

SOUTH GIPPSLAND SHIRE COUNCIL

blueprint

for community and
economic infrastructure

2021-2036



*South Gippsland
Shire Council*

Contents

| | | |
|----------|---|-----------|
| 1 | EXECUTIVE SUMMARY | 5 |
| 2 | BACKGROUND | 8 |
| 2.1 | OUTCOMES OF THE AUDIT ESTABLISHED THAT: | 9 |
| 2.2 | IDENTIFIED BLUEPRINT WEAKNESSES | 11 |
| 3 | INTRODUCTION | 13 |
| 3.1 | CAPITAL EXPENDITURE ACCOUNTING DEFINITIONS: | 13 |
| 3.2 | BLUEPRINT REVIEW OUTCOMES..... | 14 |
| 3.2.1 | <i>What the Blueprint seeks to manage</i> | 15 |
| 3.3 | ADDRESSING THE SHORTFALLS | 16 |
| 3.4 | BLUEPRINT OVERVIEW | 17 |
| 3.4.1 | <i>Objective</i> | 17 |
| 3.5 | KEY FINDINGS | 17 |
| 3.6 | BLUEPRINT OUTPUTS..... | 18 |
| 4 | GUIDING PRINCIPLES | 19 |
| 4.1 | PRINCIPLES | 19 |
| 4.2 | PROPOSAL EVALUATION PHASES: | 23 |
| 4.2.1 | <i>Response options</i> | 24 |
| 4.3 | ASSESSMENT & PRIORITISATION PROCESS WITH TIMELINE | 25 |
| 4.4 | ASSET MANAGEMENT..... | 27 |
| 5 | CURRENT & FORECAST COMMUNITY PROFILE | 28 |
| 6 | GROWTH AREAS | 30 |
| 6.1 | POPULATION FORECAST BY GROWTH AREA..... | 31 |
| 7 | AUDIT OF COMMUNITY FACILITIES | 32 |
| 7.1 | WHAT ARE COMMUNITY FACILITIES?..... | 32 |
| 7.2 | COMMUNITY FACILITY CLASSIFICATION (OR HOW THEY ARE MANAGED) | 32 |
| 7.2.1 | <i>Live, Govern, Thrive</i> | 32 |

| | | |
|-----------|--|-----------|
| 7.3 | SERVICE CLASSIFICATION | 32 |
| 7.3.1 | <i>Administrative/Operational Services</i> | 32 |
| 7.3.2 | <i>Human/Social Services</i> | 32 |
| 7.3.3 | <i>Community and Cultural Services</i> | 32 |
| 7.3.4 | <i>Passive and Active Recreation/Open Space Services</i> | 33 |
| 7.3.5 | <i>Commercial Services</i> | 33 |
| 7.4 | TOWNS AND THEIR POPULATION CATCHMENTS..... | 35 |
| 8 | IDENTIFIED COMMUNITY FACILITY NEEDS | 36 |
| 8.1 | OVERVIEW | 36 |
| 8.2 | MULTIPURPOSE DISTRICT COMMUNITY HUB..... | 37 |
| 8.3 | EARLY YEARS..... | 38 |
| 8.4 | COMMUNITY HALLS AND MEETING SPACES..... | 39 |
| 8.5 | HEALTH FACILITIES..... | 39 |
| 8.6 | EDUCATION..... | 40 |
| 8.7 | PERFORMING ARTS VENUES | 40 |
| 8.8 | AGED AND DISABILITY | 40 |
| 8.9 | LIBRARIES | 41 |
| 8.10 | PARKS AND OPEN SPACE | 41 |
| 8.11 | PLAYGROUNDS | 42 |
| 8.12 | OUTDOOR POOLS..... | 42 |
| 8.13 | INDOOR LEISURE CENTRE..... | 43 |
| 8.14 | CARAVAN PARKS..... | 43 |
| 8.15 | PATH AND TRAILS..... | 44 |
| 8.16 | YOUTH SPACES | 45 |
| 8.17 | PUBLIC TOILETS | 46 |
| 8.18 | RECREATION RESERVES..... | 46 |
| | HOW WILL THE BLUEPRINT BE RESOURCED? | 50 |
| 8.19 | LINKAGES TO STRATEGIC PLANNING DOCUMENTS..... | 50 |
| 8.20 | FUNDING MODELS FOR COMMUNITY AND ECONOMIC INFRASTRUCTURE | 51 |
| 9 | REVIEWED SGSC/COMMUNITY STRATEGIES AND PLANS | 52 |
| 9.1 | SUMMARY;..... | 52 |
| 10 | BEST PRACTICE TRENDS | 54 |
| 10.1 | WHY ESTABLISH SOCIAL INFRASTRUCTURE STANDARDS?..... | 54 |
| 11 | TRIGGERS FOR INFRASTRUCTURE DEVELOPMENT | 57 |
| 11.1 | TYPES OF STANDARDS..... | 57 |

| | | |
|--------------------|---|-----------|
| 11.1.1 | <i>Facility Triggers</i> | 58 |
| 12 | THE QUANTITY ASSESSMENT | 59 |
| 12.1 | POPULATION AND CATCHMENTS | 59 |
| 12.1.1 | <i>The Population Standards</i> | 60 |
| 12.2 | THE TRAVEL ACCESSIBILITY ASSESSMENT | 63 |
| 12.2.1 | <i>The Travel Accessibility Standards</i> | 63 |
| 12.3 | THE SUITABILITY ASSESSMENT | 64 |
| 12.3.1 | <i>Building Condition Standards</i> | 64 |
| 12.3.2 | <i>Fitness for Purpose Standards</i> | 65 |
| 12.3.3 | <i>The Utilisation Standards</i> | 66 |
| 12.3.4 | <i>Identifying gaps in provision (gap analysis)</i> | 66 |
| 12.3.5 | <i>Service-based Needs Prioritisation</i> | 67 |
| 12.3.6 | <i>Strategic Project Prioritisation</i> | 67 |
| 12.3.7 | <i>Delivering infrastructure improvements</i> | 68 |
| 13 | COMMUNICATION PLAN | 69 |
| 13.1 | CONTEXT | 69 |
| 13.1.1 | <i>Project Statement</i> | 69 |
| 13.1.2 | <i>Stakeholders and Community</i> | 70 |
| 13.2 | PURPOSE AND GOALS | 70 |
| 13.2.1 | <i>Purpose</i> | 70 |
| 13.2.2 | <i>Goal</i> | 71 |
| 13.2.3 | <i>Influence Analysis</i> | 71 |
| 13.2.4 | <i>Principles and Approach</i> | 71 |
| 13.2.5 | <i>Resources</i> | 71 |
| APPENDIX 1. | LIST OF STRATEGIES AND PLANS REVIEWED | 72 |
| APPENDIX 2. | PROPOSAL APPLICATION GUIDELINES | 78 |
| APPENDIX 3. | PROPOSAL APPLICATION FORM | 85 |
| APPENDIX 4. | TRIAGE 1 ASSESSMENT MATRIX NOTE: | 94 |
| APPENDIX 5. | RISK ASSESSMENT MATRIX | 96 |
| APPENDIX 6. | PROJECT SIZING AND COMPLEXITY MATRIX | 97 |
| APPENDIX 7. | OUTCOMES OF THE 2014 TO 2020 BLUEPRINT | 98 |

1 EXECUTIVE SUMMARY

The Blueprint for Community and Economic Infrastructure (*Blueprint*) considers the utilisation of Council and community managed and owned facilities in the municipality with the aim of providing planning support for socially, economically and environmentally sustainable infrastructure for the community into the future.

The Blueprint revolves around six (6) Guiding Principles which help guide and assess all proposals. Each proposal should aim to:

1. Community benefit is maximised

Maximise **community benefit** by promoting access, inclusion, economic contribution and by building social connection.

2. Alignment with strategic direction

Undergo strategic **community planning** to ensure the proposal aligns with Council's service and strategic direction.

3. Whole of Life Costs are clear

Demonstrate **whole of life costs** and adherence to **asset management principles** to ensure community facilities are multi-functional (where possible), well maintained, well managed, fit for purpose and in the best position for the municipality.

4. Service and use are appropriate

Ensure the proposal meets the **level of service** and appropriate **use** of the facility so that it will meet the community's needs now and into the future, accounting for contemporary regulations and standards.

5. Risk is managed

Demonstrate **risk** mitigation within a proposal to safeguard the future project for all concerned.

6. Financial commitment is understood

Justify all **financial** aspects of a proposal with consideration of Council's whole of life responsibilities by thorough planning and business case/feasibility studies where the need is identified.

Management Tools

Four mechanisms have been developed to assist in community infrastructure planning process:

1. Proposal Form for community submissions
2. Matrix 1 Assessment and/or the detailed assessment checklist using the six principles to determine score
3. Project Checklist: a list of complex considerations for complex projects or those over \$100,000
4. Infrastructure Trigger methodology: for determining needs vs wants.

General Trends

It is clear that unmet demand from years of consultation, requests, Councillor and Officer identified needs and Strategic document outcomes has created an unresolved list of projects.

It is important to recognise that available funds for these projects, after implementing Council policy of funding renewal first via Asset Management Plans, is extremely limited and this message has not been accepted and communicated to community.

Our population is ageing and there is a gap between their needs, our renewal obligations and the unmet demand.

The well managed and funded portfolio of Council owned/operated buildings contrasts starkly with many community owned/managed facilities where volunteer labour, limited funds for renewal, evidence of building deterioration and indicators such as community grants applications for maintenance add weight to the view that there is looming predicament for many communities.

The small number of ratepayers in the municipality, relative to surrounding municipalities, and with the size of the portfolio. means that Council may be faced with some shortfall in capacity to fulfil community expectation. This may be explored in upcoming asset management plans.

The outcomes of this Blueprint review support the Council Plan 2020-2024 infrastructure objectives by providing a transparent process that will assist Council “To provide the community with services and infrastructure that enhance liveability and environmental sustainability for current and future generations and to establish a long-term program for capital works, in conversation with the community”¹

The Blueprint sets out a series of guiding principles, together with a proposal form, assessment, prioritisation matrix 1, assessment criteria and facility triggers, tools that will assist in guiding Council’s and the Community’s infrastructure decision making for the next ten years. The planning detail required for new proposals can be justified by the need to address point 9. P20 of the Council plan in that *“Any new, upgrade and expansion capital work proposals in the first four years of the Long-Term Financial Plan must include a lifecycle cost evaluation that identifies the asset’s construction, maintenance and operating cash flow requirements as well as the depreciation impact”*.

¹ SGSC Council Plan 2020-2024 Vision P10

2 BACKGROUND

The Blueprint is a key action of Council's 2020-2024 Council Plan and will guide the delivery of a sustainable and equitable network of multipurpose and quality community sites located in strategic and accessible positions across the Shire. The Council plan refers *"To establish a long-term program for capital works, in conversation with the community"*².

The Blueprint sets out a series of guiding principles together with a proposal form, assessment and prioritisation matrix 1 and facility triggers; tools that will assist in guiding Council and community infrastructure decision making for the next fifteen years. The planning detail required for new proposals can be justified by the need to address point 9, P20 of the Council Plan in that *"Any new, upgrade and expansion capital work proposals in the first four years of the Long-Term Financial Plan must include a lifecycle cost evaluation that identifies the asset's construction, maintenance and operating cash flow requirements as well as the depreciation impact"*. This lifecycle cost evaluation would be in line with the proposal's complexity and cost.

The Blueprint is the culmination of an extensive review and is augmented by *Strategy and Audit for Community and Economic Infrastructure 2021-2036*. This document informs this current Blueprint review and has underpinned its development.

The *Town Community Infrastructure Audit* with accompanying maps is found in *Appendix 1* of that document.

From the *Town Community Infrastructure Audit*, over 905 community facilities and open space sites were identified within the Shire with Council owning or managing about 60 percent of these assets. Another 380 sites are either community owned, managed by the community on behalf of the Crown, or are in the private sector. The audit also highlights the role of volunteers and their significant contribution in supporting Council's and community infrastructure. There have been only small changes to the number of facilities over the past six years, although the quality has varied between Council managed sites and some community managed sites.

² SGSC Council Plan 2020-2024 Vision Infrastructure P10

2.1 Outcomes of the audit established that:

- ◆ **Demand**

There isn't a large demand for new services that require new or the extension of infrastructure (asset type); most often there is a need for renewal of existing facilities, which may involve improvements because of the age of the structures. For example, indoor stadium court sizes are often not compliant and a renewal project may increase court size and run-off area but would still be considered a renewal project. There are regular requests for smaller open space and path projects in the order of thirty per annum.

- ◆ **Consolidation**

There is a need for a range of multifunction facilities that allow for the co-location of a number of existing services and functions that can operate collaboratively i.e. multi-functional hubs. This model aims to reduce the oversupply of facilities that need to be maintained, with more social connection achieved through sharing and shared resourcing. This is a sensible approach for the reasons above but also necessary when parts of the building portfolio are nearing the end of life or functionality is compromised.

- ◆ **Equity**

Existing non-council facilities are ageing and do not have the same level of maintenance, renewal and reinvestment as do Council owned and managed facilities, resulting in more urgent requests to community grants for condition upgrades to maintain usability and increase functionality, e.g. commercial kitchens, rooves, access, energy efficiency and structural deficiencies;

- Some of the inequities of resourcing between Council and non-Council facilities are historical, i.e. Council has inherited some facilities where community groups have been unable to continue for a variety of reasons. There is some discussion³ around equity of funding to all community infrastructure whether council managed or not. This is articulated briefly later on, suffice to say this approach would be very costly to Council and will require some innovative funding approaches, if adopted.
- Where Council owns and/or manages these facilities, the above issues can and are directly addressed through the renewal programs in the respective Asset Management Plans (AMP). Issues regarding a community managed facility can be

³ [Local Government Act 2020](#)

raised in a forum such as the Halls Network where Council can recommend some avenues for financial relief e.g. Community Grants.

◆ **Volunteers**

The number of facilities for the size of the municipality's population continues to place a large time/organisational/financial burden on the community, sometimes resulting in the loss of volunteer support and burn out;

Forecasts indicate an ageing population in some areas of the municipality and an increase in children and families in some of the larger towns. Planning for infrastructure should reflect these demographic changes.

The existing community infrastructure has developed organically over the past 120 years of settlement. Retro-fitting infrastructure to meet current '*urban standards*' will always be problematic and generally inappropriate for the municipality given the low population/high facility ratio and the large number of sites that already exist. There are some unpopular and difficult decisions to be considered when planning for future community needs.

A facility trigger model has been developed (chapter 13) to assist in understanding the demands on community infrastructure that is managed and/or owned by Council. The example applies a set of criteria to the asset types using town/catchment population, population facility trigger, population capacity estimates for any infrastructure renewal and extension, all of which are to be accompanied by a business case justifying a proposal whether by Council or the Community.

There have been many successes from the original Blueprint, these are described in greater detail in Appendix 9 '*Outcomes from the Blueprint Community facility actions*'.

- ◆ Sport and Recreation Infrastructure Strategy 2021-2036 has been completed;
- ◆ Planning for infrastructure in coastal towns include the Venus Bay Precinct plan and several others are in progress like the Foster Structure Plan 2021;
- ◆ Community networks are mature and functioning well as community forums
- ◆ Trail construction works have started on the Leongatha/Korumburra to Nyora sections of the Great Southern Rail Trail (GSRT). Council now has management of the whole of the GSRT from Nyora to Welshpool. The extension proposal from Welshpool to Alberton has been secured in conjunction with the Wellington Shire;
- ◆ Paths and Trails strategy reviewed and adopted in 2018. It should be reviewed in 2022;

- ◆ Korumburra Community Hub planning is close to finalisation;
- ◆ Significant upgrades to several key skate parks.

