



BRIERLY COMMUNITY HUB: FEASIBILITY STUDY

DISCUSSION PAPER - JUNE 2013

Introduction:

North eastern Warrnambool is one of the city's fastest growing residential areas.

A Master Plan prepared for the major reserve in this area (Brierly Recreation Reserve) in 2012 identified the opportunity for the site to meet the needs of the local community for not only recreational facilities, but also for community services and infrastructure. The plan identified a potential site for a shared community facility or 'hub'.

To investigate the opportunity for a community hub at Brierly Recreation Reserve Council is preparing a Feasibility Study. Supported by the State Government with funding from the Putting Locals First Program, this study will:

1. Identify the **vision and objectives** for a **multi-use community facility** in north east Warrnambool
2. Identify **partnerships** that would support the development of a community hub
3. Identify the **governance model and management requirements** for a hub
4. Reflect **best practice** in planning for community services and infrastructure

This discussion paper provides an overview of the work to date, provides a draft vision for a hub, identifies the community services and facility needs of residents in this part of Warrnambool, and invites input from residents and community service organisations regarding a community hub at Brierly Reserve.

For more information about this project or to complete the community survey go to www.warrnambool.vic.gov.au/brierly



WHAT AND WHERE IS BRIERLY RECREATION RESERVE?

Brierly Recreation Reserve is a 12 hectare parcel of open space located on the corner of Moore Street and Aberline Roads in Warrnambool, and surrounded by existing and new residential areas.

Brierly Recreation Reserve is classified as a 'regional' park, identified for sport at a district level. Warrnambool City Council secured the Brierly Reserve from the State Government in 1999.

Brierly Recreation Reserve currently contains:

- two ovals
- passive parkland
- a playground and network of paths
- clubroom building
- picnic shelter and public toilet
- old storage sheds
- practice nets
- path network
- informal parking

Brierly Reserve is currently used for both informal recreation and organised sport including:

- walking
- jogging
- exercising
- dog walking
- active play on playground equipment
- ball games
- community grade cricket competition
- dog obedience club
- playing

For the location of Brierly Reserve refer Figure 1 overleaf.

BRIERLY RESERVE MASTER PLAN

Brierly Recreation Reserve has been identified as having the potential to meet the needs of the growing community through the provision of additional sporting, recreation and community facilities. The Brierly Reserve Master Plan (2012) includes a number of recommendations for Brierly Reserve including¹:

Sporting Infrastructure

- Redevelop eastern oval into multi use sports ground that can accommodate 2 senior soccer pitches
- Remove existing tennis courts
- Develop two multi-purpose courts with line markings for tennis, netball, basketball and information recreation

Informal Recreation

- Develop a 'youth space' in the north-east corner of the Reserve
- Expand existing playground
- Provide additional seating/shade, picnic and BBQ facilities and include public art
- Provide connecting pathways

Buildings and Structures

- Construct a shelter for users of the western oval (including storage)
- Remove all standalone buildings previously used for storage

Community facilities

Investigate a **single multi-purpose community hub** with club rooms/change rooms for reserve users, public toilets, storage, meeting rooms, and selected community services (subject to further planning).

