current Council policy to set out Councils approach to applications, nor is there a consistent fee structure to cover Councils costs to oversee and administer itinerant trading activities.

The Policy does not cover events, footpath trading, promotional activities, free community services, registered charity fundraising, individual market stall holders as part of an approved market or activities which are covered by a Council lease or license.

ISSUES

During the consultation period a total of 264 submissions were received and these can largely be summarized as follows:

- 198 submissions were received in relation to market stall holders, market organisers and members of the public concerned about the impact upon markets in general
- 4 submissions in relation to food vans
- 2 submissions in relation to personal training
- 44 submissions generally opposed
- 6 submissions generally in favor
- 6 submissions not relevant
- 4 submissions skipped question

Overwhelmingly the feedback related to market trading with 198 submissions concerning markets. The significant majority of which concerned market stall holders and a belief that it was unreasonable that they pay a fee to Council. A small number of submissions stated that the market organiser should also be excluded from any Itinerant Trading fee to Council for holding markets.

There were 44 submissions which did not specify any particular objection other than to express opposition to the Policy and or fee structure.

In consideration of the submissions, the Policy has been amended to include the following:

- Explicitly detail that individual market stall holders/traders are exempt as part of a Council approved market;
- Include a requirement for market organisers to enter into a Council approved license and to pay a license fee;
- Introduce exemptions for one off markets;
- Introduce definitions for one off markets, seasonal markets, personal training,
- Reference the Lake Pertobe Master Plan.

The amended Itinerant Trading Policy 2019 which responds to the submissions has been developed and is contained in Attachment 1. The Policy is also intended to provide a framework for certainty and direction for the community and Council staff in assessing applications, to ensure they are assessed equitably and do not adversely impact on the character and amenity of the area.

FINANCIAL IMPACT

The proposed annual Itinerant Trading Permit fee is \$600.00 per annum, \$350.00 for 6 months \$200.00 for quarterly and \$125.00 for a weekend permit.

Market organisers must enter into a Council license with the fee payable determined by negotiation and will be dependent on the size, nature and likely impact of the market.

The fees collected for this purpose will be used to offset the costs of maintaining the areas used for itinerant trading, including but not limited to, excess waste and litter removal, administration, on ground inspections required by Council staff to ensure permit conditions/licenses are being adhered to and for Local Laws Officers attendance at certain times.

The following benchmarking was carried out to compare similar fees in other councils.

Ballarat -	\$520 per annum
Glenelg Shire -	\$175 per day, \$500 per month, \$900 for 3 months
Wangaratta -	\$38 application fee, \$70 per day, \$500 per year, 52 weekends \$400
Shepparton -	\$65 per day, \$650 per year, \$542 for weekends.
Bendigo -	\$671 per month Lakeside, \$497 per month CBD

The Policy has been completed using internal resources and its implementation is funded through the regulatory control program in City Amenity.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

The following Council Plan objectives support this report:

2 Foster a healthy City that is socially and culturally rich

2.3 Increase community health and social connections.

4 Develop a modern economy with diverse and sustainable employment

4.2 Encourage more sustainable local business.

4.3 Enhance the visitor experience.

5 Practice good governance through openness and accountability

5.6 Provision of opportunities for the community to actively participate in Councils decision-making through effective promotion, communication and engagement.

TIMING

The Policy will come into effect upon adoption by Council.

COMMUNITY IMPACT / CONSULTATION

Meetings were held with large market organisers prior to the Policy being advertised for public comment.

The Policy was advertised for public comment from February 7th until March 22nd, 2019.

Advertisements were published in the Warrnambool Standard on March 2nd and March 9th, 2019 and the Policy was listed on Councils website from February 7th until March 22nd, 2019.

A total of 264 submissions were received from the community consultation process.

LEGAL RISK / IMPACT

There is a reputational risk as mobile trading is high profile and emotive. It is anticipated that having a Policy and consistent permit conditions will ensure itinerant trading operates fairly, safely and orderly which will help reduce complaints and conflict which can arise.

There may be some adverse reaction in some sectors of the business community where Council allows itinerant trading to take place, and from some itinerant traders who do not currently pay fees.

Market organisers will be required through license conditions to hold public liability insurance which indemnifies their stallholders.

OFFICERS' DECLARATION OF INTEREST

No conflict of interests were declared by officers involved in the preparation of this report.

CONCLUSION

Having considered the community feedback and submissions received, the draft Policy has been amended. The draft Policy can now be adopted by Council.