2.2 Identified Blueprint weaknesses

Since 2014, the Blueprint has evolved in response to Council and community expectations and needs. The original Blueprint was successful in providing some actions, guiding principles and key directions. These were generally adopted by staff in the infrastructure planning process, however they are not widely recognised by the community.

Several key shortfalls in Blueprint 2014 were identified: -

- ◆ There was no process or method available to allow for a fairer, consistent and more transparent assessment of proposals.
- ◆ No method of prioritisation of the proposals.
- ◆ Projects had limited analysis prior to listing in the either unfunded project list or capital works program
- ◆ There was no single avenue for projects to enter Council which resulted in an inefficient and at times uncoordinated results.
- ◆ There is no single point of reference for the 'Project list 'with many of these un-costed items listed in several inform lists.
- ◆ No combines understanding of upgrade, extension and new requests for limited Council funds.

The points above have come into focus since the original document was written primarily because of a lack of a cohesive process to manage the ever-growing un-funded capital works list. To address these shortcomings, the guiding principles have been modified together with development of several management tools have been proposed.

1. Similar to the Community grants process, a proposal form (see Appendices 2 & 3) has been developed as a conduit to help address the random nature in which projects are received by Council. It is recommended that this form be available to the community with aim of eliciting as much information about any proposal early or at its inception. The completed proposal form can be used to inform any Council or Community strategic document.
2. Prioritisation Matrix 1: Proposals listed in a strategic document are then passed through a one-tier assessment and prioritisation process that allows: -
 - 2a. proposals under \$100,000 to be quickly assessed and prioritised using Matrix 1 for

possible inclusion in the capital works budget or returned for more information, decline proposal or advocate.

2b. More complex proposals and those over \$100,000 are to be assessed in a more thorough manner by using Matrix 1 and the accompanying detailed assessment criteria checklist before being prioritised into the major or 4 years capital works budget program, being in an adopted Council plan or strategy and then via recommendation from the Community Infrastructure Advisory Committee (CIAC) to Council.

3 INTRODUCTION

In the Council Plan 2014, the South Gippsland Shire identified the need “*To develop an integrated planning approach for the location of social community infrastructure in townships and villages in South Gippsland, to ensure it is located in areas where it is most appropriate for future growth of the Shire*”. This view has not changed in the intervening years, the current Council plan reinforces this approach.

Infrastructure planning can help local government to:

- ◆ provide greater certainty to the local community and investors about its expectations for the future form of development in its activity centres
- ◆ manage change to ensure activity centres are attractive, vibrant areas to live, work and shop
- ◆ ensure economic and social vitality of the area
- ◆ make best use of council resources and focus council investment to best serve the community.

3.1 Capital Expenditure Accounting Definitions:

- ◆ **Maintenance:**

Expenditure on an asset that maintains the asset in use. It can be either breakdown or routine maintenance.

Examples: Fixing broken weatherboard on a building, repairing a single pipe in a drainage network or a pothole in a road.

- ◆ **Renewal:** Substantial reconstruction or replacement of an existing asset or components of an asset such that the level of service is not changed or the original service level is restored.

- ◆ *Examples: demolition of a building and replaced with same (including if updated only on compliance grounds: toilet design because of regulations; resurfacing an oval; re-sheeting roads, resurfacing roads, replacing pipes with pipes of the same capacity.*

- ◆ **Upgrade:** Construction of part of an existing asset or a single component of an asset such that a new service or an expanded or higher level of service is provided over that which previously existed at that location. *Examples: building extension that does not increase user no’s; drainage augmentation projects; widening a sealed area of an existing road, unsealed road changed to sealed road; replacing drainage pipes with pipes of greater capacity,*

- ◆ **Expansion:** Construction of an asset or a component of an asset where the level of service is expanded so it can now service more customers over that which previously existed at that location

or extends the physical building footprint. *Examples: an extension so that a Maternal and Child Health Service can now operate in a new wing at a Pre-school; Basketball courts are expanded from 1 to 2 courts resulting in more patronage. A new preschool building in another location. Building extension that increases capacity or another service.*

- ♦ **New:** Construction/Gifting of complete assets such that a new service is created that did not previously exist. Examples: Construction of a new Motocross facility and track where none exists in the municipality; Electric vehicle charging stations; Equestrian facility where Council had never had a facility. This should be a rare category – local government is unable to fund much that is actually ‘new’.

This Blueprint review considers the utilisation of Council and other community managed and owned facilities in the Shire with the aim of providing support for socially and economically sustainable infrastructure into the future.

This is considered in context of the data from the *Strategy and Audit for Community and Economic Infrastructure 2021-2036* that shows Council currently owns and/or manages over 525 community facilities with the community owning and/or managing over 380 sites.

Council recognises the importance of maximising the use and the capacity of existing facilities and developing multi-purpose spaces in the future in order to provide best value for its investment. It acknowledges the role of volunteers and their significant contribution in supporting the Community’s and Council’s social infrastructure.

3.2 Blueprint review outcomes

Since 2014 the Blueprint has evolved in response to Council and Community expectations and needs. This 2020 version includes some management tools determined by Council as critical to the continued development of community infrastructure management. The original Blueprint was successful in providing some actions, guiding principles and key directions, these were generally adopted by staff in the infrastructure planning process, however they are not widely recognised by the community.

Several key shortfalls in Blueprint 2014 were identified: -

- ♦ There was no process or method available to allow for a fairer, consistent and more transparent assessment of proposals, resulting at times in community expectations being unfairly raised.
- ♦ No method of prioritisation of the assessment results.
- ♦ Projects had limited analysis prior to listing in the either unfunded project list or capital works program.
- ♦ There was no single avenue for projects to enter council which resulted in an inefficient and at

times uncoordinated results.

3.2.1 What the Blueprint seeks to manage

Renewal projects are mostly derived from Asset Management Plans developed for each asset groupings and are therefore not directly relevant nor included in the Blueprint assessment and prioritisation processes.

The facilities considered in the Blueprint review include: -

- ◆ Multipurpose District Community Hub
- ◆ Community Halls and Meeting Spaces
- ◆ Health Facilities
- ◆ Education
- ◆ Performing Arts Venues
- ◆ Aged And Disability
- ◆ Libraries
- ◆ Parks and Open Space
- ◆ Playgrounds
- ◆ Outdoor Pools
- ◆ Indoor Leisure Centre
- ◆ Caravan Parks
- ◆ Path And Trails
- ◆ Youth Spaces
- ◆ Public Toilets
- ◆ Recreation Reserves

The above shortfalls have come into focus since the original document was written primarily because of a lack of a cohesive process that would allow a fair and transparent management of the ever-expanding unfunded capital works list. The discretionary amount available for Blueprint projects (buildings, structures and open space, refer to the list above) is equivalent to 1.5% of the annual capital works budget of Council. Although important to communities, the reality is there is a disproportionate time that Council Officers spend on discretionary amounts which detracts from major work of renewal planning through the asset management plan process.

At the current level of capital works discretionary budget allocations, it would take a minimum of 24 years to clear the current unfunded capital works list for buildings, recreation reserves, parks etc, this estimate does not take into consideration new proposals that are requested by the community almost daily.

3.3 Addressing the shortfalls

The responses to the above issues are what forms this current iteration of the blueprint and represents some significant changes to the way Council approaches project adoption, planning and management. Due to the demand for infrastructure proposals from the Community, coupled with a very limited discretionary budget, several tools have been developed to address manage the capital works proposal list:

- ◆ For proposal input, similar to the Community grants process, a *Proposal Application Form* (see Appendix 2) has been developed to help address the random nature in which projects are received by Council. It is recommended that this method will be available to the community with aim of eliciting as much information about any proposal, early at its inception. The proposal can be directed to a community forum or Council strategic plan submission and be accepted if it meets Council's core services and strategic direction. The proposal application can be used as a tool to inform any Council or Community strategic document. Once in an endorsed plan, the proposal moves to the next stage described below. Advancement, however, is not necessarily an indicator of success. A proposal will be listed and ranked for Council consideration and available discretionary funding.
- ◆ *Proposal Assessment Matrix 1 (Appendix 4)*: An assessment process, firstly an initial assessment matrix for proposals under \$100,000 (and standard projects) for minor capital works and secondly a detailed assessment criteria checklist (Appendix 5) that expands the criteria from the first triage, this stage reflects all the considerations that occur when assessing a new proposal over \$100,000 and/or is a complex project. The assessment criteria checklist can also be used for more detailed or nuanced scoring if required. These criteria have been garnered from lengthy discussions with staff and grouped according to the Guiding principles. Although many of the values assigned to the criteria are and will be open to debate, they have arisen from many years of accumulated experience and benchmarked against best practice in the industry.
- ◆ Prioritisation; results from sorting those that achieve the highest weighted score to the lowest in the first matrix. However, care must be taken to ensure small communities are not swamped by the larger ones. A geographic spread of projects can be reviewed if required, sorting by location can ensure there is a range of projects by area and/or community size if needed.
- ◆ Costing estimates; early in the proposal, the costings are preliminary estimates. As the proposal is developed, more detailed costings can be determined. Prioritisation by cost has not been included partly to ensure low cost proposals are not lost to the more expensive and that all are assessed on their relative community benefit merits. Prioritisation by cost is not emphasized in

this document but sorting by cost can allow projects within a dollar range to be seen more easily, given a time frame and be advanced for annual consideration

Any extra documentation that is deemed necessary particularly from the assessment criteria checklist review, such as feasibility studies can be recommended to Council for the proposal to be taken further. These need to be scoped using the assessment criteria as a minimum reference, to be managed by Council's Infrastructure Planning Department.

- ◆ The 2014 -2019 Blueprint document provided infrastructure triggers to support and guide officers when determining infrastructure need in the community. This approach has been further refined in this review by providing an assessment tool that ties estimated population user data with agreed user capacity numbers. As this approach uses several variables and it is important that they determined and set by those with the most experience within the organisation and should reviewed regularly to best reflect best practice and the reality in the field. These are described in detail chapters 12- 14.

◆

3.4 Blueprint Overview

3.4.1 Objective

The Community and Economic Infrastructure Blueprint will deliver

- ◆ A consistent, equitable and transparent cross organisational approach to infrastructure planning to ensure that adequate infrastructure is being provided to meet community demands and funds are allocated accordingly.
- ◆ Closer integration and alignment between the community, service planning, the capital works program and asset management.
- ◆ Process driven approach that ensures we are making data driven and evidence-based decisions consistently.

3.5 Key findings

Key Findings that guide the direction of the Community and Economic Infrastructure Blueprint

1. Community infrastructure improvements should be driven by community needs and service priorities as articulated by the guiding principles and facility triggers within the limited budget constraints.
2. Decisions will be data driven, based on reliable and consistent evidence.
3. It should be a strategic and municipal wide view of the community infrastructure needs, opportunities and potential solutions, spatial and long term in approach. The Community Infrastructure Advisory Committee has to be convened to promote this view.

4. Infrastructure improvements should be developed through a collaborative approach between the community, service areas, asset managers, and other relevant stakeholders.
5. All proposals that are identified as Upgrade, Extension or New asset items must be set out in the *Proposal Application form* and submitted through a Council strategic document or via the annual budget process. Other proposals considered renewal should be addressed in the Council internal renewal program through asset management plans.
6. All proposals will be assessed and prioritised through the lens of the Blueprint guiding principles, a clearly defined, transparent process that includes being identified in a Strategic, Community or Council document and assessment will be overseen by Council's Community Infrastructure Advisory Committee (CIAC) which will make recommendations to Council on an annual basis.
7. Revisit the function of Council-owned single use facilities in partnership with the community because of the inefficiencies and cost to community they bring.
8. Focus Council's capital investment in the major growth towns of the Shire by consolidating existing community infrastructure in those towns.
9. Support the development of smaller multi-purpose social infrastructure projects in smaller towns, villages and hamlets through the development of a business case which also includes funding sources.
10. Community hubs will incorporate a range of compatible groups and functions, be designed with ultimate flexibility in order to cater for more than one concurrent activity and may incorporate a commercial component.
11. Plan for the potential future growth areas such as Nyora and the Coastal towns.

3.6 Blueprint Outputs

Successful implementation of the Community and Economic Infrastructure Blueprint process will deliver

- ◆ Clear statement of infrastructure priorities over 1, 1-4 and 4-10-year timescales, including improvement options that are strategically aligned and that support the community's changing and growing needs.
- ◆ Decisions based on an appropriate level of information, taken within an overall Portfolio or program position.

4 GUIDING PRINCIPLES

The following six principles will guide the planning, building, refurbishment and redevelopment, acquisition and sale of community facilities and open spaces across the South Gippsland Shire. In order to be eligible for consideration as part of Council's Capital Works Program, the proposal must demonstrate it meets a number of the following principles.

4.1 Principles

The following six (6) new principles help guide and assess all proposals. Each proposal should aim to:

1. Community benefit is maximised

Maximise **community benefit** by promoting access, inclusion, economic contribution and by building social connection.

2. Alignment with strategic direction

Undergo strategic **community planning** to ensure the proposal aligns with Council's service and strategic direction.

3. Whole of Life Costs are clear

Demonstrate **whole of life costs** and adherence to **asset management principles** to ensure community facilities are multi-functional (where possible), well maintained, well managed, fit for purpose and in the best position for the municipality.

4. Service and use are appropriate

Ensure the proposal meets the **level of service** and appropriate **use** of the facility so that it will meet the community's needs now and into the future, accounting for contemporary regulations and standards.

5. Risk is managed

Demonstrate **risk** mitigation within a proposal to safeguard the future project for all concerned.

6. Financial commitment is understood




Justify all **financial** aspects of a proposal with consideration of Council's whole of life responsibilities by thorough planning and business case/feasibility studies where the need is identified.




Each Principle has its accompanying assessment criteria which are used to guide, score and prioritise each proposal. The First triage uses the criteria as a guide to scoring out of 10, these scores are then weighted to achieve a score out of 100. In the second triage the criteria are scored individually resulting in a weighted score of greater depth and complexity, this stage would usually be applied as checklist to proposals over \$100,000 or of greater complexity.

The weightings are open to discussion and review as Council and community values and expectations shift

with time.