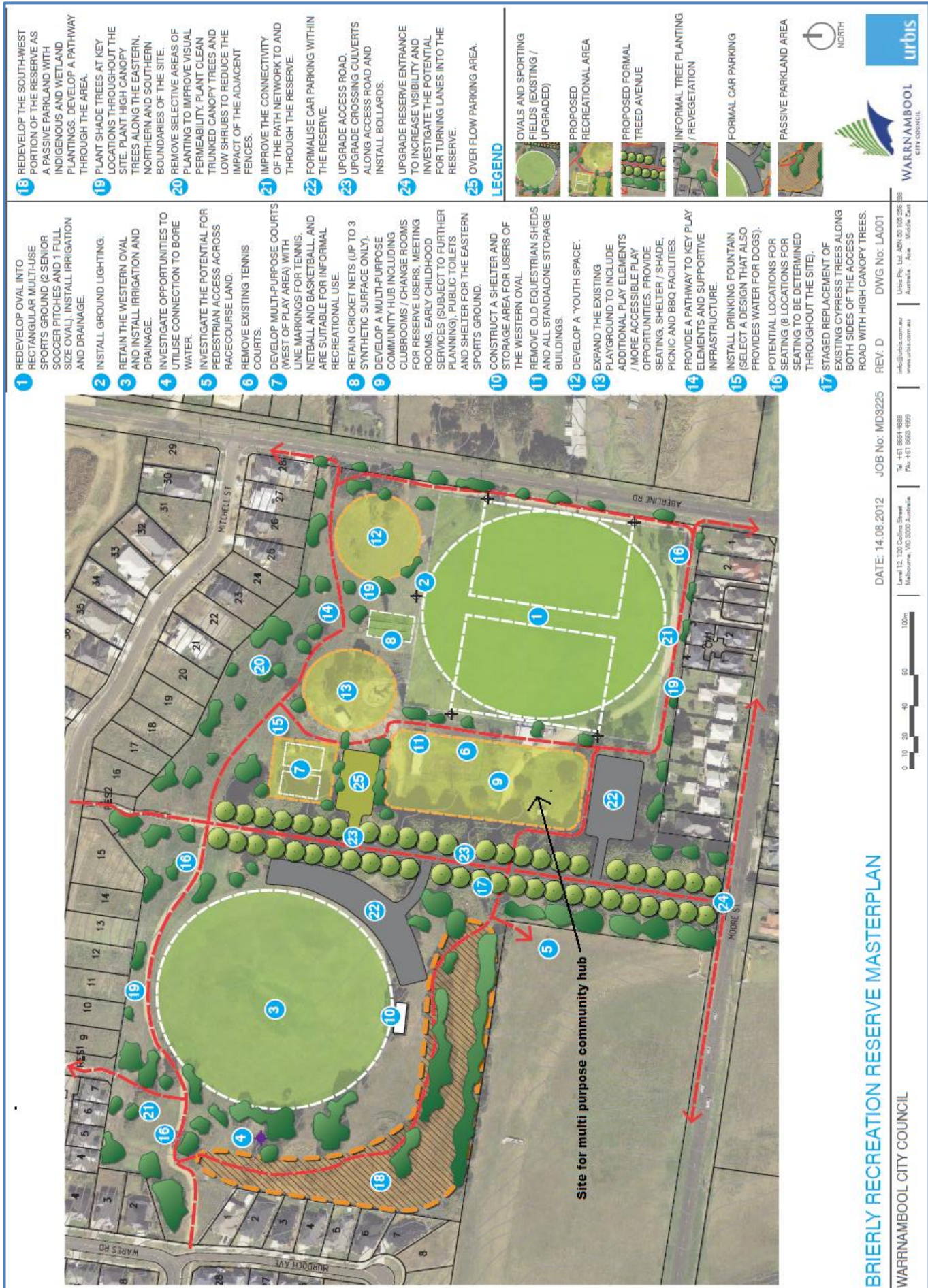
¹ Brierly Reserve Master Plan 2012

For a copy of the plan refer Figure 2 overleaf.

Figure 1: Location of Brierly Recreation Reserve



Figure 2: Brierly Recreation Reserve Master Plan 2012



WHAT IS A COMMUNITY HUB?

Demand for accessible, integrated and well-designed community facilities is increasing across Australia.

This demand is largely linked to population growth and change, and the need for accessible local services. It is also linked to the increasing need for communities to have places to meet and connect with each other.

Community hubs are not just places where people access services. Community hubs play an important role in creating healthy communities - building social networks and providing opportunities for education, recreation and personal development.

Integrated community facilities, or 'community hubs', are a vital component of creating a healthy community.