ATTACHMENTS

1. Attachment 1 Draft Itinerant Trading Policy 2019 **[5.5.1 - 6 pages]**



WARRNAMBOOL
CITY COUNCIL

Itinerant Trading Policy

APPROVAL DATE: TBC 2019

REVIEW DATE: TBC 2023

DOCUMENT CONTROL

Document Title:	<i>Itinerant Trading Policy 2019</i>
Policy Type:	<i>Council</i>
Responsible Branch:	<i>City Infrastructure, City Amenity</i>
Responsible Officer:	<i>Director of City Infrastructure</i>
Document Status:	For Adoption
Approved By:	<i>Council</i>
Adopted Date:	<i>TBC 2019</i>
Review Date:	<i>TBC 2023</i>

DRAFT

1. INTRODUCTION

1.1 Purpose

To provide a clear, equitable and consistent process for the operation of itinerant trading within the Municipality.

1.2 Scope

This Policy applies to all mobile trading on Council owned and managed land within the Municipality. The Policy does not cover events, free community services, promotional activities and trading under a Council Lease or Licence.

1.3 Definitions

Term	Definition
“Events”	One off or temporary mobile events involving the sale of goods, services and or activities where a fee is charged , as determined by Council.
“Free Community Services”	Delivery of information or services free of charge, conducted on public land.
“Fundraising”	Raising money for financial support with all profits for the benefit of a registered charity.
“Itinerant Trading”	Itinerant trading is defined as the mobile and temporary use of public land for the sale and delivery of goods and services.
“Temporary”	Lasting for a limited period of time.
“Market Organiser”	The organiser of a market with multiple stallholders within a designated location.
“Market Stallholders”	A trader operating within the confines of an organised, -Council approved market.
“Seasonal Markets”	Held for a limited period of time at a specified time of year.
“One Off Markets”	A market on a single occasion.
“Ongoing Markets”	A market held on multiple occasions throughout the year.

1.4 References

Acts	<ul style="list-style-type: none"> • Planning & Environment Act 1987 • Road Management Act 2004 • Local Government Act 1989 • Food Act 2001 and Food Safety Standards
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Regulations	<ul style="list-style-type: none"> • Warrnambool City Council Local Laws
Related Policies/Procedures	<ul style="list-style-type: none"> • Footpath Trading Policy 2018 • <u>Warrnambool City Council Community Engagement Policy</u> • <u>Lake Pertobe Masterplan 2019</u> • <u></u>

2. POLICY

2.1 Policy Objectives

- To allow for the operation of itinerant trading activities in a manner that does not interfere or conflict with the City's established fixed retail and services.
- To ensure that the operation of itinerant trading activities are appropriate for the area and do not cause unreasonable any nuisance to the surrounding residents or businesses.
- To ensure the amenity of the area is protected whilst enhancing the area's vibrancy and encouraging patrons to the area.
- The proposed itinerant trading provides a net benefit to the community.
- To ensure itinerant traders and licensees contribute to the cost of maintaining naging open space, Council assets community infrastructure and extra Council services required as a result of itinerant trading in a designated area. **IN AN EQUITABLE WAY**

2.2 Policy Principles

- Itinerant trading cannot occur in any public place until a permit has been issued by Council. The issue of a permit is not as of right and the issue of a permit will be at Councils discretion subject to application which will be assessed on its merits.
- In assessing applications for itinerant trading Council will consider:
 - a. Location;
 - b. The impact upon permanent retail and service traders;
 - c. Benefit to the community;
 - d. Ambience created by the trader;
 - e. Safety;
 - f. Amenity;
 - g. The impact upon existing infrastructure and facilities.
 - h. The number of other itinerant traders operating in the surrounding precinct.
- No permanently fixed infrastructure, tables, chairs or excessive amplified sound are permitted.