Table 1 Guiding Principles Explanations

| Principle (What) | Assessment Criteria (How) | Why |
|--|--|--|
| <p>Principle 1</p>  <p>Community Benefit</p> | <ul style="list-style-type: none"> ◆ Multi-Purpose and Flexible ◆ Community Benefit (direct and indirect)" ◆ Participation ◆ Proximity/Driveability ◆ Social Connection ◆ Access ◆ Public Consultation ◆ Portfolio Balance ◆ Environmental Impact ◆ Missing Out ◆ Partnerships ◆ Financially Sustainable | <p>Maximise community benefit (social, economic, and environmental). The underlying aim of any infrastructure /open space proposal is to provide short-medium and long-term benefits to the community</p> <p>This is best achieved by listening to the community and responding by providing transparent and fair assessments of any proposal.</p> |
| <p>Principle 2:</p>  <p>Planning</p> | <ul style="list-style-type: none"> ◆ Demographics ◆ Catchment/Seasonal variation ◆ Service demand ◆ Clear relationship to strategic importance /council plan ◆ Meets blueprint ratios ◆ Capital works business case LTFP reference ◆ Documented evidence ◆ Further research required ◆ Land owner consent ◆ Group permission evidence ◆ Alternative options | <p>Documented evidence is required for any proposal (non-renewal).</p> <p>Every project that is accepted for Blueprint assessment must be articulated in either an adopted Council or Community strategy, an agreed community plan or it will not be considered for Blueprint assessment and prioritisation for consideration in the Council capital works budget.</p> <p>Examples include: - Structure Plans Urban Design Framework Raise up Community Plan</p> |
| <p>Principle 3:</p>  <p>Proposal Basics</p> | <ul style="list-style-type: none"> ◆ Asset Management/Maintenance ◆ Timely Delivery ◆ Asset Integration ◆ Ancillary Asset Components ◆ Amenity Value/Built Environment ◆ Optimisation ◆ Site Suitability ◆ Code Adherence ◆ Unintended Consequences/Negative Impact | <p>Renewal and Maintenance is funded without question through existing budget process' e.g. individual AMPs</p> <p>Note: Upgrade and Expansion are funded from remaining discretionary budget after proposals work their way through Blueprint Evaluation Criteria and prioritised into the capital works budgets</p> <p>Relevant legislation and regulations need to be identified early in the B/P process, a legislative requirement may push a</p> |

| Principle (What) | Assessment Criteria (How) | Why |
|--|--|---|
| <p>Principle 4</p>  <p>Service</p> | <ul style="list-style-type: none"> ◆ Future Utilisation ◆ Hierarchy of Importance ◆ Levels of Service ◆ Functionality ◆ (Mandatory or Discretionary) | <p>proposal forward but may prevent a proposal from proceeding without review</p> <p>To ensure community infrastructure is designed and managed to make best use of existing facilities, where appropriate, before embarking on any upgrade or expansion</p> <p>New facilities are only planned and delivered where they meet gaps in infrastructure.</p> |
| <p>Principle 5:</p>  <p>Risk</p> | <ul style="list-style-type: none"> ◆ General Risk ◆ Financial Risk ◆ Reputational Risk ◆ Safety ◆ Environment Risk | <p>Layers of risk are assessed to ensure that facilities are safe and that the community and Council are not exposed to legal, environmental or reputational risk</p> |
| <p>Principle 6:</p>  <p>Finance</p> | <ul style="list-style-type: none"> ◆ Financially Sustainable ◆ Economic Impact ◆ Identification Funding ◆ Likelihood of Funding ◆ Expenditure ◆ Impact on LTFP ◆ Economy Business ◆ Life Cycle Costing ◆ Cost Benefit Ratio | <p>A financial assessment or business case is undertaken on proposals to determine the viability of the project and value for money.</p> <p>Consideration is given to the broader economic effect of the project on a local community.</p> <p>Life-Cycle costing and its implications is an important component of any proposal.</p> |

4.2 Proposal Evaluation Phases:

There is a basic assessment matrix 1 and an assessment criteria checklist and two pathways (Table 3 below) by which a proposal can be budgeted for in the Councils capital works. Proposals using either pathway can achieve prioritisation & ranking through Matrix 1 and/or the assessment criteria checklist.

Table 2 Proposal Capital works pathways

| Pathway 1: Community Project – Upgrade, Extension or New | Pathway 2: Council Strategy Submission or s223 process |
|--|--|
| Complete Proposal Application Form | Advertise for submissions for relevant strategy or alternatively for a s223 (or equivalent) submission for the annual budget |
| Submit to Annual Community Plan/Update Process | Complete Proposal Application Form |
| Proponent is sent correspondence either No or yes with information sheets | Liaison with Project Manager and assign Project No. |
| Liaise with Community Strengthening Officer and assign Proposal No. | Added to list of proposals |
| Community votes on all proposals – Priority: Green/Orange/Red | Initial matrix 1 triage on Proposals |
| Initial Matrix 1 Triage occurs on Green projects | Score/Rank/Prioritise all submission proposals Community Infrastructure Advisory Committee determines suitability |
| Score/Rank/Prioritise all community plan proposals. Community Infrastructure Advisory Committee determines suitability | More information may be sought on proposal from submitter. |
| More information on proposal required from submitter | Decide Projects if Under \$100,000 or Simple, Matrix 1 If over \$100,000 or complex, = Matrix 1 and assessment criteria checklist |
| Decide Projects if Under \$100,000 or Simple Matrix 1 If over \$100,000 or complex = Matrix 1 and assessment criteria checklist | Adopt Strategy |
| List in Prioritised Project Ranking Ranked and Prioritised for funding | Feedback into Evaluation Matrix 1 List in Prioritised Project Ranking |

| | |
|---|--|
| Projects proceed to Feasibility if required Following Feasibility, re rank | Ranked and Prioritised Projects proceed to Feasibility if required managed by the Infrastructure department |
| Committee assess proposal and endorse project with available funds | Following Feasibility, re rank through Matrix 1 CIAC will assess proposal and endorse project with available funds or placed in longer term budgets |

4.2.1 Response options

It is recommended that once a proposal has been forwarded seeking council funding, the response may take one of the following four options using a generalised template modified to reflect the request.

- ◆ Advocate: Council will act as an advocate for the proposal with other bodies. Usually this occurs with Council or Senior Management approval
- ◆ Grants: There are alternative funding sources available via grant submissions
- ◆ No involvement: Council will not be involved with the proposal (with explanation)
- ◆ Receive information pack and application form: This approach asks the proponent to explain the proposal in sufficient detail to ensure a fair and transparent assessment and prioritisation.

4.3 Assessment & Prioritisation Process with Timeline

The figure below highlights the capital works proposal process through Council with the corresponding timeframes: At this point the Community Infrastructure Advisory Committee (CIAC) will review all proposals and makes recommendations for budgeting. The table in the bottom right hand corner indicates where a proposal may be funded depending the dollar value and project complexity (complexity indicates the level of resources a project might require for completion).

Figure:1. Proposal Timeline

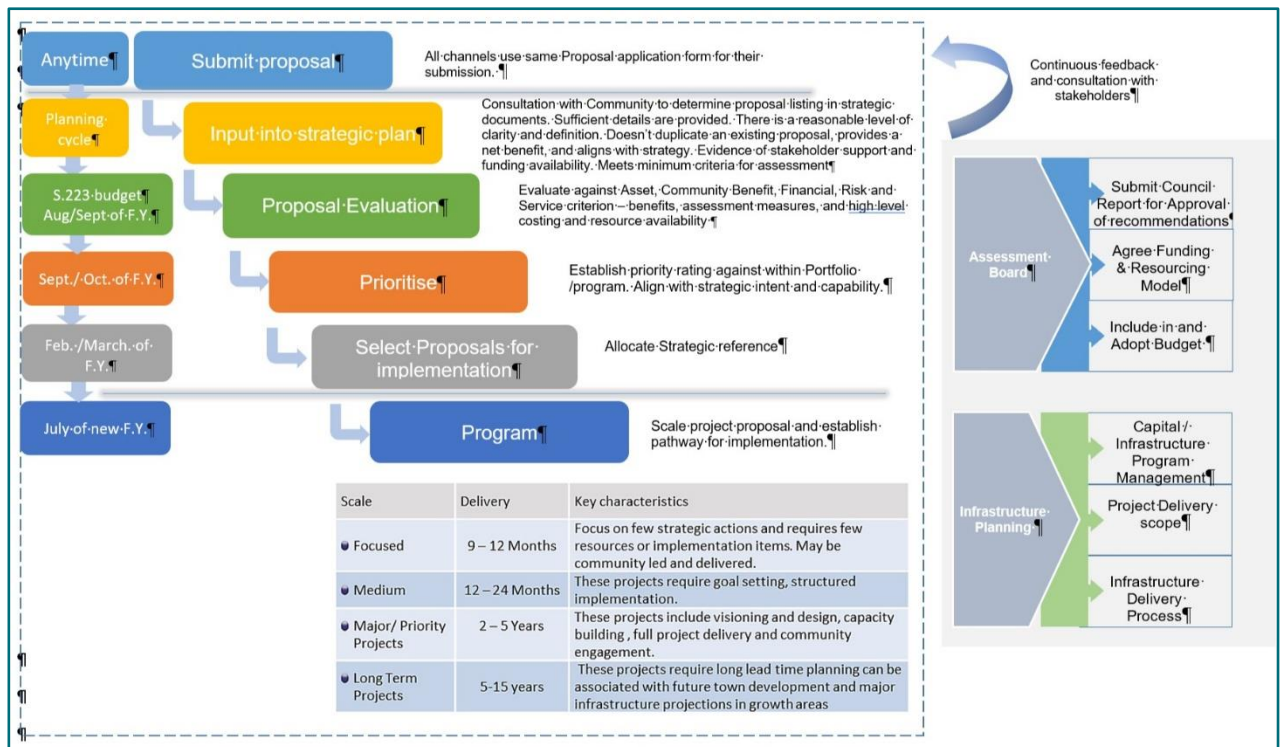
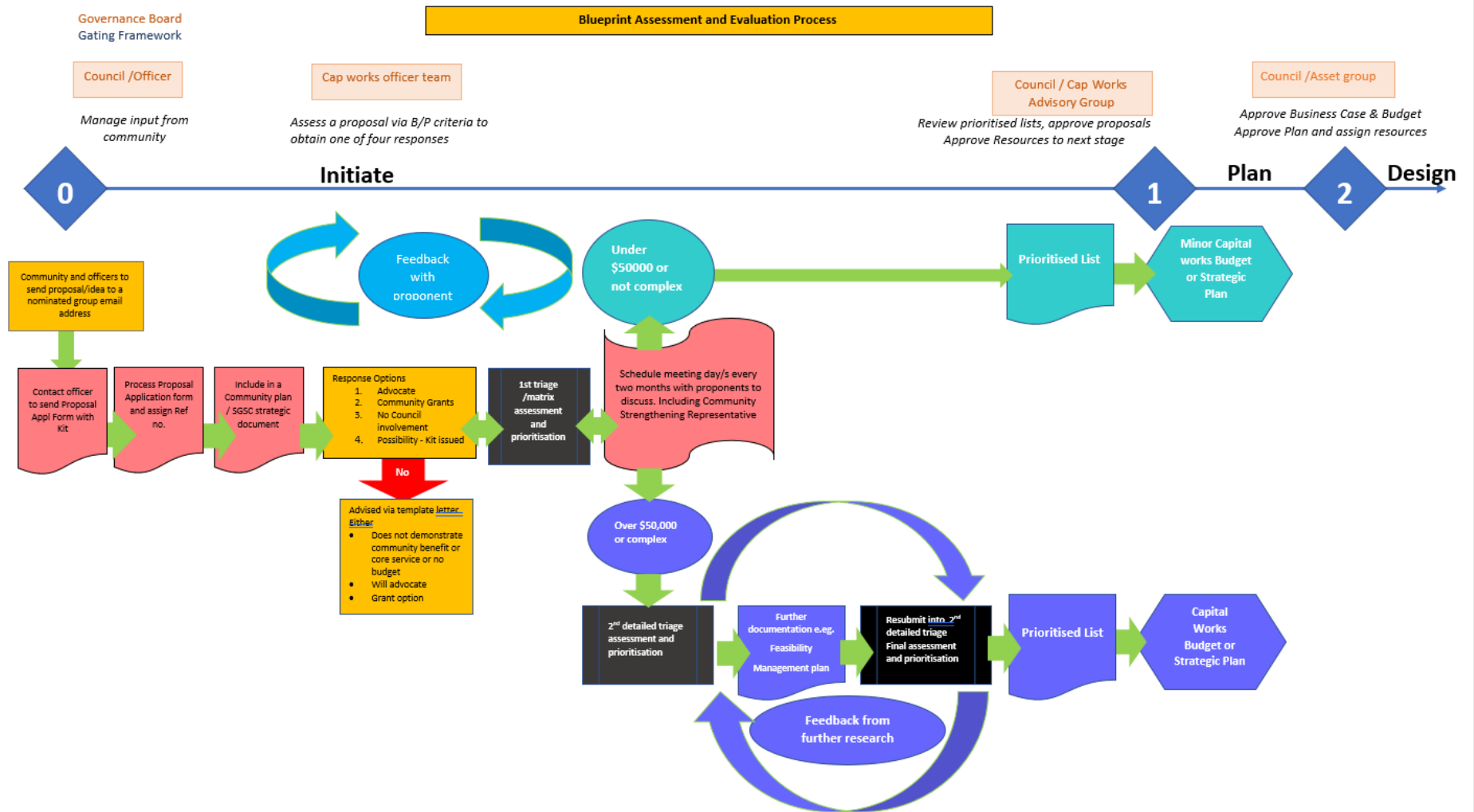


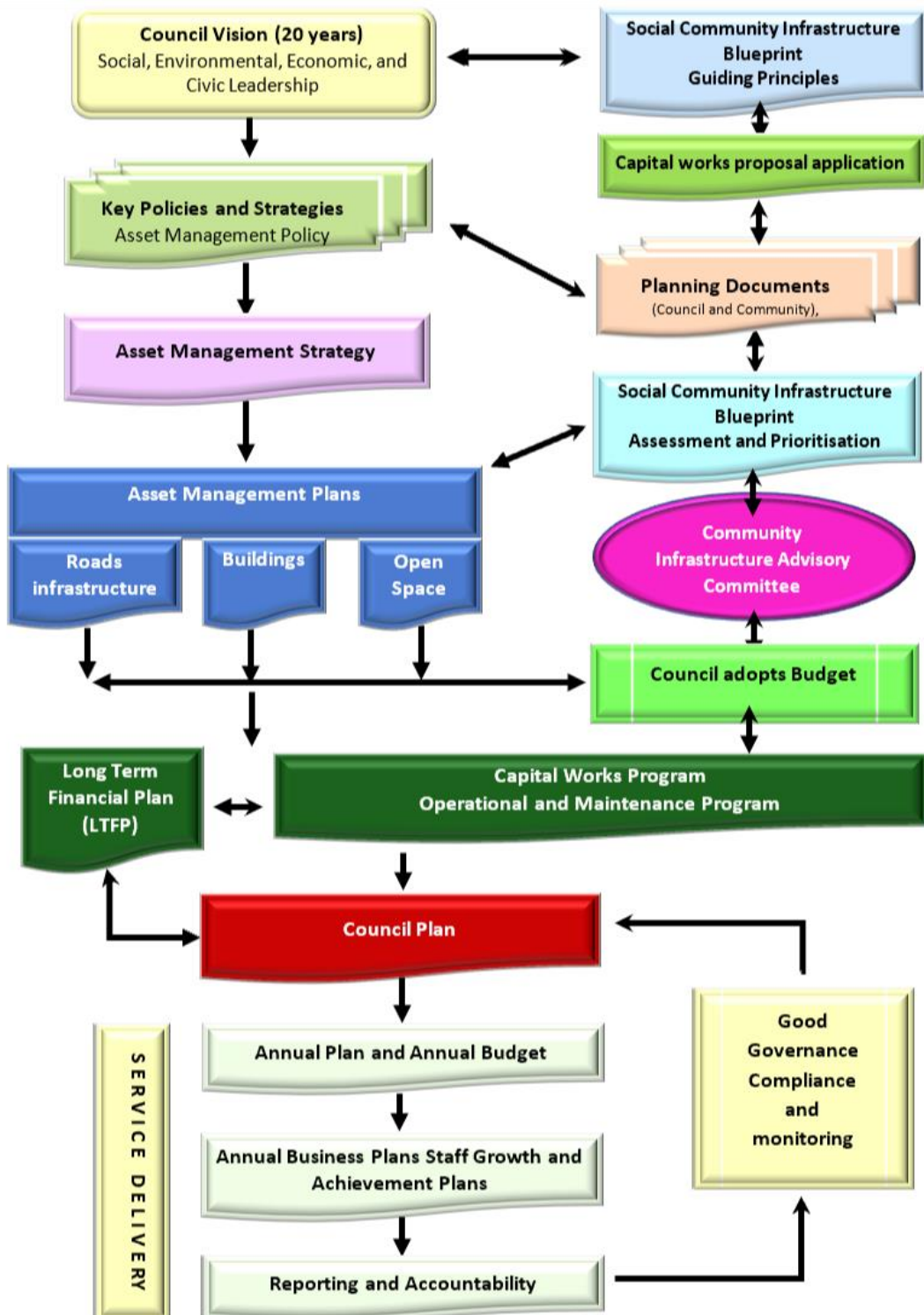
Figure:2. Proposal Flowchart featuring 1st Triage and 2nd checklist assessment within the Infrastructure Delivery Framework



4.4 Asset Management

The Proposal Flow Chart/Asset Management Framework below illustrates the relationship and process by which a proposal can be assessed, prioritised and budgeted for inclusion in a capital works program, and where it fits within the existing asset management framework,

Figure:3. Capital works proposal flow Asset Management Framework



5 CURRENT & FORECAST COMMUNITY PROFILE

- ◆ The Shire is a rural, residential and tourist area. It encompasses 3,295 square kilometres, including extensive coastal areas and the spectacular Wilsons Promontory National Park.
- ◆ The municipality has a resident population of 29,914⁴ – an increase of 2,402 residents from the 2011 Census. Refer to Table 4.
- ◆ Much of the rural area is used for agriculture; with dairy, beef, sheep, and snow pea farming being the main agricultural pursuits. Fishing, viticulture, forestry, and tourism are also important industries that contribute economic diversity to the Shire.
- ◆ The community of South Gippsland is a diverse and dispersed community, as is its infrastructure.
- ◆ Below is a statistical snapshot of South Gippsland Shire provided by the Australian Bureau of Statistics (ABS) from the 2016 Census and id. community accessed June 2020.