Integrated or shared community hubs are:

- owned, funded or leased by government or the community
- used by more than one group or organisation
- used for a range of activities that share buildings, rooms or open spaces

The **services and activities** supported by integrated community hubs are wide ranging and can include:

- public meeting spaces
- recreational facilities
- early years services
- lifelong learning/education facilities
- library services
- community health services
- neighbourhood houses
- youth and other community programs

Integrated community hubs work well when they are **co-located with:**

- public transport routes
- retail services
- car parking
- recreational and sporting facilities
- open space

Community hubs located in open space reserves can provide positive outcomes for the open space including:

- a vibrant focal point for the community
- passive community surveillance
- increased awareness / use of the open space and opportunities for physical activity and community participation

The **benefits of shared multi-purpose community hubs** include:

- opportunities to share infrastructure (i.e. meeting spaces and car parking)
- cross promotion/integration of services
- economies of scale (i.e. reduced cost infrastructure for service provision and better access to services)
- provision of a greater number of services on a single site
- increased access to, and awareness of, sport and recreation opportunities

Planning for a community hub at Brierly Reserve must be underpinned by DPCD's Guide to delivering Community Precincts, the Master Plan for the site and the community service and recreation needs of the community.

This paper summarises consideration of these factors and proposes a range of options for consideration.

FACTORS IMPACTING ON PLANNING FOR A COMMUNITY HUB AT BRIERLY

The **Brierly Reserve Master Plan** 2012 sets out the following principles for any future development at Brierly Reserve. These principles underpin any planning for a community hub in this location.

Sustainability	<ul style="list-style-type: none"> - Ensure sustainable and financially responsible provision of facilities and infrastructure - Where possible, employ environmentally sensitive design principles in developing, managing and maintaining the Reserve
Efficiency	<ul style="list-style-type: none"> - Maximise use and sharing of facilities between clubs / user groups - Ensure flexible design of facilities to cater for multiple users and changing recreation needs (e.g. sports grounds that can accommodate oval and rectangular dimensions, outdoor courts with multiple line markings, clubroom facilities designed for shared use etc.)
Integration and connectivity	<p>Ensure the Reserve:</p> <ul style="list-style-type: none"> - is well connected to the surrounding neighbourhood, precinct, other public open spaces and the broader lineal path network - is designed to improve interaction between key activity areas within the Reserve (i.e. eastern and western sports grounds, playground / picnic facilities etc.) - complements other open space in the City and contributes to meeting the sport and recreation needs of residents now and in the future
Equity, accessibility and inclusiveness	Ensure facilities are safe, accessible, affordable and attractive to people of all ages, abilities and interests
Quality	Ensure the provision of high quality, well maintained facilities and supporting infrastructure to effectively cater for users to a standard which reflects the Reserve's role in the open space hierarchy and enables year-round use
Diversity	Expand the range of active and passive recreation opportunities at the Reserve (i.e. including facilities for families and young people)
Protection/stewardship of environmental and cultural assets	<p>Preserve and enhance the Reserve's qualities, including recognition of any culturally significant and/or indigenous vegetation or places</p> <p>Continue to improve the landscape and amenity of the Reserve</p>
Community involvement and partnerships	Actively engage the community in the planning for, development and management of the Reserve
Innovation and creativity	Retain open space to provide for flexible and passive recreation activities
Participation and wellbeing	<ul style="list-style-type: none"> - Encourage physical activity by improving the path network throughout the reserve and to neighbouring areas - Provide for the sporting needs of the surrounding area and future north-eastern growth area - Provide a range of quality opportunities for participation, ensuring the Reserve is a destination park for the whole Warrnambool community
Community infrastructure	<p>Any built community infrastructure must:</p> <ul style="list-style-type: none"> - enhance the amenity of the area. - be publicly owned and should comprise shared spaces used by more than one group and provide for a range of activities - be compatible with the active and passive use of the open space setting