- All advertising must be fixed to the itinerant trading vehicles unless otherwise approved by Council.
- The itinerant trading area must be maintained at a high level of cleanliness. ~~No waste or litter from the vendors operation may be disposed of in Council rubbish bins. All refuse generated as part of the operation must be continuously removed by the mobile trader. Failure to comply with these conditions may result in the permit being revoked.~~
- Where ~~the~~ Council has to undertake any **additional** cleaning or tidying of the area, the itinerant trader will be liable to reimburse the Council for costs incurred.
- The permit holder takes full responsibility for the cleanliness, care, appearance, maintenance and operation of their activity area and is responsible for abiding by all legislative requirements and Local Laws relating to the activity.
- Council will monitor the itinerant trading to ensure the amenity, and character of the area is protected and permit conditions are adhered to.
- Itinerant traders must maintain public liability insurance of \$20M.
- All itinerant food traders must comply with all health and food safety aspects as contained within the Food Act 2001 and Food Safety Standards. All itinerant food traders must be registered and be registered on the “Stretrader” website and will also be subject to an inspection from the Environmental Health team.
- Safety of the public must be the primary consideration. Itinerant traders must not compromise the safety of pedestrians or any other road users or any other users of the space.
- Council will encourage itinerant trading to utilise sustainable energy and use of resources.
- Council may refuse, modify or revoke an itinerant trading permit as required.
- The itinerant trading permit is to be carried at all times while trading and produced upon request by an authorised Council representative or Police Officer.
- Applicants for itinerant trading will be required to nominate the trading locations through the application process. The application form is available on Councils website.
- A fee will be charged to conduct itinerant trading as prescribed in Councils fees and charges.
- All applications will be assessed on their merits for consistency with this Policy.
- This Policy ~~does~~ may not apply to private property, fundraising for registered charities and market stall holders as part of a Council approved market.
- Market organisers who operate regular ongoing or seasonal markets are required to enter into a licence or lease with Council and pay a licence fee based on patronage and turnover. ~~although registration/application for itinerant trading will be required.~~

Market organisers of one off markets are required to ~~register with~~ obtain ~~–~~ Council consent and are exempt from itinerant trading fees.

•

3. GOVERNANCE

3.1 Owner

The Director of City Infrastructure is responsible for monitoring the relevance and currency of this policy and for updating it when required.

3.2 Review

The Director of City Infrastructure will review the policy for any necessary amendments no later than three years after its adoption or after the last review.

3.3 Charter of Human Rights Compliance

It is considered that this policy does not impact negatively on any rights identified in the Charter of Human Rights Act (2007).

DRAFT

5.6. WARRNAMBOOL ART GALLERY HVAC RENEWAL

PURPOSE:

To consider Tender No. 2019035 Design and Construct a Replacement HVAC System for Warrnambool Art Gallery.

EXECUTIVE SUMMARY

- Council has sought tenders for Contract 2019035 Design and Construct a Replacement HVAC System for Warrnambool Art Gallery.
- A single tender was received and following some clarifications and negotiations a final contract sum was determined.
- The proposed system will operate within The American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) recommendations for air quality to a AA+ class of control within the limitations of the existing building.
- In addition to upgrade of all 4 HVAC units, the project scope includes controlled access to a compliant plant room in the ceiling space, installation of a thermal break at the workshop roller door and installation of an air curtain in-lieu of an airlock.
- An air curtain has been tendered in-lieu of an airlock at the front entry at the request of Gallery management under the understanding that it will provide improved thermal control, accepting that fluctuations and gradients will exceed maximum requirements for key controlled spaces.
- The proposed chiller is not a stock item in Australia, availability will be 12 – 15 weeks from order.

MOVED: Cr. David Owen

SECONDED: Cr. Kylie Gaston

That Council:

- 1. Accept the tender submission for Tender 2019035 Design and Construct a Replacement HVAC System for Warrnambool Art Gallery from West Fridge Pty Ltd for no more than \$531,015.00 (ex. GST).**
- 2. Authorise the CEO to sign and seal the contract documents.**

CARRIED – 6:0

BACKGROUND

The existing HVAC system at the Warrnambool Gallery is old and the condition reflects its age. In the 12-month period since Council resolved to fund its renewal, the system has failed frequently, costing in the order of \$20,000 to temporary repair failed compressors, fan motors and replace refrigerant gas.

The system is currently operational as a result of emergency works, except for the humidifiers as parts are no longer available. Despite the maintenance spend, the HVAC is not reliable and service life has not significantly been extended.

The tendered works include upgrade of the existing plant and equipment to current technology to a standard capable of meeting the international ASHRAE recommendation for air quality to a AA+ class of control. The proposed system includes redundancy and will provide efficient climate control expected of an international Art Gallery, to the extent capable given the current building limitations.

ISSUES

Gallery management and senior officers have determined that the addition of an airlock could adversely impact the aesthetic value of the Art Gallery. The current recommendation is to install an air curtain in-lieu of an airlock. This solution will improve the thermal efficiency of the building envelope. However, it is not expected that this solution will provide adequate performance to meet the AA+ standard under all operating conditions.

Consensus scoring and best value analysis was undertaken, which verified the tender as conforming. Additional information was sort from the tenderer in relation to the contract which provided a high degree of confidence in the tendered solution.

FINANCIAL IMPACT

Council made a \$300,000 allocation in the 2018/219 budget, less capital salaries, for delivery across two financial years. The draft 2019/2020 budget includes an additional \$300,000 allocation.