Table 3 Forecast population, households and dwellings⁵

| South Gippsland Shire | Forecast year | | | |
|-------------------------------------|---------------|--------|--------|--------|
| Summary | 2021 | 2026 | 2031 | 2036 |
| Population | 30,436 | 32,116 | 34,023 | 35,982 |
| Change in population (5yrs) | 1,502 | 1,680 | 1,908 | 1,959 |
| Average annual change | 1.02% | 1.08% | 1.16% | 1.13% |
| Households | 12,927 | 13,770 | 14,631 | 15,518 |
| Average household size | 2.33 | 2.31 | 2.29 | 2.29 |
| Population in non-private dwellings | 361 | 361 | 471 | 471 |
| Dwellings | 16,962 | 17,951 | 18,959 | 19,995 |
| Dwelling occupancy rate | 76.21 | 76.71 | 77.17 | 77.61 |

- ◆ The resident population Estimated Resident Population for 2019, 29,914 was up from the 28,934 in 2016 (2011: 28,934);
- ◆ Average annual population growth since last Census was 1.02 percent;
- ◆ The most populous age group was 65 - 69 years (2,351 persons);
- ◆ The five most populous towns are Leongatha (5,654), Korumburra (4,469), Mirboo North (2,324),

⁴ ABS Estimated Resident Population 2019

⁵ [forecast.id.com.au/south Gippsland](https://forecast.id.com.au/south-gippsland)

blueprint for community and economic infrastructure 2021-2036

Foster (1,842), and Nyora (1,527);

- ◆ The average household size is 2.4 people; and
- ◆ The median age is 47 years up 3 since 2011;

In 2036:

- ◆ The Shire population is forecast to be 35,982 residents. The average household will be smaller with 2.29 people.
- ◆ The largest increase in people between 2016 and 2026 is forecast to be in ages 75 to 79.
- ◆ The largest 5-year group in 2026 is 65 to 69 years with 2,392 people
- ◆ Between 2016 and 2036 lone person households will increase by 1,251 people to 4,731

6 GROWTH AREAS

Council recognises that the entire Shire is growing, with some areas to a greater degree than others. The highlighting of the 'Growth Areas' below does not exclude other areas from consideration when assessing infrastructure needs. This approach is supported by ensuring that the suggested infrastructure triggers in chapters 12-14 are both flexible and responsive changing community needs and infrastructure condition. Outside the growth areas there will continue to be growth. However, that may be constrained by one or more of the following; the lack of sewer, reticulated water, geography, planning restrictions, and available land.

Strategies and actions that address the current and future community facility needs are therefore considered primarily in the context of these growth areas and applied to all areas on a sliding scale in relation to the town hierarchy, catchment/population figures (amongst other criteria).

For the purposes of this study, the towns described include their local catchments. Town activity areas are structured around their main streets, offer access to goods, services, transport, facilities, and therefore, provide a focal point for community social interaction for the district.

These areas have been determined by: population growth, housing demand, available land, designated growth areas (from the *Housing and Settlement Strategy 2013*), available growth data to date, and future population growth analysis.

These 'Growth Areas' are:

- ◆ Nyora, Loch, Poowong district.
- ◆ Leongatha.
- ◆ Korumburra.
- ◆ Venus Bay and Tarwin Lower.
- ◆ Meeniyan, Stony Creek, Dumbalk, Buffalo.
- ◆ Foster
- ◆ Mirboo North

6.1 Population Forecast by Growth Area

Table 5 provides an overview of the population increase forecast by town and district, the greater growth will be in the western cluster and the larger towns, and ranked in order by the 'change percentage' which represents growth rate.

Table 4 Population forecasts by growth area

| Area | 2021 | 2036 | Total change 2021 to 2036 | Avg. annual % change | % Change 2021 - 2036 |
|---|--------|--------|---------------------------|----------------------|----------------------|
| South Gippsland | 30,436 | 35,982 | +5,546 | +1.10 | 18.22 |
| Nyora, Loch Poowong district | 3,060 | 4,608 | +1,548 | +2.54 | 50.59 |
| Korumburra | 5,060 | 6,563 | +1,503 | +1.89 | 29.70 |
| Leongatha | 6,347 | 8,038 | +1,691 | +1.70 | 26.64 |
| Meeniyian Buffalo, Venus Bay Tarwin Lower (South West Coastal District) | 2,878 | 3,078 | +200 | +0.43 | 6.95 |
| Foster, Corner Inlet | 5,537 | 5,838 | +301 | +0.39 | 5.44 |
| Mirboo North | 2,323 | 2,476 | +153 | +0.27 | 6.59 |
| Koonwarra Leongatha South (Rural West) | 2,392 | 2,538 | +146 | +0.24 | 6.10 |

Venus Bay and Sandy Point may experience a greater growth percentage than forecast if the large number of unoccupied dwellings (80.8% and 84.8%) and available allotments (692 and 99 respectively) attract permanent residents over time.

7 AUDIT OF COMMUNITY FACILITIES

7.1 What are community facilities?

Community facilities are those spaces for individuals and organisations to participate in a range of community development, recreational, social, and cultural activities that enhance the community's wellbeing. For the purposes of this Blueprint, community facilities include facilities owned, leased or managed by the South Gippsland Shire Council, the community, private individuals, government, and non-government organisations.

7.2 Community Facility Classification (or how they are managed)

7.2.1 Live, Govern, Thrive

When thinking about services that local government provides, it is possible to divide services into the most basic of service provision, that which allows existence hence 'Live', the regulatory role of legislation, statutory obligations and enforcement as 'Govern'; and all other discretionary services, those which we could do without but civil society has decided is necessary as 'Thrive'. This high-level classification is another way of looking at prioritisation of service to help decision making.

7.3 Service classification

Services have been divided into five (5) natural groupings. Each service may be primary but some facilities have secondary services within them.

7.3.1 Administrative/Operational Services

- ♦ Administration
- ♦ Operational

7.3.2 Human/Social Services

- ♦ Early Years
- ♦ Emergency Services
- ♦ Aged services
- ♦ Health

7.3.3 Community and Cultural Services

- ♦ Community Venue large (hub)
- ♦ Community Venue medium
- ♦ Community Venue small
- ♦ Toilet/Public amenity

- ◆ Heritage and history
- ◆ Youth
- ◆ Library
- ◆ Interest group
- ◆ Clock

7.3.4 Passive and Active Recreation/Open Space Services

- ◆ Non sporting interest
- ◆ Service Club
- ◆ Recreation
- ◆ Open space
- ◆ Leisure/indoor sport
- ◆ Aquatic
- ◆ Toilet in Recreation Reserves

7.3.5 Commercial Services

- ◆ Eco development/tourism-caravan park
- ◆ Multi/community/commercial centre
- ◆ Tourism/heritage park

There are currently over 905 community facilities provided within the South Gippsland Shire. Council owns or manages 525 (or 58 per cent) of these facilities. Of these there are 385 buildings with the remaining consisting of open space facilities.

An audit and maps of community facilities located within the Shire is provided in *Part 2* of the *Community Facilities Resourcing Strategy 2020* that underpins this document.

Table 6 shows the total number of community facilities located in the Shire by facility type.

It is intended that this table will be an updatable reference together with the accompanying full towns audit and maps for the Community and Council.

Table 5 Audit of Community and Economic Infrastructure as at 30 June 2021 update

| Building Asset Group | Definition | Total No. | No. of Council facilities |
|---|--|-----------|---------------------------|
| Community Venue | Unstaffed building for meetings, gatherings, events, functions, and program delivery | 46 | 15 |
| Function Centre and performing arts centres (PAC) | Staffed facilities providing places for events, functions, and conferences. Often provided within catered and licensed premises, such as RSL. Several Community Halls provide opportunity for a PAC in several towns but are not purpose built | 5 | 0 |
| Meeting Room | Spaces set up for meetings (includes tables, chairs, and equipment). | 99 | 32 |
| Multipurpose District Community Centre | A district level facility that provides more than one function and multiple spaces that can be adapted and changed for various uses. | 4 | 3 |

blueprint for community and economic infrastructure 2021-2036

| Building Asset Group | Definition | Total No. | No. of Council facilities |
|------------------------------------|--|-----------|---------------------------|
| Cultural Facilities | Art galleries, theatres, museums, outdoor venues for public events. | 35 | 15 |
| Parks | Parks with infrastructure (e.g. BBQ, rotunda, playgrounds).Does not include open space. | 105 | 65 |
| Playgrounds | Children's playgrounds in parks. | 53 | 40 |
| Public Open Space | Parcels of land owned by Council and accessible to the public including Community Gardens. | 153 | 160 |
| Indoor Leisure Centre | An indoor public or private facility providing spaces for health, fitness and recreation activities, including pool and/or courts, such as Splash. | 7 | 6 |
| Outdoor Pools | Public outdoor pools (Splash is listed above). | 6 | 5 |
| Recreation Reserves | Ovals, tennis courts, skate parks, velodrome, hockey field, netball, basketball, golf courses, bowling clubs, lifesaving clubs. | 72 | 25 |
| Aged and Disability | Facilities such as senior's centres, adult day care, seniors' groups' venues such as U3A (if separately provided), disability services, aged care accommodation. | 14 | 6 |
| Caravan Parks | Council managed or privately owned. | 12 | 4 |
| Early Childhood Education and Care | Staffed facilities or that provides pre-school, long day care, occasional care or playgroups for children aged 0 to 5 years. | 26 | 15 |
| Education | Facilities such as public and private primary and secondary schools, TAFES, and Universities. | 35 | 0 |
| Emergency Services | CFA, SES, Ambulance. | 30 | 4 |
| Health | Facilities that provide health services, such as a community health centres, hospitals or allied health service, dentists. | 26 | 1 |
| Library | Local permanent library services | 7 | 5 |
| Maternal and Child Health Centre | Centres providing baby health services. | 5 | 5 |
| Men's Sheds | Spaces used for meetings and Men's Shed activities. | 6 | 3 |
| Neighbourhood Houses | A neighbourhood house that includes neighbourhood services. | 6 | 6 |
| Toilets | Public amenity. | 68 | 40 |
| Tourism Centres | Coal Creek, Visitor Information Centres. | 17 | 2 |
| Path & Trails | As identified in the Paths & Trails Strategy 2018. | 43 | 27 |
| Youth Centre | Facility providing space for programs and services for young people. | 8 | 7 |
| Other | Venues providing internet access. | 13 | 11 |
| | TOTALS | 901 | 502 |

7.4 Towns and their population catchments

Below is the Shire Map highlighting major towns and their respective district service catchments. These catchments have evolved organically over the past 120 years of settlement and vary in relation to service/function accessibility.

The development of the existing district townships and their corresponding structural size and population, to a large degree reflect those natural service catchments. Factors that have influenced their development include geography, pre amalgamation municipal boundaries, and their historic transport and industry connections (eg. Rail).



8 IDENTIFIED COMMUNITY FACILITY NEEDS

Community facility needs were identified using multiple sources:

- ◆ Current and forecast demographic profile Shire wide and by settlements these inform the facility need trigger calculations.
- ◆ Existing local, State and national policies and plans provide high level strategic direction down to 'wish' lists of possible projects.
- ◆ Audit and assessment of existing Council and non-Council community facilities provides some gap analysis.
- ◆ Best practice trends in community facilities provide methods and solutions towards infrastructure planning.
- ◆ Consultation with Council, community and Government stakeholders utilising existing community plans, strategies and other consultation documents elicit community aspirations and infrastructure needs.
- ◆ Benchmarking against industry and internal standards provide real examples to compare the community aspirations against needs and wants

8.1 Overview

1. There is not a significant demand for large new infrastructure projects.
2. The existing number of community managed facilities has potential to place a large time/organisational burden on the community resulting in the loss of volunteer support.
3. There is a need for a range of multifunction facilities that allow for the co-location of a number of existing services and functions that can operate collaboratively. One aim is to free up and retire older infrastructure. Sometimes timing of the planning of hubs is forced upon us by deterioration or unsuitability of existing facilities
4. Existing non-council facilities are ageing resulting in more urgent need for condition upgrades to maintain usability and increase functionality, e.g. kitchens upgrades, rooves, access and other structural deficiencies.
5. There are some discrepancies in resourcing for some facilities which in most cases are historical, i.e. Council has significantly larger resources than community groups this is evidence by the disparity of facility condition and at times resulting in Council inheriting some facilities where community groups have been unable to continue for a variety of reasons.
6. There are issues around equity of access to funding resources to community groups. Where Council manages facilities, the above issues can be directly addressed. Those that manage Community facilities have few avenues of funding but Council does support forums such as the

blueprint for community and economic infrastructure 2021-2036

Halls Network where these issues can be raised and allows access to community grants.

7. Where Council has assets to retire such as buildings at the end of their useful life, an assessment will be made as to whether there is still a service needed and at that stage Council may consider replacement. This is what is happening at Meeniyah where Council is retiring their public toilets and community meeting area so, and as there has been a continued identified need, Council plans renew this asset.
8. Where Council is asked to inherit or manage an additional facility, this must be assessed via the Blueprint. Council is not in a position to be responsible for any additional Crown Land where there are no funds to operate, maintain and renew infrastructure.

8.2 Multipurpose district community hub

From the original Blueprint, three multi-purpose-built community hubs were identified as requiring planning - Leongatha, Korumburra and Nyora.