Source: Warrnambool City Council Brierly Reserve Master Plan 2012

RELEVANT POLICY CONTEXT

The following issues from Warrnambool City Council plans and policies help to direct the planning of a community hub at Brierly Reserve:

Warrnambool Recreation Plan 2007 – 2017

The growth of Warrnambool and the number of smaller community groups has created a need to develop facilities that could be used by a range of groups that share a common function or location. These facilities should be...multi-purpose and provide access to community groups for use of communal facilities including meeting rooms, kitchens and storage. Potential sites include Brierly Recreation Reserve and Dennington Recreation Reserve

Warrnambool Health and Wellbeing Plan 2011 – 2013

Warrnambool a 'liveable city' with excellent cultural, recreational, health and social services.

Objectives and Actions include:

- *Strengthen our social connections and relationships*
- *Strengthen and integrate health and human services*
- *Promote physical activity and access to affordable nutritious food*
- *Plan, advocate for and create healthy and safe places and spaces*
- *Promote opportunities for lifelong learning*

Target populations include:

- *Older people; Young people*
- *Socio-economically disadvantaged people*
- *Vulnerable children and families*
- *People with a disability including those with mental health conditions*
- *Aboriginal people*
- *Culturally diverse communities*
- *Carers & Volunteers*

Cultural Development Plan (underway)

Warrnambool is considered the economic, cultural and social capital of south western Victoria, as well as being a popular tourist and retirement destination. Council attributes the significant growth of Warrnambool to the strength of its diverse regional economy and the liveability of the City and its region Warrnambool City Council

Warrnambool has an active cultural life outside of the services and activities provided by Council. A number of community-based organisations support and provide cultural services opportunities to the city, particularly across the performing and visual arts areas

Municipal Early Years Plan 2009 – 2013

[Planning for a community hub at Brierly Reserve]...will need to address the needs of young families in providing safe and accessible facilities which work towards achieving a 'child friendly' city. This is particularly relevant due to the high proportion of children and young families which reside in the north and north east of the City

Active Ageing Plan 2008 – 2013

With an ageing population and the close proximity of Brierly Recreation Reserve to a new retirement village in the north east of the City, consideration should be given to accessibility issues and the needs of older residents. This is particularly relevant to the Brierly Recreation Reserve which is in close proximity to a sizeable, new retirement village in the north east of the City.

Sustainable Transport Strategy 2010– 2020

Access to and within Brierly Recreation Reserve should be planned to encourage and maximise active transport options

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EXISTING COMMUNITY SERVICES AND FACILITIES IN WARRNAMBOOL'S NORTH EAST

Warrnambool City Council records show that the following services and facilities are available in the Warrnambool North East area:

Service Description	Infrastructure Description
4yo Kindergarten	East Warrnambool Kindergarten
Meeting Space	Croquet Club: Pavilion
Meeting Space	Hockey Club: Pavilion
Meeting Space	Walter Oval: Hetherington Pavilion
Meeting Space	Mack Oval: Social Club
Meeting Space	Reid Oval: East Warrnambool Club Rooms
Meeting Space	Reid Oval: Hogan Pavilion (Umpire's Rooms)
Meeting Space	Reid Oval: Warrnambool FNC Club Social Club Rooms
Meeting Space	Table Tennis Club: Stadium
Neighbourhood House Program	Warrnambool Community House
Playgroup	Tap Playgroup
Secondary School	Warrnambool College
3yo/4yo Kindergarten	Kings College
Non-Government School	King's College K-12
Long Day Care	Goodstart Early Learning Warrnambool North

The existing services and facilities in the area do not have the capacity to meet the needs of the community in Warrnambool North East.