An allocation of \$145,000 has been made from the 2019/2020 building renewal budget for renewal of the existing split ducted unit and upgrade of lighting track in the temporary Gallery.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

This project responds to the following Council plan objective:

3 Maintain and improve the physical fabric of the City

- 3.2 Create a more vibrant City through activating high quality public places.
- 3.3 Build Infrastructure that best meets current and future community needs.
- 3.4 Enhance movement in and around the City.
- 3.5 Maintain and enhance existing Council Infrastructure.

TIMING

An 8-week shutdown has been programmed to coincide with stable weather. The upgrade will necessitate removal of sections of the roof for demolition and installation of HVAC plant and equipment commencing 1 October 2019. Gallery staff will arrange insurance, packing, transport and storage of the collection ahead of the 1 October commencement date.

COMMUNITY IMPACT / CONSULTATION

Art Gallery management have commenced community consultation in relation to the planned shutdown, including liaison with key stakeholders.

Periodic closure of public buildings such as Art Galleries is common business practice in order to maintain infrastructure. The nature of the planned work poses too high a risk to the collection in terms of security, dust, risk of water damage and to building occupiers with the risk of objects falling through an occupied space. Accordingly, the principle contractor will have vacant possession during the planned upgrade. All staff will be relocated to workstations in the Civic Centre Recreation & Culture Area to undertake strategic planning the networking project work.

LEGAL RISK / IMPACT

The proposed Mitsubishi Integra 4-pipe 189kW electric Chiller will provide significant energy savings over the four existing package and split ducted units, providing capacity for simultaneous heating and cooling required for de-humidification. This unit will require special order and may take up to 15 weeks for delivery.

Installation of the fan coil units and steam humidifiers will involve craning a prefabricated internal plant area, 5.5m x 5.5m outside dimension, delivered to site in two parts. Assembly will occur in the Art Gallery carpark, requiring 6 weeks closure of 50% of the parking spaces.

The project is highly weather dependent and poses a risk of water damage due to extended periods of time where the roof sheets will be removed in order to install the internal plant room.

OFFICERS' DECLARATION OF INTEREST

All officers involved in the preparation of this report have declared that they do not have a direct or indirect interest in matters to which this report relates.

CONCLUSION

The \$531,015.00 (ex. GST) tender by West Fridge Pty Ltd is considered to represent a value for money solution for upgrade of existing end of life HVAC conforming with the ASHRAE recommendations for air quality to a AA+ class of control expected of an international Art Gallery, to the extent possible within the limitations of the existing building envelope.

APPENDICES

Nil

5.7. JOINT RESEAL CONTRACT

PURPOSE:

To inform Council on the current status of the Joint Bitumen Sealing Program with Corangamite Shire Council (CSC) and seek approval for continuation of the current arrangement in 2019/2020 & 2020/2021.

EXECUTIVE SUMMARY

- Both Corangamite Shire Council (CSC) and Warrnambool City Council (Council) have programs to undertake bitumen sealing works each year, as part of our road asset management plans and annual road maintenance activities.
- Both CSC and Council's programs contain very similar scopes and are typically undertaken by specialist contractors. Accordingly, a collaborative approach to the procurement of these works provides a greater opportunity to achieve efficiencies through an 'economy of scale'.
- Council resolved on 2 July 2018 to enter into its 4th Infrastructure Contributions Agreement for 2018/2019 Bitumen sealing works with Corangamite Shire Council.
- CSC entered into a contract with Inroads Pty Ltd on behalf of Warrnambool City Council to deliver sealing works for the 2018/2019 season.
- It is proposed that a Bitumen Sealing Works Agreement is made with Corangamite Shire Council, for the management and delivery of the 2019/2020 and 2020/2021 Bitumen Sealing Program. A two-year contract is preferred as it will encourage more competition in the tender due to increased size, as well as a better contractor relationship and security.
- The total expenditure expected under the two-year resealing contract to Council is approximately \$1.5 million.

MOVED: Cr. Michael Neoh

SECONDED: Cr. Robert Anderson

- 1. That Warrnambool City Council enters into a Joint Infrastructure Agreement with Corangamite Shire Council for the 2019/2020 & 2020/2021 bitumen sealing works.**
- 2. That Corangamite Shire Council is appointed as an agent of Warrnambool City Council for the purpose of tendering the works under the 2019/2020 & 2020/2021 agreement.**
- 3. That the Chief Executive Officer is delegated authority to sign and seal (execute) documents for the 2019/2020 and 2020/2021 bitumen sealing Joint Infrastructure Agreement.**
- 4. That the Chief Executive Officer is delegated authority to accept or reject the tender recommendations from Corangamite Shire Council for bitumen sealing works.**

CARRIED 6:0

BACKGROUND

Bitumen sealing is an essential road maintenance activity that protects our road pavement and extends the life of our roads. The resealing of roads and streets is a planned renewal activity in our road management planning and is a significant investment by Council ensuring our road network remains safe and serviceable in the long term.