1. To date, the Korumburra Hub is well advanced in the planning stage with a site selected at in Victoria Street Korumburra. This hub will include a Library Service, Milpara Community House services, Senior Citizens, Rotary Club Art display, historical society, customer service and public / council meeting spaces.
2. Investigations need to occur on how to accommodate a library and other community services in Leongatha. A hub could be investigated. The precinct may also include the redevelopment of Memorial Hall as a performing arts centre. Community preliminary planning has begun.
3. Nyora has been identified as a growth area, planning for community infrastructure on a greenfield site to accommodate such services as Library Service, Early Years, Senior Citizens, and Public / council meeting spaces, has not commenced. Several planning studies have been completed, identifying development areas and other infrastructure needs like drainage. Planning for an early years hub needs to start in the short term due to the long lead times in constructing such a complex piece of infrastructure (funding strategy, including land purchase, business case etc.)
4. Council is looking for opportunities for Council services to be distributed throughout the municipality. Foster will have a Structure Plan developed which will look at availability of land, infrastructure and services.
5. Non-Council community hubs for smaller communities can be achieved by repurposing existing spaces available to the community by sharing, improving service connections, modernising and upgrading facilities and attracting branch services. The Welshpool Rural Transaction Centre (<http://www.welshpool.vic.au/rtc/>) is an excellent example of a community utilising vacant or underutilised shops. Services provided by the Welshpool RTC include;

blueprint for community and economic infrastructure 2021-2036

- ◆ Bendigo Bank agency
- ◆ A Centrelink Computer
- ◆ V Line bus bookings
- ◆ Welshpool Community Library
- ◆ Clothes
- ◆ Next door is an Op shop
- ◆ Passports
- ◆ Visiting clinicians

8.3 Early Years

There is no current gap in services; however, there is an identified gap in existing facilities capacity (floor space) to provide future service provision in the growth areas –, Foster and the western end of the Shire. To date increased demand for kindergarten in Leongatha and Korumburra has been met in existing infrastructure through a mix of operational changes, reduced child-care capacity, (which has a flow-on impact of inhibiting economic growth), and where necessary by limiting three-year-old kindergarten places to the minimum hours.

This strategy is unsustainable in the long term, with waiting times for child care increasing significantly and a shortfall in kindergarten places predicted for these localities from 2021 onwards.

Council has approved the development of a new early years' facility in Leongatha as a first step in responding to demand and has commissioned a further review to develop a longer-term early years' infrastructure strategy.

South Gippsland Shire was selected by the Victorian state government as one of six municipalities to roll-out subsidised three-year-old kindergarten in 2020. To support this initiative, Council commissioned a review to determine immediate and short-term early years' infrastructure requirements to assist council's investment decisions and currently Council is in the preliminary stages of developing a medium to long-term strategy for Early Years Infrastructure investment in the municipality.⁶

This work has also been undertaken in the context of:

1. Implementation of universal three-year-old kindergarten effectively doubling demand for kindergarten services across the Shire.
2. Increasing demand for kindergarten and already constrained child care services driven by population growth and labour market needs.
3. Aging and inflexible infrastructure, limiting the capacity of the service system to meet demand.
4. Increased community expectations regarding provision and availability of early years services and facilities

⁶ Taken from the tender Early Years Infrastructure strategy

5. Council's ability to fund and manage infrastructure demands across the entire portfolio.
6. Any new or significantly upgraded early year's facility should be multi-purpose. For sustainability and service accessibility, Council will consider relocation of some of these services into future multipurpose community hub facilities which could include school precincts.
7. The *Nyora Community Structure Plan* recommends a kindergarten in the proposed Nyora community hub for the anticipated population growth to 2021 and beyond.

8.4 Community Halls and Meeting Spaces

This asset group has not increased in number since 2014, although the condition of the halls gap has widened between Council and non-Council facilities. This raises an interesting question of equity of service provision between Council and non-Council facilities, halls failing to be maintained can experience a rapid decline in function and their ability to service their respective communities. An unfortunate example is the Jumbunna Hall which has had to consider closing recently due safety concerns around the hall's structure. Historical supply of facilities in very small communities needs to be considered into the future.

1. Work is currently being undertaken to compare and assess condition ratings of council facilities and ideally, into the future, non-council facilities data can be included, with the aim of gathering sufficient information to be able to cost the gap in condition. Council can then better pursue external funding sources by grouping similar items for renewal. Note *The 5 Halls Study* commissioned by the Shire
2. Council facilitates a hall group and will continue to work with committees to ensure continued independence and utilisation of these venues as a low-cost community facility.
3. Not every community building requires a meeting room. The requirement for rooms needs to be viewed in the local meeting room availability. These could be repurposed, upgraded to meet current and future community needs rather than constructing new facilities.

8.5 Health facilities

1. Health facilities are not Council operated and are in the most run by the private sector.
2. Leongatha Hospital has been updated and extended since 2014.
3. For those outside the major centres of Leongatha, Foster, Korumburra and Mirboo North, travel continues to be the on-going issue.

There a couple of council owned, multipurpose community hubs that offer meeting rooms as consulting spaces for visiting medical practitioners,

4. Tarwin Lower (community health centre) this may need reviewing as it is an anomaly in terms of

core Council business but provides a senior citizens centre.

5. Sandy Point Community Centre offers consulting space.
6. Council to advocate for alternate arrangements and external providers.

8.6 Education

1. In the municipality, there is currently a sufficient supply of primary and secondary school places.
2. Council will continue its broad-based advocacy role.
3. Council will continue working with individual schools that encourage integration of school facilities with community programs and activities such as Early learning services, playgroups and use of school recreational facilities by local community groups. Mirboo North Secondary College indoor recreation facility is a good example among many of this process.

8.7 Performing Arts Venues

1. There is a community proposal for the renewal of Memorial Hall in Leongatha to accommodate some performing arts use. The extent that Memorial Hall is renewed is yet to be determined, and discussions continue with the stakeholders.
2. FAMDA in Foster is proposing an extension to the capability and capacity of the Foster War Memorial Arts centre, due to current limitations.

Neighbouring local government areas have well large provisioned Performing Art Centres and Council cannot afford to emulate these standards,

1. Wonthaggi.
2. Warragul.
3. Latrobe Performing Arts Centre (under construction).

8.8 Aged and Disability

1. There is a general demand for more aged care services across the Shire some of which are identified in the older Community Plans.
2. All aged care accommodation is owned/managed by the private sector/health organisations and have limited spaces available.
3. There is an increasing need for space for older people's programs (e.g. U3A) with computer access, health and fitness and Home and Community Care services. These activities are generally run in community halls and meeting rooms, many of which are Council owned.

4. Opportunities to expand the above-mentioned activities in community spaces exist by improving the utilisation of the existing senior citizens centres, halls and meeting spaces, a major limitation however is the lack of volunteers. Facilities in some non-council operated community spaces need renewal and upgrading to meet the changing demand for quality space. Some volunteer committees struggle due to lack of numbers and income.
5. Council recognises the need to support 'Active aging' activities.

8.9 Libraries

Council's five library buildings are community facilities within the Shire they include: Foster, Korumburra, Leongatha, Mirboo North, Poowong The South Coast Mobile Library no longer visits South Gippsland except for Nyora. The sixth Library is in Welshpool, run by West Gippsland Libraries and owned by the Welshpool District Advisory Committee. Toora has a small privately run library and 'Book Nook' located at the Toora Hall. All are functioning as libraries and community centres providing space for youth programs, social groups, and community exhibitions.

1. The Korumburra Library will move from its current site to the new Korumburra Hub building by 2022.
2. A review of the current site of the Leongatha library is underway, currently limited operationally due to lack of space and operational costs. Options include incorporating the library into a future Leongatha Municipal Hub or by occupying a vacant main street commercial space.
3. The Poowong library is an inappropriate structure for library services due to an aging building and substandard toilets. A future option may be that the service is located to a future Nyora community hub that will service Loch, Nyora and Poowong cluster.
4. Floor space issues and access to community meeting/program space in the Mirboo North, Foster and Leongatha libraries needs to be discussed in the hub context.
5. WGRLC have formed a partnership with the Welshpool District Advisory Committee to open a small library in its premises in Welshpool to service the eastern end of the Shire.
6. Other libraries include community libraries in Toora and some book borrowing services in the smaller communities.

8.10 Parks and Open Space

1. There continue to be new reserves, with or without infrastructure added with subdivisional growth in the municipality.
2. Baromi Park Mirboo North and Venus Bay's Van Cleef Reserve have had Master Plans completed,

blueprint for community and economic infrastructure 2021-2036

recommendations have been mostly funded by Council capital works funding and supplemented by grants and volunteer hours.

3. Open space managed by Council has increased by approximately 48.2 hectares and includes; Nature Reserves, Restricted Land – possible contamination, public open space, restricted Land – grazing and air strip.
4. New parks and open space will be required in new growth areas to meet the open space standards, these parks are usually created by developers as part of their open space contribution, a current example is the proposed large development at Nyora.
5. Continue to develop strategic linkages, linear parks, walking cycling links between parks/open space, and activity centres.

SGSC Parks and Gardens have a continuous improvement program within budgetary limits. All parks and Gardens are maintained from the operational budget and their infrastructure including playgrounds is maintained through the capital renewal budget via the Parks and Gardens Asset Management Plan.

8.11 Playgrounds

1. There is no gap in playground provision in the Shire, however the size and quality of the play experience can always be improved.
2. No new playgrounds are required, except in new subdivisions and are to be supplied by developers in accordance with the SGSC open space provisions.
3. SGSC Parks and Gardens have a continuous improvement program that audits safety, quality of experience, records maintenance issues which are then prioritised and addressed within budgetary limits.
4. Baromi Park playground Mirboo North has had a significant extension to the existing equipment through the Community Budgeting program.
5. Playgrounds have progressively been renewed throughout the Shire through the Parks and Gardens playground audit and budgetary process’.

8.12 Outdoor Pools

Two major studies have been completed, the Aquatic Facility Provision Prior to Aquatic Strategy Review and Aquatic Facility Summary – 2019

1. Council will build no new outdoor pools.
2. Mirboo North pool has new changerooms, 2 pools and a waterpark.
3. Toora and Poowong pools have had significant works to upgrade facilities.

4. Korumburra pool, Plant room replacement, change room upgrade, access improvements have been identified⁷.

8.13 Indoor Leisure Centre

1. Three school sites provide indoor basketball stadiums/gymnasiums and are available to the community after school hours.
2. Indoor gymnasiums have been identified in the Mirboo North and Nyora community plans.
3. An indoor Leisure centre in Mirboo North has strong community support as does Nyora, however, Council will need to review the Poowong Indoor Stadium in regard to its current condition and strategic placement within the western town cluster.

8.14 Caravan Parks

1. Bass Valley camping area being closed because of the proximity of the failing septic system adjacent to the Bass River. Franklin River has also been closed recently due to inadequate infrastructure and effluent management, both were in close proximity to rivers.
2. Sandy Point community has identified a need for camping opportunities in their community plan due to the changes made to the existing site from camping and caravans to cabins. Council has explored has identified several possible sites for private park development.
3. In the future, a private sector business case will be made for any new privately-operated caravan park.
4. Walter J Tuck Reserve allows limited camping as does Loch Recreation Reserve, Meeniyan Recreation Reserve and Korumburra Showgrounds.
5. Several towns are aiming for 'RV' friendly status with Campervan and Motorhome Club of Australia (CMCA), this usually means RVs have access to
 - ◆ Provision of appropriate parking within the town centre, with access to a general shopping area for groceries and fresh produce.
 - ◆ Provision of short-term, low-cost overnight parking (24/48 hours) for self-contained recreational vehicles, as close as possible to the CBD.
 - ◆ Access to potable water.
 - ◆ Access to a free dump point at an appropriate location.

⁷ Blueprint 2021-2036

8.15 Path and Trails

Includes shared paths, bridle paths and cycle paths.

1. The Paths and Trails Strategy was reviewed and adopted by Council in 2018, this document will guide the prioritisation and funding of future paths and trails projects. The assessment and prioritisation matrix from the P&T strategy can be used as an additional filtering tool for P&T projects after they have been through the Blueprint Assessment Matrix 1.
2. High community demand in almost all communities for shared paths linking existing infrastructure is evidenced by the high priority proposals are given in community plans and submissions to the paths and trails strategy.
3. Community Plans identify that there is a need in coastal settlements for more shared/walking paths due to safety, and to accommodate high seasonal demand. There are access and vegetation issues in Sandy Point and Venus Bay that limit shared path development.
4. Council is proceeding with the Great Southern Rail Trail development between Leongatha and Korumburra and Korumburra to Nyora. The latter is anticipated to link with the proposed rail trail from Nyora to Clyde, to achieve this result it will require close coordination with the neighbouring Cardinia and Casey Shires.
5. The continuation of the Great Southern Rail Trail from Welshpool to Yarram (or Port Albert), is a longer-term project that requires grant funding and coordination with Wellington Shire. This final link will create a journey from Clyde (proposed Cranbourne rail line extension) to Port Albert in the East creating one of the longest rail trails in the country. Longest is the Brisbane Valley Rail Trail at 161 kilometres so it might be the longest!
6. The Black Spur missing link of the GSRT has been completed.
7. Investigate the extension of the Rail Trail from Nyora to Anderson with Bass Coast Shire. This is a long-term proposal and one not met with much enthusiasm as it would siphon of users south into the Bass Coast Shire.
8. It is recommended that a Great Southern Rail Trail Management Plan be developed. The purpose would be to set maintenance levels and provide direction and a thematic reference to any infrastructure proposed along the trail. Communities along the trail (and those with trail links) understand its economic potential and are planning infrastructure development.
9. There is a growing interest in the community in the development of mountain bike trails for Mirboo North and Foster. The Foster site is well developed and has hosted several competitions at club level whilst the Mirboo North trail is in its infancy. Recommended that Council work with the various State agencies and the community as an advocate to advance these facilities.

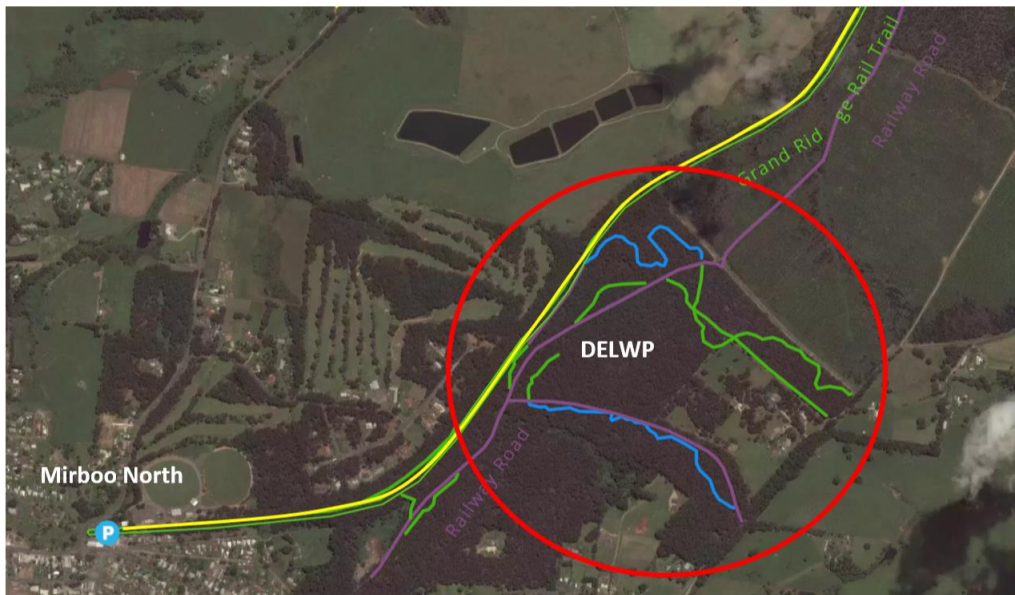
blueprint for community and economic infrastructure 2021-2036

Both sites are close the facilities in the respective towns and can be accessed from the adjacent rail trails. An excellent model for this type of proposal is the Forest trails complex on crownland in the Otways. The Forest trails have revitalised the township by providing a surge of economic opportunities provided by the many visiting users.