The project working group have identified:

- There are currently **gaps in community services** including children's services and early years education, family support services and programs and activities for young people in the area
- **Increased capacity** is required in maternal and child health services
- Improvements should be considered regarding access to **youth services and facilities**
- There is a need for increased local access to **health services**



SOCIAL AND DEMOGRAPHIC TRENDS

The existing demand for community services in Warrnambool North East will increase as a result of population growth. In comparison to the overall population of Warrnambool, the area of Warrnambool North East has experienced **significant recent increases** in the number of people aged 70 and over, the number of births and the number young people. By 2026 there is expected to be a 25% increase in total population in the Warrnambool North East area, compared to a 19% increase in the population of Warrnambool overall.

Table 1: Population Forecasts - Warrnambool Overall

Age structure	2006	2011	2016	2021	2026	%change 11-26
0 years	378	464	501	539	573	19%
3 years	410	459	489	528	565	19%
0-4 years	1979	2288	2465	2660	2837	19%
5-9 years	2197	2157	2389	2589	2783	22%
70 and Over	3467	3887	4242	4782	5349	27%
Total	31,591	34,235	36,740	39,310	42,066	19%

Table 2: Population Forecasts – Warrnambool East Racecourse, and North East Areas

Age structure	2006	2011	%change 06-11	2016	2021	2026	%change 11-26
0 years	102	141	28%	162	180	188	25%
3 years	115	140	18%	158	178	190	26%
4 years	115	140	18%	158	178	189	26%
0-4 years	569	705	19%	804	901	952	26%
5-9 years	728	671	-8%	785	880	946	29%
70 and Over	824	915	10%	1,060	1,246	1,442	37%
Total	8,774	9,780	10%	10,897	12,094	13,041	25%



ANTICIPATED DEMAND FOR COMMUNITY SERVICES IN WARRNAMBOOL NORTH EAST

The population growth expected for Warrnambool North East will consolidate and intensify the existing demand for community facilities from the north east growth corridor.

Using a combination of local service benchmarks and benchmarks for facility/infrastructure provision adopted by the Victorian Growth Areas Authority, it is anticipated that the following **additional** community services/facilities may be required to service the residents of Warrnambool's North East by 2026:

Number	Service/Facility
0.5	Volunteer Resource Centre
1	Long Day Child Care Centre
1.5	Four Year Old Kindergarten Facilities
including	Three Year Old Kindergarten Facilities
1.5 Full time	Maternal & Child Health Nurses
1	Youth Facilities/Resource Centres
1	Multi-purpose Community Centres – Neighbourhood/Local
1	Community Art Spaces - Flexible, Multipurpose, Shared Use
1	Government Primary Schools
1	Community Meeting spaces - Medium
2	Community Meeting spaces - Large
3	Community Meeting spaces - Small to Medium
5	Playgroups
16	Office places for administration and co-ordination of Community Services
18	Occasional Child Care Centre Places
202	Outside School Hours Care Centre Places
Home and Community Care services for 263 people	

(Refer to the attached Fact Sheet 1 for definitions of the community services/facilities)

***NB: It is important to note that a community hub at Brierly Reserve would:**

- **not be able to accommodate all the identified services and facilities required in the area**
- **be dependent upon the availability of external government funding and support.**

WHAT IS THE VISION FOR A COMMUNITY HUB AT BRIERLY RESERVE?

To investigate the opportunity for and viability of a community hub at Brierly Recreation Reserve, Council is preparing a Feasibility Study. Supported by the State Government with funding from the Putting Locals First Program, this study will:

1. Identify the **vision and objectives** for a **multi-use community facility** in north east Warrnambool
2. Identify **partnerships** that would support the development of a community hub
3. Identify the **governance model and management requirements** for a hub
4. Reflect **best practice** in planning for community services and infrastructure

The working group has supported the development of this discussion paper, including a draft vision for the hub, to guide the community engagement process.