For the past 4 years Council has entered into an Infrastructure Contributions Agreement with Corangamite Shire Council for bitumen sealing works, with the intent to achieve a best value benefit to each Council in the delivery of this service.

ISSUES

Council could conduct its own procurement process for the works as it did prior to 2015/2016, however we do not believe that any significant benefit would be achieved by reverting to this procurement option.

Whilst our direct procurement method has provided a satisfactory outcome it had the following limitations:

- We were unable to achieve the savings and efficiencies that a larger program of works can deliver;
- It duplicated tender and contract management process across both Councils;
- We are competing for the same bitumen sealing contractors.

Entering into a new joint agreement has the following benefits:

- Reduced costs in running a single tender process;
- Reduced administration costs, single contract Superintendent;
- Larger combined program of works and economies of scale, resulting in reduced resealing rates.

FINANCIAL IMPACT

Under Council's 2019/20 draft budget an allocation of \$730,000 is provided for the services to be delivered under this contract. Council's projected expenditure in the 2020/20 financial year is \$748,250.

The joint arrangement has provided cost savings to Council in administration, procurement, and service delivery.

LEGISLATION/POLICY/COUNCIL PLAN CONTEXT

Legislation Context

Local Government Act 1989 (as Amended) – Part 9 Division 3 Best Value Principles

Council Policy Context

Council Procurement Policy 2017

3 Maintain and improve the physical fabric of the City

3.5 Maintain and enhance existing Council Infrastructure.

5 Practice good governance through openness and accountability

5.7 Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness.

5.8 Ensure financial sustainability through effective use of Councils resources and assets and prudent management of risk.

TIMING

The awarding tender for the 2019/2020 & 2020/2021 Bitumen Sealing Program is proposed in September 2019, where works are planned to be delivered in November and December 2019 & 2020.

COMMUNITY IMPACT/CONSULTATION

Officers from Warrnambool City Council and Corangamite Shire Council will regularly discuss and meet to review the specification, tender evaluation, and performance of the contract.

Under the contract, the contractor must provide affected properties a minimum of 24-hour notice of the works.

LEGAL RISK/IMPACT

During the contract there will be construction and financial risks associated with the works. These will be managed via the specification within the contract where the contractor will be required to submit relevant documentation and insurance.

OFFICERS' DECLARATION OF INTEREST

No officer involved in the preparation of this report has declared a conflict of interest.

CONCLUSION

That Council enters into a Joint Infrastructure Agreement with Corangamite Shire Council for the 2019/2020 & 2020/2021 bitumen sealing works.

ATTACHMENTS

NIL

5.8. ASSEMBLY OF COUNCILLORS REPORTS

PURPOSE

The purpose of this report is to provide the record of any assembly of Councillors, which has been held since the last Council Meeting, so that it can be recorded in the Minutes of the formal Council Meeting.

BACKGROUND INFORMATION

The Local Government Act provides a definition of an assembly of Councillors where conflicts of interest must be disclosed.

A meeting will be an assembly of Councillors if it considers matters that are likely to be the subject of a Council decision, or, the exercise of a Council delegation and the meeting is:

1. A planned or scheduled meeting that includes at least half the Councillors (5) and a member of Council staff; or
 2. an advisory committee of the Council where one or more Councillors are present.
- The requirement for reporting provides increased transparency, particularly the declarations of conflict of interest.

REPORT

Section 80A(2) of the Local Government Act 1989 requires the record of an Assembly of Councillors be reported to the next practicable Ordinary Meeting of Council.

The record of the following Assembly of Councillors is enclosed:

- Tuesday 11 June 2019 – Refer **Attachment 1**
- Thursday 20 June 2019 – Refer **Attachment 2**
- Monday 24 June 2019 – Refer **Attachment 3**

ATTACHMENTS

1. Assembly of Councillors Record - Allansford Rec **[5.8.1 - 3 pages]**
2. Assembly of Councillors Record 200619 **[5.8.2 - 1 page]**
3. Assembly of Councillors Record 240619 **[5.8.3 - 1 page]**

MOVED: Cr. Robert Anderson

SECONDED: Cr. Sue Cassidy

That the record of the Assembly of Councillors held on 20 and 24 June 2019 be received.

CARRIED 6:0



Assembly of Councillors Record

This Form **MUST** be completed by the attending Council Officer and returned **IMMEDIATELY** to Executive Manager Governance for filing.