Figure:4. Foster Mountain bike trails



Figure:5. Mirboo North existing trails



8.16 Youth Spaces

1. There are many informal meeting/gathering spaces such as skate parks, shops, parks, and recreation reserves.

2. Skate parks, BMX, and mountain bike riding (growing alternate activities) facilities need to be strategically placed across the Shire and other youth specific spaces can designed into any such proposal.
3. The demand for skate parks is being driven also by users used to urban skate parks and what they see on social media, raising expectations for better equipped and more challenging facilities. In response, skate parks have been upgraded in Leongatha, Mirboo North whilst further upgrades are being planned for Korumburra and Venus Bay. Additional proportionately sized skate parks may be considered for Fish Creek, Sandy Point and Meeniyan (to name a few).
4. A strategic review of skate parks needs to be undertaken, skate parks could follow a similar hierarchy as the one used for playgrounds to guide service level and size.
5. Youth spaces should be considered and designed into and co-located within a multipurpose community centre e.g. libraries. Therefore, continue to plan/design dedicated youth spaces in any new Libraries spaces. They would be under the auspices of the WDSRLC.
6. Traditional facilities such as sporting clubs and Scouts/Guides (and youth groups) although still well used may not meet the need for specific spaces for many young people;

8.17 Public Toilets

1. The Loch community has assumed responsibility for a public toilet which they funded separately on land leased from the Shire.
2. A replacement toilet has been installed by SGSC in the park adjacent to the Waratah Bay Foreshore Reserve.
3. Baromi Park has had an additional public toilet installed at its eastern end. There is a renewal budget for the refurbishment of the toilets at the western end in 2022/23.
4. There is currently no demand for new public toilets. Many public toilets need upgrading and refurbishment to meet current standards and these are in the renewal capital works budget program.

8.18 Recreation Reserves

Over the next decade many of these facilities will face significant challenges including:

1. Volunteer burnout / drop off.
2. Infrastructure condition decline in recreation reserves managed by the community due in part by the different historical management, ownership and operational arrangements across facilities

blueprint for community and economic infrastructure 2021-2036

3. A decline in organised Sport and Recreation participation due to an aging population.
4. Increasing community expectations, these can occur coupled with the desire to increase the competition level, e.g. from local to regional competition for basketball. Combined with an escalating cost of facility renewal projects driven by State Sporting Organisations' (SSOs) infrastructure guidelines make it difficult for Recreation Reserves management to keep up with the community.
5. A broadening participation beyond traditional sports (AFL, Cricket, Tennis) requiring greater range of facilities. Facilities for these could be accommodated when considering replacement or upgrades of existing facilities, if demand/space allows.

The 2020-2030 Sport & Recreation Infrastructure Strategy (S&R Strategy) has been developed to provide a framework for how these challenges can be addressed by Council and the community.

1. A major infrastructure shortfall is the provision of suitable change rooms, showers and toilets for females (refer to Fig 4 below). This issue is consistently highlighted in the various Recreation Reserve Management plans produced by the reserve's committees. This provision needs to be given a high priority when assessing infrastructure needs across the community.
2. The use of data such as the AUSPLAY survey results assists with demand forecast, eg. Participation by activity⁸– Victoria top 15 activities (adults) include
 - ◆ Walking (Recreational)
 - ◆ Fitness/Gym
 - ◆ Athletics, track and field
(includes jogging and running)
 - ◆ Swimming
 - ◆ Cycling
 - ◆ Bush walking
 - ◆ Basketball
 - ◆ Yoga
 - ◆ Tennis
 - ◆ Golf
 - ◆ Pilates
 - ◆ Football/soccer
 - ◆ Australian football
 - ◆ Netball
 - ◆ Cricket
3. The list above does not include other popular recreational activities such as: Surfing, Fishing, Hunting, Bowls, Croquet, Target shooting to name a few.
4. Most facilities require upgrading of their ageing infrastructure to meet current peak sporting body standards and legislative requirements e.g. When hiring out a facility, a commercial kitchen that meets Health regulations may be required to help remain relevant and financially sustainable.

⁸ AusPlay survey results January 2019 - December 2019

blueprint for community and economic infrastructure 2021-2036

5. Continue to support the recreation reserve committees within the Shire, focusing on sharing information and resources relating to management, operating, and maintenance costs, sourcing infrastructure grants and labour similar to the Halls Network example.
6. Continue the planning for a multipurpose surface for various sports in Leongatha South (between Simons Lane and current town boundary⁹) using population numbers and sub division capacity percentage triggers to initiate planning;
7. Adopt the following *South Gippsland Shire Council - Sport Recreation Infrastructure Strategy 2020-2030* actions and prioritise them utilising the primary matrix and/or the use of the assessment criteria to further interrogate proposals where needed.
 - ◆ *Future Council planning and budgeting should consider the full portfolio of S&R assets on public land rather than just those where Council has direct responsibility.*
 - ◆ *Gather data on the variety, condition, compliance, functionality, service levels, anticipated lifespan, and value of S&R assets including associated infrastructure such as internal roads, car parking, and storm water drainage.*
 - ◆ *Further planning is required on the current condition and future priorities for all reserves and stadiums across the municipality.*
 - ◆ *Council to explore funding a rolling program of equipment replacement across all reserves.*
 - ◆ *Develop a S&R infrastructure funding policy that details the facility components that Council will or will not fund.*
 - ◆ *Develop a project development and evaluation process / policy.*

Figure:6. South Gippsland Recreation Reserve condition¹⁰

⁹ *Southern Leongatha Outline Development Plan*

¹⁰ *SGSC 2020-2030 Sport & Recreation Infrastructure Strategy p30*

blueprint for community and economic infrastructure 2021-2036

● Adequate
 ● Basic
 ● Inadequate

| PRELIMINARY INFRASTRUCTURE CONDITION ASSESSMENT – To be confirmed by data collection process | | | | | | | | | | | | | | |
|--|-------------------|--------------|----------------------|----------------------------|----------------|---------|-------|-------------|----------|----------------------|---------|-----------------|--------------|-------------|
| Recreation Reserve Name | Reserve Hierarchy | Locality | Changeroom Condition | Female Friendly Facilities | Public Toilets | Storage | Roads | Car Parking | Drainage | Sportsfield Lighting | Fencing | Trees Condition | Oval surface | Hard Courts |
| Leongatha Recreation Reserve | Municipal | Leongatha | ●● | No | ● | ● | ●● | ●● | ● | ● | ● | ● | ● | ● |
| Foster Showgrounds | District | Foster | ● | No | ● | ● | ●● | ●● | ● | ● | ● | ● | ● | ● |
| Korumburra Showgrounds | District | Korumburra | ● | No | ● | ● | ●● | ●● | ● | ● | ● | ● | ● | ● |
| Walter Tuck Recreation Reserve | District | Mirboo North | ● | No | ● | ● | ●● | ●● | ● | ● | ● | ● | ● | ● |
| Arthur Sutherland Recreation Reserve | Local | Welshpool | ● | Yes | No | ● | ● | ● | ● | No | ● | ● | ● | ● |
| Dumbalk Recreation Reserve | Local | Dumbalk | ● | No | ● | ● | ● | ● | ● | No | ● | ● | ● | ● |
| Foster Recreation Reserve | Local | Foster | ● | No | No | ● | ● | ● | ● | No | ● | ● | ● | ● |
| John Terrill Memorial Park Recreation Reserve | Local | Fish Creek | ● | No | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Koonwarra Recreation Reserve | Local | Koonwarra | ● | No | ● | ● | ● | ● | ● | No | ● | ● | ● | ● |
| Korumburra Recreation Reserve | Local | Korumburra | ● | Yes | No | ● | ● | ● | ● | ● | ● | ● | ● | Not in use |
| Loch Memorial Reserve | Local | Loch | ● | No | ● | ● | ● | ● | ● | ● | ● | ● | ● | Not in use |
| Meenyan Recreation Reserve | Local | Meenyan | ● | No | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Nyora Recreation Reserve | Local | Nyora | ● | No | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Poowong Recreation Reserve | Local | Poowong | ● | No | No | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Stony Creek Recreation Reserve | Local | Stony Creek | ● | No | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Tarwin Lower Recreation Reserve | Local | Tarwin Lower | ● | No | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Toora Recreation Reserve | Local | Toora | ● | No | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Mirboo Recreation Reserve | Hamlet | Mirboo | ● | No | ● | ● | ● | ● | ● | No | ● | ● | No | ● |
| Nerrena Recreation Reserve | Hamlet | Nerrena | ● | No | ● | ● | ● | ● | ● | No | ● | ● | ● | No |
| Outtrim Recreation Reserve | Hamlet | Outtrim | ● | No | ● | ● | ● | ● | ● | No | ● | ● | ● | ● |

Exclusions: Social Rooms, shelters and other club infrastructure, single sporting purpose reserves and inactive sporting reserves. Note: All building refurbishment projects will trigger accessibility requirements.

HOW WILL THE BLUEPRINT BE RESOURCED?

The actions resulting from the processes in the Blueprint review 2021 will be directed to funds that are surplus after renewal obligations have been met via Council's Long-Term Financial Plan (LTFP), which comprises the 15-year Capital Works Program budget, Council's Asset Management Plans, and relevant recurrent budgets.

8.19 Linkages to strategic planning documents.

Council's long-term planning documents such as its Community Plans, Vision Statements and associated Service Strategies drive the legislatively required Council Plan. The Council Plan covers a four-year period and as such is considered a medium-term planning document. It describes the strategic objectives of the Council, strategies for achieving the objectives and strategic indicators for monitoring the achievement of the objectives.

The Annual Business Plans and Asset Management Plans are informed by the Council Plan. The service level requirements described in Annual Business Plans also drive the development of Asset Management Plans. These plans drive the annual and longer-term budgets for South Gippsland. The funding requirements are captured and collated in budgeted financial statements. These budgeted statements cover differing periods including the:

- ◆ Annual Budget - 1 year;
- ◆ Strategic Resource Plan - 4 years; and
- ◆ Long Term Financial Plan - 15 years.
- ◆ Financial plans not only have to be 'sustainable', they also have to be financially 'affordable' for the ratepayers and community.

From an internal management perspective, the greatest challenge Council faces is defining its service level requirements and funding them in a financially 'sustainable' and 'affordable' manner in a rate-capped environment.

The Long-Term Financial Plan seeks to efficiently and equitably accommodate ongoing funding requirements, first of existing and then enhanced levels of service. The Long-Term Financial Strategies provide strategic guidance in developing Annual Budget's, the four-year Strategic Resource Plan and the 15-year Long Term Financial Plan.

8.20 Funding models for community and economic infrastructure

Council may investigate a range of funding options for future multipurpose, recreation and community facilities, including developer contributions, community contributions of a negotiated pre-set percentage, realisation of existing assets, government grants partnerships with both government and non-government organisations and by providing income generating spaces within multipurpose facilities (e.g. a café or gym). Consideration should be given to how a community centre might be staffed to prevent any facility being underutilised.

Options for staffing multipurpose centres include a designated lead service providing front of house staff to manage the facility, thereby increasing the available services such as selected Council functions. An alternate option could include accommodating non-Council services onsite and incorporating income generating activities.

9 REVIEWED SGSC/COMMUNITY STRATEGIES AND PLANS

(Refer to Appendix 1 for the list)

9.1 Summary;

Many community plans that predate 2016 (for the purposes of this review a standard document review cycle is four years) have been reviewed as a part of this Blueprint 2021-2036 project.

The individual community direction planning appears to have be rekindled through the efforts of the Community Strengthening Team (CST), a current example is Toora And District Community Plan Update (2020).

The status of other Community plans is as follows;

- ◆ Welshpool & District started the process of updating theirs.
- ◆ Mt Best have combined their community and hall plans
- ◆ Meeniyah reviews (fairly constant plan)
- ◆ Loch doing reviews (fairly constant plan)
- ◆ Korumburra – round table work on theirs
- ◆ Foster – about to start the process on updating – changing their process
- ◆ Venus Bay / Tarwin Lower – no further action at this time (plan was impossible)
- ◆ Poowong – community group implosion – no active group to enable
- ◆ Nyora – inactive
- ◆ Fish Creek – inactive
- ◆ Mirboo North – plan exists, but quiet
- ◆ Leongatha – no plan exists

blueprint for community and economic infrastructure 2021-2036

- ◆ Dumbalk – inactive

The CST uses a simple but effective method of red, yellow and green dots against proposals to determine community priorities. This planning, although a fruitful process, does tend to increase the expectations of the community usually beyond available resources. That said, many of the proposals in these documents have been completed over time so it is perhaps timely to re-establish this process. Some community plans require only minor updating although most require complete rewriting due to changes in the community age spread, population numbers, committee changes and priorities. New community plans could then embed the blueprint guiding principles and processes within the document, ensuring a lot more thought and detail is being brought to the table via their needs list.

The Building Asset Management Plan will be adjusted to reflect current Council portfolio/value/costs and also perhaps it could consider the value and condition of non-council community assets such as Early Years facilities, Recreation Reserves, Libraries and Halls, many of these facilities are on crown land and managed by volunteer groups. Capturing the whole of the community social community infrastructure portfolio (a large exercise) will give Council a much greater understanding of the extent, condition and cost to maintain them, enabling them to better help plan with the community their assets into the future. Such a large undertaking will require more resources to collect, manage the information and to then fund a complete community portfolio of renewal on an equitable basis for each community.

An overall observation; many strategies and plans, including Council documents, allude to the need for infrastructure upgrades, extensions and renewals in generalised statements but do not go the next step and at least put a size, location or a cursory cost (business case), against the need/want. This is one area that is being emphasised as an outcome from the Blueprint 2021-2036 review and the principles within it. Several new recreational strategies/masterplans may need to be undertaken to ensure several high participation activities and their infrastructure needs are considered and included in future planning along with those already undertaken e.g. AFL, Cricket, Soccer Basketball, Netball to name a few.

10 BEST PRACTICE TRENDS

There are generally three essential elements to putting in place sustainable social infrastructure. These are:

- ♦ Capital resources to finance the provision of physical assets such as buildings, facilities and equipment;
- ♦ Recurrent or non-capital resources to enable the provision of ongoing staffing, operational and maintenance costs of infrastructure provision;
- ♦ Governance arrangements to ensure there is appropriate planning, management and accountability for the on-going provision of infrastructure

10.1 Why establish social Infrastructure standards?

The planning and provision of adequate social infrastructure makes sound economic sense in the medium to long term. Apart from the research that highlights the economic advantages of socially sustainable communities in terms of health, employment and reduced crime; planning social infrastructure requirements from the outset reduces the unnecessary and costly expense of addressing social problems in communities in the future.