DRAFT VISION

The Brierly Community Hub will **promote community health and wellbeing through sport and recreation, education, arts and culture and shared meeting spaces**. It will be a **safe and welcoming place** for the residents of north east Warrnambool to:

- *meet people of all ages*
- *learn new things, be active and creative*
- *access services/programs/activities for people of all ages*

The design of the Brierly Reserve Community hub will:

- *respect the setting on which it is built*
- *reflect environmentally sustainable design practices*
- *set a standard for future hub development in Warrnambool*

This draft vision for the community hub will be refined through input from residents, key stakeholders and current/future users of the reserve to underpin any future decisions regarding the development of a hub in this location.

**** It is important to note that the provision of a community hub at Brierly Reserve is dependent upon the availability of external government funding and support.***

OPTIONS FOR PROVISION OF COMMUNITY SERVICES/FACILITIES VIA A COMMUNITY HUB

This discussion paper clearly identifies that a range of additional community services, programs and activities are required to service the residents of Warrnambool's North East in the future.

Whilst it has not yet been determined which ones should be included in any community hub developed at Brierly Reserve in the future, the project working group have identified the following priority service needs:

- multi-purpose, shared community meeting spaces which can be used for a range of activities and by a mix of community groups and users.
- early years education including kindergarten
- maternal and child health services

From these priorities, and the services identified as needed in the area, the following options have been developed to illustrate the possible scope of options for a community hub.

Option	Possible Services/Facilities Mix
1	Sport and recreation facilities only - clubrooms/change rooms for reserve users, and associated storage
2	Option 1 plus: <ul style="list-style-type: none"> • A range of shared community meeting/ other spaces for community programs, community users and sport and recreation users
3	Option 2 plus: <ul style="list-style-type: none"> • Double room kindergarten facility <ul style="list-style-type: none"> ± Consulting rooms for Maternal Child and Health, Immunisations and/or other health services
4	Option 3 plus other possible services /facilities– <ul style="list-style-type: none"> ± Library pickup/drop off point (e.g. vending machine or other) ± City Assist (Council customer service information point) ± Administration/office space for selected Council community services ± Administration/office space for community user/s

WHERE TO NEXT?

Council wants to identify **the most important community services and facilities to include in a future Community Hub at Brierly Reserve.**

To ensure that the community has a say in this service planning the project team will engage with:

- 'Friends of Brierly Reserve'
- local residents
- current and potential future users of Brierly Reserve
- community service providers

To do this the following activities are planned for late June 2013:

1. Distribution of information about the project and a survey to local residents
2. Meetings with the 'Friends of Brierly Reserve' group
3. Community 'listening post/s' at Gateway Plaza
4. Interviews with organisations and groups who may be interested in a future Brierly Reserve Community Hub project.

FURTHER INFORMATION

To have your say about the **Brierly Reserve Community Hub Project** go to www.yoursaywarrnambool.com.au/brierlyhub

For more information about this project please contact:

Lisa McLeod

Manager Community Planning and Policy
Warrnambool City Council

Phone: 5559-4959

Email:

communityplanning@warrnambool.vic.gov.au

Information in this Discussion Paper has been sourced from the following:

1. 'A Guide to Delivering Community Precincts' Department of Planning and Community Development (DPCD)
2. 'A Guide to Governing Shared Community Facilities' Department of Planning and Community Development (DPCD)
3. Victorian Competition and Efficiency Commission (VCEC) Inquiry *Getting it together: an inquiry into the sharing of government and community facilities, Final Report September 2009*
4. Warrnambool City Council *Brierly Reserve Master Plan 2012*