Assembly details:

Date: 11 June 2019

Time: 4:30 p.m.

Assembly Location: Allansford Rec Reserve (84 Zeigler Pde) in the car park.

In Attendance:

Councillors:

Mayor Cr. T Herbert, Cr. Kylie Gaston, Cr. Robert Askew, & Cr. D Owen

Absent- Cr. S Cassidy, Cr. M Neoh & Cr. P Hulin

Officer/s:

Jodie McNamara Manager Planning and Building

James Phillips Coordinator City Development

Matter/s Discussed:

Planning Permit Application PP2017-0124 proposing a telecommunications tower (amended location).

Conflict of Interest Disclosures: (refer 3 over page)

Councillors: None declared

Officer/s: None declared

Completed by: James Phillips

Assembly of Councillors Record

Required pursuant to the Local Government Act 1989 as amended.

1. Sect 80A Requirements (re Written Record to be made by Council staff member):

Amendments to the Local Government Act 1989 (Section 80A), operative from 2 December 2008 now stipulate:

“At an assembly of Councillors, the Chief Executive Officer must ensure that a written record is kept of:-

- the names of all Councillors and members of Council staff attending,
- the matters considered,
- any conflict of interest disclosures made by a Councillor attending under subsection (3).”

The above-required information is:-

- to be recorded,
- to be retained by the Chief Executive Officer for 4 years,
- to be made available for public inspection at the Council Offices for 12 months after the date of the Assembly of Councillors,

2. Sect 76AA definition:

“**Assembly of Councillors** (however titled, e.g. meeting/inspection/consultation/etc) is a planned or scheduled meeting, comprising at least 3 Councillors and one member of Council staff, which considers matters that are intended or likely to be:

- the subject of a decision of the Council: or
- subject to the exercise of a function, duty or power of the Council that has been delegated to a person or Committee-

but does not include a meeting of the Council , a Special Committee of the Council, a club, association, peak body, political party or other organisation...”

Brief Explanation:

Some examples of an Assembly of Councillors will include:-

- Councillor Briefings,
- on site inspections, generally meetings re any matters,
- meetings with residents, developers, other clients of Council, consultations,
- meetings with local organisations, Government Departments, statutory authorities (e.g. VicRoads, etc),

providing **at least 3 Councillors and 1 Council Staff member present** and the matter/s considered are intended **or likely to be** subject of a future decision by the Council **OR** a officer decision under delegated authority.

*Effectively it is probable, that **any** meeting of at least three Councillors and a staff member will come under the new requirements as the assembly will in most cases be considering a matter which will come before Council or be the subject of a delegated officer's decision at some later time. If you require further clarification, please call the Executive Manager Governance.*

3. Sect 80A and 80B Requirements (re Conflict of Interest):

Councillors and Officers attending an Assembly of Councillors must disclose any conflict of interest.

S80A(3)

“If a Councillor attending an assembly of Councillors knows that a matter being considered by the assembly is a matter that, were the matter to be considered and decided by Council, the Councillor would have to disclose a conflict of interest under section 79, the Councillor must....disclose either:

- (a) immediately before the matter in relation to the conflict is considered, or
- (b) if the Councillor realises that he/she has a conflict of interest after consideration of the matter has begun, as soon as the Councillor becomes aware of the conflict of interest, leave the assembly whilst the matter is being considered by the assembly.”

Sect 80B

A member of Council staff who has a conflict of interest (direct or Indirect) in a matter in which they have a delegated power, duty or function must:

- not exercise the power or discharge the duty or function,
- disclose the type of interest and nature of interest to the in writing to the Chief Executive Officer as soon as he/she becomes aware of the conflict of interest. In the instance of the CEO having a pecuniary interest, disclosure in writing shall be made to the Mayor.

Assembly of Councillors Record

Written record in accordance with Section 80A(I) Local Government Act 1989

Name of Committee or Group (if applicable):	Councillor Briefing	
Date of Meeting:	20 June 2019	
Time Meeting Commenced:	4.00pm	
Councillors in Attendance:	Cr. T. Herbert - Chairperson Cr. R. Anderson Cr. K. Gaston Cr. M Neoh Cr D. Owen	
Council Officers in Attendance:	Peter Schneider, Chief Executive Officer Peter Utri, Director Corporate Strategies Andrew Paton, Director City Growth Scott Cavanagh, Director City Infrastructure Vikki King, Director Community Development David Harington Manager Finance	
Other persons present:	▪	
Matters Considered:	<ul style="list-style-type: none"> ▪ Submission to the budget ▪ Small infrastructure fund projects ▪ Council Plan ▪ Budget 	
Councillor Conflicts of interest Disclosures:		
Councillor's Name	Type of Interest	Councillor Left Assembly while matter being discussed (Yes/No)
Meeting close time:	5:20pm	
Record Completed by:	Peter Utri	