Establishing a system of hard and soft social infrastructure standards or guidelines has a number of advantages: These include

1. Establishing a baseline to guide and assist community participation in decisions relating to the range, type and model of appropriate facilities and services to be developed;
2. Providing a means to ensure better accountability of public funds by establishing a framework to assist in the development of objectives/targets of service provision, siting and design of community facilities, service models and management practices;
3. Replacing ad hoc decision making with a more rational process designed to enable the more efficient allocation of scarce resources;
4. When used with a range of other needs assessment processes and indicators, providing a tool to inform both planning and budgetary mechanisms;
5. Establishing a reference point for service provision in rapidly developing communities and in so doing should provide Government with some lead time for the provision of necessary services;
6. Achieving a level of consistency of approach in Local Authority Strategic Plans;
7. Ensuring the most efficient use of regional resources (e.g. by locating facilities in order to maximise access and site utilisation);
8. More appropriately matching urban development with the capital works and recurrent program budgets of human service agencies, thus ensuring the early/timely commitment of funds at key

blueprint for community and economic infrastructure 2021-2036

stages of development;

9. Involving affected communities through appropriate, timely consultation and information;
10. Ensuring that new release areas are of sufficient size to support basic services; and
11. Ensuring flexibility in facility design and in the type and model of service delivery in order to respond appropriately to such things as demographic change, change in need/demand patterns.¹¹

Standards are a guide for use in determining how well a preferred result should be achieved. Social infrastructure planning is not a static event but an ongoing process.

Any system which is developed must be seen as a guide only and should be balanced by local, social, political and economic conditions, needs and priorities and considered in reference to any existing infrastructure in the area. It must be regarded flexibly and developmentally in that the services/facilities, design, size, location, staffing and management may alter significantly in light of such things as demographic change in the local community, changing community expectations and improved models of service delivery.

It is therefore proposed that standards for social infrastructure should be used as a guideline subject to the needs and requirements of that local community.

There are a number of key best practice criteria relating to community facilities that aim to be sustainable. These have been sourced from current best practice research including the following documents:

- ♦ *'Benchmarks for Community Infrastructure a Parks & Leisure Australia (PLA) Western Australia (WA)' is a working document.*
- ♦ *'Planning for Community Infrastructure in Growth Areas Apr' 08 Victorian Department of Planning and Community Development.*

Current best practice in community facility design and provision recommends a range of different spaces and functions within the one building or a cluster of buildings. Where, in the past, these spaces may have been provided in standalone buildings, the benefits of co-locating these spaces onsite with a range of other services and activities have been widely recognised.

Managing facilities as networks allow co-operation between managers on similar management, equipment and cost issues e.g. the Halls Network.

Benefits of co-location or community hubs include:

¹¹ *Human Services Infrastructure: a policy paper of the SEQ 2001 Project. Regional Planning Advisory Group Brisbane 1993 pp 69-70*

blueprint for community and economic infrastructure 2021-2036

- ◆ A range of community, government and retail functions located in the one area;
- ◆ A range of facilities and services located in a purpose-built facility or a cluster of smaller facilities co-located on the same site;
- ◆ Shared or joint use of facilities and the integrated delivery of services;
- ◆ Integrated, efficient use of facilities, builds social networks encourages service users to use other facilities and services co-located on site, reducing the number of vehicle trips made;
- ◆ Fully accessible to community by being centrally located and linked to the public domain. Can be connected to transport links, pedestrian and cycle ways supporting community access across all age groups and abilities;
- ◆ Provide spaces in community facilities that are independently accessible and can be used concurrently; and
- ◆ Allows sustainable management and maintenance practices to support community facilities to be financially viable in the longer-term;
- ◆ Allows Council to decommission old and unfunctional buildings and structures.

1 1 TRIGGERS FOR INFRASTRUCTURE DEVELOPMENT

The available benchmarks and standards for community facility provision provide a guideline only for the type of community facilities required by population size. State Government departments and planning consultants developed the standards in the late 1990s and early 2000s, primarily for community facilities planning in metropolitan green-field areas prior to development, where there is no existing infrastructure. Population benchmarks only give an indication of facility needs and not the specific issues raised by other indicators such as the unique:

- ◆ The facility capacity;
- ◆ Changes in level of service required by users;
- ◆ Demography of the area;
- ◆ Best practice;
- ◆ Available funding; and
- ◆ Consultation with key providers.

The standards should achieve the following desired outcomes:

- ◆ Meet the core community infrastructure needs and demands of population projections;
- ◆ A level of provision of services and facilities which is considered sustainable by the Council and their community;
- ◆ Accessible, integrated, well designed and connected facilities providing for a broad range of community services; and
- ◆ A mix of community infrastructure that will stand 'the test of time' and be able to cater for a changing service environment and fluctuating and sometimes significant increase in demand.

1 1.1 Types of standards

Two types of inter-related standards are required:

- ◆ Quantity: supply linked clearly to current demand or assumptions about future (level of service) demand (often described as provision ratios).
- ◆ Quality: the function, size, configuration, meets legislative requirements, location and cost of providing the community infrastructure.

Considering the above, there are some simple predictive methods available to infrastructure planners such as the following: -

11.1.1 Facility Triggers

The infrastructure quantity assessment, Fig 7 below, needs to be considered in conjunction with additional assessment information provided by the proponent through the SGSC Capital Works Community Proposal Application Form and broader community consultation and feedback, benchmarking, officer and proponent experience, available funding and other funding opportunities. Depending on the complexity of the proposal, this information may need to form part of a business case and/or a feasibility study to ensure the proposal and its implications is fully understood.

The information required is considered in the light of the Guiding Principles,

- ◆ Community Benefit,
- ◆ Basic fundamentals (Asset Management)
- ◆ Financial sustainability
- ◆ Planning
- ◆ Risk
- ◆ Service

From the Guiding Principles the following can be considered in through all steps of the proposal to Project process;

Is the proposal:

- ◆ Multi-purpose and flexible?
- ◆ Co-located; equitably and appropriately located; Linked to pedestrian and cycle networks and public domain spaces?
- ◆ Utilised at capacity, for an agreed level of service?
- ◆ Linked to other commercial, retail and community activities?
- ◆ Viable in the longer-term through sustainable (financial and environmentally) management and maintenance?
- ◆ Promoting a positive local identity and social connection?
- ◆ To be managed in partnership and consultation with key stakeholders and communities?
- ◆ Near public transport, parking walking and cycling path/routes?
- ◆ Providing access for all?
- ◆ Safe and fit for purpose?
- ◆ Meeting all relevant Legislative, Aus. standards changes require infrastructure modification?
- ◆ A change of service delivery and/or function?
- ◆ Providing a Business Case that supports changes to the infrastructure triggers?
- ◆ Clear in regard to the extent of community shared contribution?

12 THE QUANTITY ASSESSMENT

The Quantity Assessment considers how much provision is required to meet the needs of the current and future population.

12.1 Population and catchments

Population estimates and forecasts for South Gippsland Shire are provided by ID Consulting and provided online at <https://forecast.id.com.au/south-gippsland>. Population estimates are available by gender and age for years 2016 up to 2036 for the following 'Population Forecast Areas':

- Korumburra
- Leongatha
- Mirboo North - Baromi
- Nyora - Poowong & District
- Rural North East
- Rural West
- South East Coastal District
- South West Coastal District

Boundaries for the above areas can be viewed at <https://forecast.id.com.au/south-gippsland/about-forecast-areas> Many services and facilities such as libraries and open space are used by people of all ages whereas others are more relevant to people of certain ages. An example of the latter includes Long Day Care which is used by children aged up to 6 years old. The age range used to estimate the demand for a certain service or facility is called the 'age cohort'. The age cohorts used to model demand for the various infrastructure types will be determined by the previously noted methods above, listed in a future addendum to the Community and Economic Infrastructure Blueprint (circumstance has not permitted finalisation of these at this time) and eventually published on the Council web site.

The limitation of South Gippsland's population estimates (and therefore age cohort estimates) is that they are only available for the six *Population Forecast Areas* listed above. This means that demand for community infrastructure can only be determined for each Population Forecast Area or an aggregation of areas; it cannot be measured with any confidence for smaller geographic areas such as individual towns. To overcome this, the use of statistical models from the Australian Bureau of Statistics (ABS) such as state suburb and urban centre/locality provides a similar population break down for sub-areas such as small towns. Care must be taken using these ABS figures due to the inherent statistical error in the low numbers. An assessment of the facility catchment will determine which figures to use, district, town, local, neighbourhood. When operational, the tool will be used to apply the Population Standards to individual

towns and the findings will be reported through a future iteration of the Blueprint.

The size of the age cohort population within an area gives an indication of the *maximum* number of people who are likely to create demand for a service or facility; however, not all of these people will actually use one. It is therefore necessary to determine a *provision standard* that estimates the proportion of the age cohort population who will actually use (i.e. create demand for) a service or facility. For this process to be effective, Council needs to develop a set of 'Population Standards' using the methods described above for each infrastructure type.

12.1.1 The Population Standards

The Populations Standards are expressed as the number of people within the relevant age cohort that a facility can support. Units of measure may vary depending on the type of facility, for example the unit of measure for tennis courts is '1 court', for community venues it is '1 facility' and for kindergarten it is '1 licensed place'.

The Population Standards need to be developed specifically for South Gippsland to reflect local drivers for demand such as the existing rate of provision, legacy infrastructure, current and forecast rates of participation and utilisation, opportunities and constraints arising from new development, Council policy, and constrained capital and operational budgets. Comparison with provision rates in other municipalities can be useful to suggest how South Gippsland compares, but it is not appropriate to simply 'borrow in' these rates¹².

The process of setting the Population Standards, examines current ratios of provision across the Shire and compares them with relevant information such as:

studies and plans (e.g. Recreation and Leisure Strategy or Municipal Early Years Plan)

service provider knowledge of participation rates and trends, waiting lists, facility utilisation, good practice models and other service planning factors

1. population and development forecasts
2. local policy and planning objectives

The Population Standards are expressed as two figures:

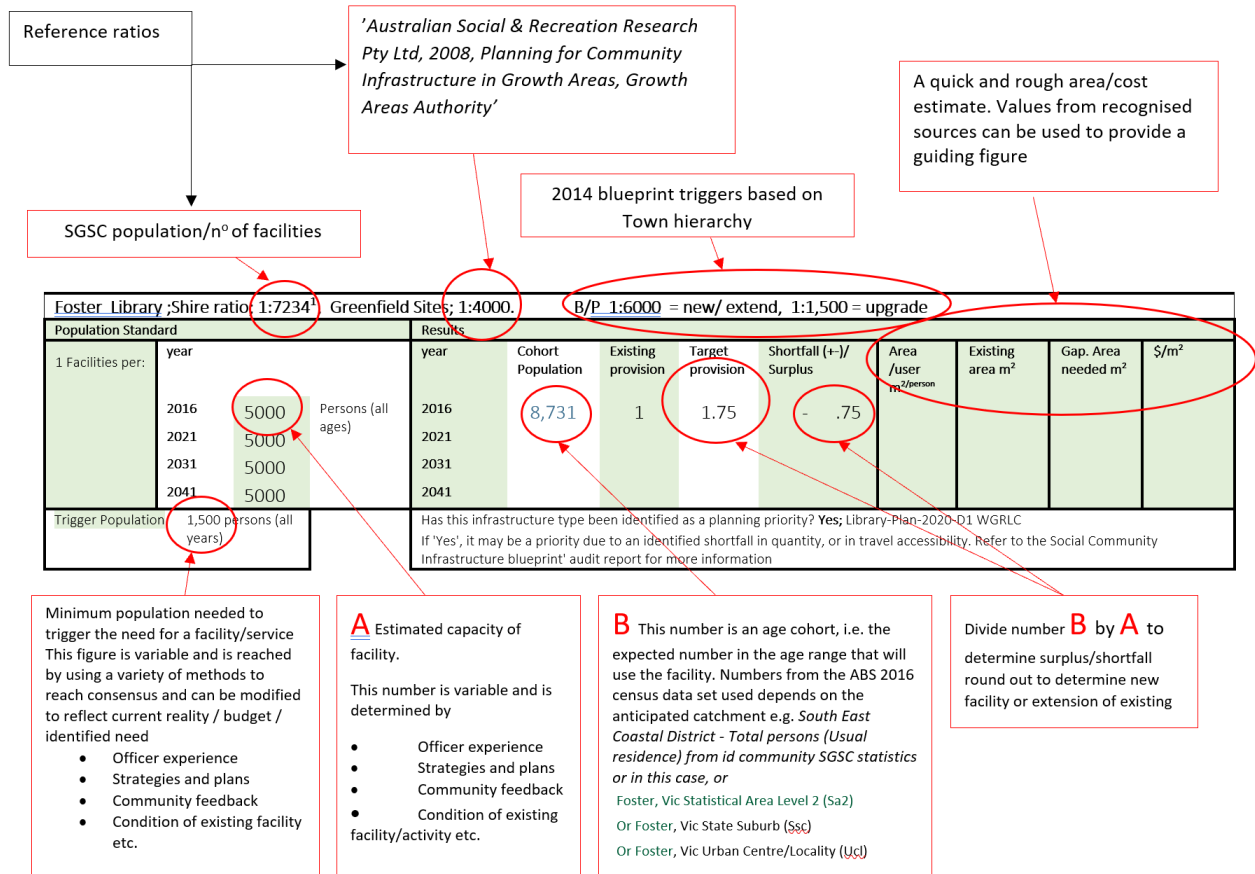
1. Population trigger (minimum cohort population required to trigger need for a facility)
2. Population ratio (the maximum cohort population a facility is able to support)

¹² The Victorian Planning Authority Guide to Planning for Community Infrastructure in Urban Renewal Areas specifically advises against the application of 'arbitrary benchmarks' from other LGAs

blueprint for community and economic infrastructure 2021-2036

The Population Standards are defined and managed through Council's asset management system and database and will be provided through the Community and Economic Infrastructure Blueprint Provision Standards review and published later on Council's web site.

Figure:7. Worked example: development of a Population Standard for a library in Foster;
(All figures in this worked example are illustrative only.)



Step 1:

Select an appropriate age cohort

Example Library age cohort = all persons aged 5 to 85+

Step 2:

Calculate the current actual rate of provision

If Foster currently has one library and a district population of 8731 persons aged 5 to 85 (ABS Statistical Area Level 2), the current actual rate of provision is 1: 8731.

Step 3:

Consider the current rate of provision against Council's understanding of whether demand for a library is being adequately met. Apply knowledge such as current and projected attendance rates, known unmet

blueprint for community and economic infrastructure 2021-2036

demand (e.g. waiting lists), utilisation of existing facilities, and other relevant drivers. Comparisons with other municipalities or benchmarks may also be used.

In this example, existing facilities are fully utilised and a substantial unmet demand is known to exist. This suggests that the current rate of provision of 1:8713 is inadequate.

Step 4:

Select an appropriate population ratio that reflects the facility's actual operating capacity

Council selects a target population ratio of 1:5000 (i.e. substantially less than the current rate of provision)

Step 5:

Compare the selected population ratio with current and forecast population

Table 6 Comparison of existing supply with the population ratio produces the table of results below: Figures are rounded

| Year | Estimated population of persons aged 5-85 | Facilities required to meet 1:5000 target population ratio | Existing provision | Shortfall |
|------|---|--|--------------------|-----------|
| 2016 | 8713 | 2 | 1 | -1 |
| 2021 | 10,000 | 2 | 1 | -1 |
| 2026 | 18,000 | 3 | 1 | -2 |
| 2035 | 24,000 | 5 | 1 | -4 |

In this example Council decides that the forecast shortfalls are realistic and that it has the resources to deliver 4 libraries by 2035. Council therefore adopts the population ratio of 1:5000 persons aged 5 to 85.

If Council decided that delivery of 4 libraries was not possible or necessary, the population ratio would be revised to a higher ratio (e.g. 1:10,000), thereby reducing the forecast shortfall to a more realistic and deliverable figure. This of course does not resolve the known unmet demand, therefore other strategies need to be considered such as, extending the physical infrastructure, development of innovative programs whilst upgrading with up to date data links etc, expanding the opening hours, change the site.