FACT SHEET 1: DEFINITIONS OF COMMUNITY SERVICES

Community Service	Desirable Features for Future Provision
Maternal & Child Health (MCH)	<ul style="list-style-type: none"> • Universal and enhanced maternal child and health services • Ideally co-located with other compatible services; • 2-3 consultation rooms per site (one for immunisations) • Foyer/waiting room suitable for breastfeeding. • Infrastructure provision should recognise the increase in mobile/in home visiting models • Accessible service locations across municipality
Four Year Old Kindergarten (4 year old)	Double room model within either Council-owned early years facility, multipurpose community centre or on primary school site as part of the integrated early childhood development model.
Three year old Kindergarten (supervised activity groups)	Should be co-located with four year old kindergarten.
Playgroup Spaces	Child friendly spaces integrated into meeting spaces at community hubs
Long Day Care (includes Family Day Care and Centre Based)	Mix of home based and centre based care models.
Occasional Child Care Centres	Casual child care places that provide care at short notice and immediate emergency care.
Outside School Hours / After Kindergarten Care	<ul style="list-style-type: none"> - Incorporated on site at schools, kindergartens or long day care centres where possible
Youth Resource Centre	<ul style="list-style-type: none"> - Centrally located; - Co-located with other services, including recreation
Youth Facilities	<ul style="list-style-type: none"> - Include indoor and outdoor space - Integrate into community centre/s
Home and Community Care	<ul style="list-style-type: none"> - Including domestic assistance, personal care, Meals on Wheels, Home Maintenance, Assessment Services, Planned Activity Groups
Rural Access	<ul style="list-style-type: none"> - A program which promotes community inclusion and inclusive access for people with disabilities, their families and carers - Office space provided for in administration and co-ordination Section
Delivered meals dispatch facility	<ul style="list-style-type: none"> - Integrated with appropriate meal provider facility/kitchen or community centre
Senior Citizens Centres	Senior groups are increasingly undertaking their activities at general meeting spaces in community centres or halls.

FACT SHEET 1: DEFINITIONS OF COMMUNITY SERVICES

Community Service	Desirable Features for Future Provision
Multi-Purpose Community Centre - Large	<ul style="list-style-type: none"> • Multiple meeting spaces • Larger activity room/s • Community Kitchen facilities • Foyer & administration/co-ordination areas • Information Technology training room • Outside area which may include a BBQ, garden or men's shed • 'Youth friendly' spaces • Spaces which provide for flexible use • As part of a multi-purpose community centre – e.g.. early years, youth, family and aged services, recreation, arts and other compatible community services. • Best location: accessible by public transport, car parking and open space.
Multi-Purpose Community Centre (Neighbourhood level /Community Hub)	<ul style="list-style-type: none"> • Local meeting rooms and activity spaces that can be utilised by Council, community organisations and groups. • Adaptable, flexible and accessible facilities which can accommodate uses and users from across the community including children, youth, families, older adults etc. • Spaces should be available for playgroups and be child friendly. • Large lockable cupboards for storage of user groups' own supplies and equipment • Best location: accessible by public transport, car parking and open space.
Meeting spaces	<ul style="list-style-type: none"> • Small to large accessible, quality spaces within a range of facilities – multipurpose Community Centres, Libraries, halls, recreation facilities, etc. • Meeting spaces need to be available to playgroups and be child friendly • Need directory of meeting spaces and venues • Drop off point • Storage space for tables, chairs and racks • accessible toilets, good heating and cooling • Catering facilities including instant hot water • Non-slip, level floors • Doors with user-friendly locks • Important to ensure equitable access/pricing
Volunteer Resource Centre	<ul style="list-style-type: none"> • Integrated into community centre/s
Neighbourhood House Spaces	<ul style="list-style-type: none"> - Accessible facilities which meet the needs of the community – young people, families, older people, etc.
Administration and Co-ordination of Community Services	<ul style="list-style-type: none"> - Office space integrated into community centres, children's services centres, or other service delivery locations to support the adopted model of community service
Community Arts Space	<ul style="list-style-type: none"> • Flexible, multi-purpose, shared use • Ideally provided within multi-purpose community centres
Primary School – Government	Ideally located to maximise public and active transport options for students and create a sense of place for communities especially in new, fast growing areas.
Secondary School - Government	Ideally located to maximise public and active transport options for students.