Assembly of Councillors Record

Written record in accordance with Section 80A(I) Local Government Act 1989

Name of Committee or Group (if applicable):	Councillor Briefing	
Date of Meeting:	24 June 2019	
Time Meeting Commenced:	4.00pm	
Councillors in Attendance:	Cr. T. Herbert – Chairperson Cr. R. Anderson Cr. K. Gaston (Acting chair) 4:48 – 4:53 pm Cr. M Neoh Cr D. Owen	
Council Officers in Attendance:	Peter Schneider, Chief Executive Officer Peter Utri, Director Corporate Strategies Andrew Paton, Director City Growth Scott Cavanagh, Director City Infrastructure Vikki King, Director Community Development Luke Coughlan Manager, Infrastructure Services Ben Storey Manager, Facilities & Projects Glen Reddick Manager City Amenity Anne- Maree Neale Manager Governance and Risk	
Other persons present:	▪	
Matters Considered:	<ul style="list-style-type: none"> ▪ Update on Racehorse Training at Lady Bay and Levys Beaches ▪ Great South Coast Regional AFL, Cricket and Netball Strategy. ▪ Active Warrnambool Strategy Draft Final Report ▪ East of Aberline Growth Area ▪ Great Ocean Road Regional Tourism Limited <ul style="list-style-type: none"> ○ - MoU 2019 - 2022 ▪ Joint Reseal Contract ▪ Local Government Bill 2019 ▪ Related Party Disclosures administration ▪ Confidential Items <ul style="list-style-type: none"> ○ Warrnambool Art Gallery HVAC Renewal 	
Councillor Conflicts of interest Disclosures:		
Councillor's Name	Type of Interest	Councillor Left Assembly while matter being discussed (Yes/No)
Cr Herbert	Direct property ownership	Yes left due to conflict 4:48 to 4:53pm
Meeting close time:	5:40	
Record Completed by:	Peter Utri	

5.9. MAYORAL & CHIEF EXECUTIVE OFFICER COUNCIL ACTIVITIES - SUMMARY REPORT**PURPOSE**

This report summarises Mayoral and Chief Executive Officer Council activities since the last Ordinary Meeting which particularly relate to key social, economic and environmental issues of direct relevance to the Warrnambool community.

REPORT

Date	Location	Function
5 June 2019	Canberra	Mayor & Chief Executive Officer – Attended meeting with National Hydrogen Energy Taskforce.
6 June 2019	Port Fairy	Chief Executive Officer - Attended Great South Coast Regional Partnership Meeting.
8 June 2019	Warrnambool	Opening of Warrnambool Swimming Club Carnival.
11 June 2019	Warrnambool	Mayor & Chief Executive Officer – Great South Coast DAMA Address and launch by Dan Tehan.
13 June 2019	Melbourne	Mayor & Chief Executive Officer – Attended the Regional Cities Victoria meeting.
16-19 June 2019	Canberra	Mayor & Chief Executive Officer & Cr. Anderson – Attended the National General Assembly of Local Government.
24 June 2019	Allansford	Mayor – Chair Allansford Recreation Reserve Committee Meeting AGM.
26 June 2019	Warrnambool	Mayor – Attended Rotary Club of Warrnambool Daybreak meeting.
26 June 2019	Warrnambool	Mayor & Chief Executive Officer attended Moyne Shire Recovery Project – Book Launch ‘Wednesday is Jim Day.’
27 June 2019	Mortlake	Mayor & Chief Executive Officer – Attended MAV Regional Meeting – Rural South West.
28 June 2019	Warrnambool	Mayor & Chief Executive Officer - Great South Coast Board Meeting.
28 June 2019	Warrnambool	Mayor – Opened the Warrnambool & District Artists’ Society – 2019 Annual Awards.

MOVED: Cr. Robert Anderson

SECONDED: Cr. Kylie Gaston

That the Mayoral & Chief Executive Officer Council Activities Summary Report be received.

CARRIED – 6:0

6. NOTICE OF MOTION

Nil

7. PUBLIC QUESTION TIME**7.1 PUBLIC QUESTION FROM DAVID THOMPSON, 831 KOROIT-WOOLSTHORPE ROAD, WOOLSTHORPE**

“Does the Warrnambool City Council intend to adopt the Auditor General’s recommendations which came from his investigation into spending by Councils. And in particular the recommendation that Councilors provide evidence to support their personal expense claims and to publish them online. And could you also explain why Warrnambool City has the highest per person expenditure on governance of any Council in Victoria at \$719 per person.”