FACT SHEET 2: BEST PRACTICE PLANNING FOR COMMUNITY HUBS

A range of factors contribute to **high-quality community hubs** including:

- sound land use and integrated planning
- good building design
- clear service and community planning
- sustainable funding
- strong partnerships

The overarching aim in planning and delivering community hubs is ensuring that community facilities are **integrated and well-coordinated** including:

- located in suitable locations
- meeting existing and future community needs
(including design, site placement, function, access points, sustainability, adaptability, public transport, car parking, future proofing and relationship to nearby facilities)
- delivered in a timely, well-coordinated and sequenced manner

- community outcomes for funding partners (including maximising shared use, capitalising on land ownership opportunities and enduring community support)
- addressing the interface and connection between land uses (including design elements such as the image and character of community facilities and their surrounds)
- leveraging required funding from appropriate public and private sources

Community facilities that **support and promote community connection** include:

- Flexible and adaptable design/floor plans
- Shared internal and external spaces
- Collocation with other activities and spaces
- Availability for use by a wide range of groups, promoting *intergenerational* activities and connections

The table below sets out the steps involved in planning community hubs in Victoria.

Essential Steps in Delivering Community Infrastructure

Stage 1: Land and Precinct Planning	Undertake precinct structure planning or master planning to establish overall parameters for the community precinct or site
Stage 2: Vision and Concept	Identify key stakeholders and develop a shared vision and concept to lay the foundations for the project and articulate a vision for the community
Stage 3: Project and Partnership Establishment	Work together to establish a sustainable project partnership to plan for a specific community precinct or piece of community infrastructure
Stage 4: Detailed Scoping and Options	Develop a range of options for the design and delivery of community infrastructure to determine its operational scope and support the project vision
Stage 5: Business Case	Develop documentation that demonstrates a clear project need and an investment rationale to help the project achieve funding and support
Stage 6: Project Management	Establish and follow sound project management processes to ensure the community infrastructure is fit for purpose and delivered on time, within scope and budget
Stage 7: Preparing for Operations	Establish clear operational requirements and governance structures to ensure the long-term viability of community infrastructure

Source: 'A Guide to Delivering Community Precincts' Department of Planning and Community Development (DPCD)

FACT SHEET 2: BEST PRACTICE PLANNING FOR COMMUNITY HUBS

WHO MANAGES COMMUNITY HUBS?

Governing shared community facilities can be a challenging process, often requiring different management strategies. The key to successfully managing and coordinating these potentially complex arrangements is **good governance**, supported by clearly defined documentation.

Every shared community facility has one or a number of governing bodies. A **governing body** is the legal entity responsible and accountable for decisions in relation to:

- ownership and management of the physical asset
- operations, programs and activities that take place within the building

The operations of a shared community facility are in turn **managed** by people employed or acting on behalf of the governing bodies through recorded agreements.

Eight principles of good governance for shared facility facilities include:

1. **Transparency:** decisions are based on clear criteria and are able to be scrutinised
2. **Accountability:** responsibilities are clearly allocated to each partner
3. **Participation:** each partner and other stakeholders have input into the operation of the partnership and the facility
4. **Consensus-oriented:** there is a shared understanding of the objectives and management of the partnership

6. **Effectiveness and efficiency:** the project matches the available resources and achieves the best possible result Integrity and stewardship: the project is delivered legally and ethically
7. **Leadership:** all partners are responsible for the leadership and delivery of the project.

Source: 'A Guide to Governing Shared Community Facilities'
Department of Planning and Community Development

HOW IS THE COMMUNITY INVOLVED IN PLANNING COMMUNITY HUBS?

Best practice planning for community hubs also includes **public participation and community involvement** in the governance and operations of shared community facilities. The following approaches are often used:

- community participation in planning, reference and advisory committees
- community members as respondents and participants in feedback processes
- comprehensive community engagement
- community forums
- community committee members and community office bearers
- governance training for community committee members
- coordination roles filled by members of the community, either as volunteers or employed personnel