The Chief Executive Officer responded that we would always look at all of VAGO’s recommendations to see what the application is for our City and I believe that item on governance was something that was reported in I think the Herald. The amount is inclusive of an allocation, it is my understanding, of roundabout \$12.5 million for depreciation which is a lump sum amount that is shown there for the sake of it not being allocated out and when that’s taken out we are roundabout in the middle of where other councils are. It’s really misleading that article and there are other reports that show us in a much better light.

7.2 PUBLIC QUESTION FROM BENJAMIN BLAIN, 21 TAIT’S ROAD, WARRNAMBOOL

“To Warrnambool City Council

My question relates to a phone call discussion with Cr. Anderson on the 20th of June 2019. When speaking with Cr. Anderson we were discussing the \$7 million-dollar Reid Oval upgrade. In our discussions he stated that there had been no payment received from the Victorian State Government to date on the project and that the State Government were not being forthcoming with the funding. Also that funding is not guaranteed.

My questions are:-

Can Cr. Anderson or any officers clarify his comments and tell if there has been any funding paid to the Warrnambool City Council from the Victorian State Government? Is this funding guaranteed? If the funding isn’t guaranteed can they explain their position on employment of project managers for the Reid Oval upgrade.”

The Director Community Development responded that people have had an expectation that the funding would roll immediately from the announcement and in terms of the amount of infrastructure that’s been funded by the State Government for infrastructure across the State, what they have tried to do is actually set up their funding if you like and ours is a package of initially the \$3 million loan, that’s the first time that’s been done in this sector, so they had to set that up with Treasury and that rolled out first and then right before the end of the financial year, so the last 10 days if you like, where \$2 million was released from SRV so that there is money in the bank and we can actually start the project so that was all signed off and the next tranche will come in terms of the funding and service agreement that has now been signed off at both ends and that was only released in that same period. What SRV is dealing with in this region is a 120+ projects that are live that they are trying to stay on top of and roll out and we are talking major projects at the highest level and you can imagine right down to the smaller ones so for them it is really a matter of resources and it is not a matter of a lack of commitment or intent. I understand it is frustrating but we have to work with what we have got and so there is still time; Sport & Rec are with us on the Project Control Group and they have realized what was needed and they have put in the first tranches of that so the funding is there signed off and the first \$5 million; \$3 million being the loan for us and \$2 million first instalment of funding.

7.3 PUBLIC QUESTION FROM CHRISTINE THOMPSON, 831 KOROIT/WOOLSTHORPE ROAD, WOOLSTHORPE

“Regarding the current beautification and revamp of the Koroit/Kepler and Kepler/Timor Street roundabouts, was this infrastructure fully funded through black spot funding or did Council have to contribute. If so, how much was the Council’s contribution to these works? Could I please have this answer in writing.

The Director City Infrastructure responded that a report was provide to Council late last year and undertook to forward a copy to Ms. Thompson.

7.4 PUBLIC QUESTION FROM ANGIE PASPALIARIS, 62 KEPLER STREET, WARRNAMBOOL

“To Mr Schneider and Councillors,

Ten days ago, I visited and stayed in Fortitude Valley – a city area of Brisbane. Near our hotel were parking meters run by the same CelloPark company as those here in Warrnambool.

Each parking meter offered the first 15 minutes free (which still required putting in registration details at the meter) – please see attached photographs. Could council please explain how and why this same function has not been applied to the parking meters at the time of inception in a regional town such as Warrnambool.

It begs a second question as to why Warrnambool City Council relies so heavily on paid parking revenue, when other regional councils (and other major tourist spots like Noosa for example) run on a free-but-timed parking system – and where revenue would rely on parking infringements instead. Why have other councils been able to manage, but Warrnambool City Council has not? What are the reasons for being so heavily reliant on an approximate \$1million dollar annual parking revenue, when the annual Warrnambool City Council budget now runs over \$90million?

Finally, there were discussion 2-3 council meetings ago that the overall parking strategy for Warrnambool would be reviewed and remodelled. Has this review been completed given it has been some months? If it hasn’t, please state reasons for the delay, given it is now a major factor in people avoiding visiting the central business district.

I would like my answers verbally and in writing. Thank you.”

The Chief Executive Officer responded that due to the quite comprehensive list of questions and answers that will be required for this question that the question be taken on notice and a response be provided to Ms. Paspaliaris in writing.

8. CLOSE OF MEETING

The meeting closed at 6.55pm.

CHAIRMAN

I certify that these minutes were confirmed at a subsequent meeting of Council.

.....
CR. TONY HERBERT
MAYOR