Step 6:

Determine a population trigger;

Based on knowledge of participation rates, utilisation of facilities, costs of operating and maintaining libraries, and other relevant information Council determines that a minimum population of 1500 persons aged 5 to 85 is required to support a library.

12.2 The Travel Accessibility Assessment

Another key aspect of assessing community demand for infrastructure is the location and distribution of facilities as these determine the distance that people must travel to access a service or facility.

The Travel Accessibility Assessment considers the actual on-road distance between people and community facilities. The assessment applies the Travel Accessibility Standards to determine whether people can access services and facilities within a reasonable journey time.

‘Walkability’ or ‘driveability’ are widely recognised as appropriate measures of travel accessibility. Several urban municipalities in Australia (including the cities of Ballarat, Bendigo and Melbourne) have goals of achieving 10- or 20-minute neighbourhoods where all critical services and facilities are provided within a 10 or 20 minute journey. Walking or public transport time is commonly used in urban areas but for rural areas where walking or public transport is not an option, travel time by private vehicle is a much more realistic standard.

12.2.1 The Travel Accessibility Standards

For rural areas the Travel Accessibility Standards are expressed as drive time. For urban areas they are a mix of drive time and walking distance, depending on the type of facility the standard is being applied to. In future the standards may also account for journeys by public transport.

A time or distance-based Travel Accessibility Standard has been set for each infrastructure type addressed by the Community Infrastructure Framework. The proposed travel standards are:

- ◆ ‘400m walking distance’ (equivalent to a 5-minute walk)
- ◆ ‘800m walking distance’ (equivalent to a 10-minute walk)
- ◆ ‘1600m walking distance / 2-minute drive’
- ◆ ‘5 minutes’ drive time (equivalent to travelling across a person’s own community)
- ◆ ‘10 minutes’ drive time
- ◆ ‘20 minutes’ drive time
- ◆ ‘30 minutes’ drive time (for major regional facilities)

Settlements of different population sizes cannot all realistically be provided with the same level of access to facilities. For example, due to its much smaller population a village cannot support the same range of facilities within its boundary as a large urban area. Therefore, the Travel Accessibility Standards are defined differently for settlements of different sizes. For example, the standard for Long Day Care might be ‘5

minutes' drive time for a large urban area of 2,000 people but would most likely be '20 minutes' drive time for a rural settlement of less than 200 people.

The *Travel Accessibility Standards* are initially defined according to the travel time/distance that is considered reasonable for residents within settlements of different sizes to travel to access facilities. They are then refined by studying the implications of setting them at the chosen level. For example, defining a travel standard for Long Day Care of '10 minutes' drive time for all villages may result in the gap analysis concluding that five new day care centres are required across the rural east. Council may decide that such a requirement is not affordable or viable and consequently revise the standard to '20 minutes' drive time. Defining the *Travel Standards* in this manner ensures that all settlements of similar sizes are equitably assessed against each other.

The Travel Accessibility Assessment compares the standards with current travel times / distance to determine whether the standards are met or failed for each facility type, for each settlement in the Shire. The Travel Accessibility Standards are defined and managed through Council's Planning framework.

12.3 The Suitability Assessment

The Suitability Assessment determines whether existing facilities are physically meeting the needs of the services delivered through them or would meet the needs of different services if they were to be delivered through them instead.

The assessment measures 'suitability' using two provision standards, the *Building Condition Standard* and the *Fitness for Purpose Standard*. The *Building Condition* and *Fitness for Purpose Standards* use comparable scoring systems and together provide a comprehensive understanding of whether facilities are physically able to meet the needs of their users (as well as ensuring they are safe for public use).

12.3.1 Building Condition Standards

The Building Condition Standards set a minimum level of building condition that users should reasonably expect of community facilities of different types.

Approximately every four years Council commissions a professional condition audit of its buildings. The audits typically assess buildings based on their major components such as roof, exterior and interior walls, windows, plumbing and electrics. A score is given to each component. The score of a building component is a rating of the current condition of the component with respect to its original (as-built) condition and the effect of destructive forces such as weathering, corrosion, age, usage, damage etc as defined in the table below.

As audits are only carried out for Council assets, the Building Condition Standard can only be applied to

existing Council-owned facilities.

Table 7 The scores given to each building component and the building overall are:

| Score | Building condition |
|-------|-------------------------------------|
| 0 | New facility |
| 1 | Excellent (>90% of new condition) |
| 2 | Very Good (75-90% of new condition) |
| 3 | Good (50-75% of new condition) |
| 4 | Fair (25-50% of new condition) |
| 5 | Poor (10-25% of new condition) |
| 6 | Failed/Unserviceable |

Minimum acceptable building condition scores for each infrastructure type are contained within the Building Condition Manual. These will be defined and managed through Council’s Asset Management Framework.

12.3.2 Fitness for Purpose Standards

The *Fitness for Purpose Standards* consider physical characteristics of buildings that are not addressed in the Building Condition Manual. They set a minimum measure of fitness for purpose that users should reasonably expect of community facilities of different types.

‘Fitness for Purpose’ can change over time. If the users of the service want to lift the service level from local to regional, the quality, size of the facility may need to be increased to cope with extra level of use, this change may also trigger the need for extra components such as toilets, lighting, kitchens, car parking upgrades to name a few.

Basketball is a good example, the courts start as a local fitness activity for the kids and grows to include adults, then aspires to the next level of competition. The peak body requires a prescribed standard with accompanying facilities, the local level facility will need to extend its’ quality and capacity.

A Fitness for Purpose assessment comprising questions on many aspects of building function has been developed in-house by council officers. The assessments are conducted by Council’s Asset Management officers and the service unit managers who use each facility. The assessments will be updated as often as required. At present they will only be applied to Council-owned, leased or managed facilities or ones to which Council provides operational funding.

Table 8 Example ;The scores given to each category of the assessment and the facility overall are:

| Score | Fitness for Purpose |
|-------|--|
| 1 | Fully meets the service needs with no impact on service delivery |
| 2 | Minor impact on ability to deliver the required services |
| 3 | Moderate impact on ability to deliver the required services |
| 4 | Significant impact on ability to deliver the required services |
| 5 | Severe impact - required services cannot be delivered |
| 6 | Unfit for use |

NOTE: Building Condition and Fitness for Purpose assessments may be conducted later in 2020 once the results of Council’s updated Building Condition Audits are available. These condition audits are being carried out by an external supplier, this data can then be fed into the proposed Asset Management modelling software (Predictor) due to come on stream late 2020.

12.3.3 The Utilisation Standards

The Utilisation Standards are still in development and are omitted from the Framework until audits of condition, capacity, availability and utilisation have been completed for all Council-owned facilities. They need to be assessed in conjunction with ‘Fit for purpose standards’.

The Utilisation Standards will define the maximum level of use that should be reasonably expected of a facility and compare it with current actual availability and usage. These standards will allow Council to measure whether facilities are being over or under used. To help address some conditional inequality circumstances with non-Council facilities, it would be useful to collect this data for all Social Community Infrastructure in the Shire.

12.3.4 Identifying gaps in provision (gap analysis)

Differences between existing infrastructure provision across the Shire and desired (target) levels of provision are determined by comparing the Community Infrastructure Audit (the ‘supply’) with demand data and the various *Provision Standards*:

Comparison between the Audit, the age cohort populations and the Population Standards suggest where there are shortfall or surpluses in the number and distribution of services and facilities. Comparison between the current location of facilities and the Travel Accessibility Standards using spatial GIS¹³ analysis

¹³ Geographical Information System (GIS) is software used to analyse the spatial (geographical) relationships between objects and data

can identify geographic gaps in provision where people have to travel unreasonable distances to reach infrastructure.

Comparison between the Building Condition audits, Fitness for Purpose assessments and the Provision Standards identifies where facilities are unsuitable in terms of their physical attributes.

Comparison between the capacity, availability and utilisation audits and the Provision Standards suggests where infrastructure is being over or under used.

These comparisons are projected into the future using Council's population forecasts and its' understanding of how future growth and development is likely to affect the size and makeup of settlements, transport patterns, and the nature of people's demand for services and facilities.

12.3.5 Service-based Needs Prioritisation

The Service-based Needs Prioritisation stage identifies which of the findings from the Community Needs Analysis represent the most important areas of community need for each infrastructure type and each location. The prioritisation is carried out on a service-by-service basis by council's internal service managers who have an intimate understanding of community and service needs. Council officers consider the evidence and identify the gaps that are most significant and need to be taken forward to the Strategic Project Prioritisation Stage.

This stage identifies aspects of community need for infrastructure that will need to be addressed through asset management plans, capital projects and/or service improvements; it does not identify specific projects. It also identifies locations that are perhaps oversupplied and could present opportunities to rationalise existing infrastructure.

One of the Community Infrastructure Planning and Design Principles is that "Community infrastructure projects respond to priority community needs and service objectives and corporately agreed levels of service". Given Council's limited budgets for community infrastructure, the prioritisation stages of the Framework seek to prioritise 'needs' over 'wants' and address the most critical community needs first.

This approach is reflected in the Long-term Financial Plan (LTFP) '*Service level funding gaps will be identified and classified as primary or secondary in nature to clearly distinguish the cash flow requirements of maintaining existing service levels (primary gaps) and for service level enhancements (secondary gaps)*'.¹⁴

12.3.6 Strategic Project Prioritisation

The purpose of the Project Assessment and Prioritisation stage (matrix 1 & the assessment criteria 2) is to consider projects that meet the priority areas of need identified through community consultation and the

¹⁴ Council Plan 2020-2024 P10 point six

service-based needs prioritisation. Discussions between service providers and the community identify where multiple areas of need can be met through multipurpose facilities and where opportunities for alignment, collaboration, co-location and/or integration between services and projects exist.

Priority projects will need to provide significant strategic benefits to the broadest possible range of people.

12.3.7 Delivering infrastructure improvements

The funding, design and delivery of community infrastructure improvements can mostly be achieved through the *Asset Management Plans (renewal)* which are prepared subsequent to formal Council adoption of this report. These plans will identify specific *renewal* infrastructure improvement projects, their estimated cost, timing and funding mechanisms and are considered mostly 'Primary'. As this process is focused on renewing infrastructure it is outside this Blueprint review. The 'Blueprint' addresses 'Secondary' gaps in service provision and are generally dealt with by accessing community grants, external grants and the limited funding available in the discretionary budget.

13 COMMUNICATION PLAN

The Blueprint review 2021-2036 recommended capital works assessment and prioritisation tools are what will be communicated to the community via a community engagement plan. The community engagement plan is critical to the success of this blueprint process to firstly test the process and secondly, from their input and reaction refine the blueprint process

13.1 Context

The South Gippsland Shire Community and Economic Infrastructure Blueprint (B/P) has been developed by Council to improve the management of and planning for, the future development of community social infrastructure for both Council owned and managed and non-council facilities. Since 2014 the B/P has evolved in response to community expectations and needs. This 2021 version includes some management tools identified by Council as critical to the continued development of community infrastructure management. The original Blueprint was successful in providing some guiding principles and key directions, these being generally adopted by staff in the infrastructure planning process, however they are not widely recognised by the community. Due to the demand for new infrastructure proposals from the Community, coupled with the a very limited budget, several key shortfalls in B/P were identified: -

- ◆ There was no process or method available to allow for a fairer, consistent and more transparent assessment of proposals
- ◆ No method of prioritisation of the assessment results
- ◆ Projects had limited analysis prior to listing in the capital works budget
- ◆ There was no single avenue for projects to enter council which resulted in an inefficient and at times uncoordinated results.

The responses to the above issues are what forms the current iteration of the blueprint and what will be communicated to the community. Community engagement is critical to the success of this blueprint process to firstly test the process and secondly, from their input and reaction refine the blueprint process.

13.1.1 Project Statement

(Refer to introduction)

- ◆ Why is the engagement required?

To confirm or otherwise that the direction the Blueprint assessment, whether the application/ prioritisation process is acceptable, appropriate and viable within the broader community context.

- ◆ What triggered the project?

A large list of unfunded capital works (upgrades, extensions and new projects) that continues to grow daily, places pressure on the limited funds available. The need to ensure adequate information about any

blueprint for community and economic infrastructure 2021-2036

proposal is thought through early and to provide a more streamlined and efficient project delivery through Council.

- ♦ What is the required result of the project?

A clear and transparent proposal process that gathers as much information as possible early in its inception which can then be assessed and prioritised in accordance with the B/P guiding principles and budgeted accordingly

- ♦ What stage of the project are you in? Has any related work/engagement been completed lately?

Process has been developed but is largely untested. The Blueprint process requires rigorous examination by the community to ensure acceptance

Preliminary consultation has been positive, the current COVID 19 situation has stalled that process.

Non-negotiables for the project are:

- ♦ The Blueprint process may be non-negotiable

Negotiables for the project include:

- ♦ Desired outcomes can be discussed by the community to identify their concerns and views. To record any thoughts and ideas to improve the process or elements of the process then adopted where appropriate.

13.1.2 Stakeholders and Community

Aim will be to target existing community groups/forums, representatives can disseminate the Blueprint information out into their groups/communities. To include

- ♦ Cluster meetings.
- ♦ Hall network.
- ♦ Progress associations.
- ♦ Sport and Rec groups.
- ♦ Electronic media, Shire notice board, 'IN the Know' newsletters, Documents on display etc.
- ♦ Internal stakeholders.

13.2 Purpose and Goals

13.2.1 Purpose

To inform the community of why there is a Blueprint process and what are its components and how they fit together to create a more efficient and transparent route to funding and delivery

To increase the understanding of the community of the B/P process, to record their reactions and assess the implications or consequences of their responses to the blueprint proposal

13.2.2 Goal

To not only inform but to engage and elicit responses from the community that will enhance the resulting Blueprint documents/process for future use by the community and Council staff

13.2.3 Influence Analysis

Having identified who we will be engaging with and the purpose and goals it is necessary to identify how much influence the stakeholders will have on the project.

This engagement process has the opportunity to inform, consult, involve, collaborate or empower its participants by openly canvassing what is proposed and being prepared to evolve the blueprint process details in response to their feedback.

13.2.4 Principles and Approach

- ◆ **Getting ready**, what will be presented to the community and how?
- ◆ **Activation**, who and what will be involved in the presentation where and when?
- ◆ **Participation**, who will be at the presentation (numbers from where?) how will they participate
- ◆ **How evaluation data can be collected at these engagement points?** Notes taken and subsequent correspondence will be recorded. E-mail, phone, meetings.
- ◆ **Analysis**, review the responses collate and assess for inclusion into the document
- ◆ **Feedback and reporting**. Feedback and responses will be recorded as an appendix the final Blueprint document
- ◆ **Success of the communication plan** will be measured by the number of groups connected with, number of responses and the overall quality of the feedback

13.2.5 Resources

Internal resources include

- ◆ Community strengthening group, access to their extensive networks is critical to the success or otherwise of this Community engagement plan.
- ◆ Council communications team
- ◆ Facilities TBA
- ◆ Projectors, tea coffee etc

External resources may include:-

- ◆ Use of meeting rooms in halls, hotels, other community meeting spaces. Venues depend on availability and COVID restrictions.

APPENDIX 1. LIST OF STRATEGIES AND PLANS REVIEWED

| Community/SGSC Documents | | Status | Comments |
|--------------------------|--|-------------|--|
| 1. | @leisure - South Gippsland Regional Equestrian Exhibition Centre Feasibility July 2019 | Current | Abandoned |
| 2. | 2018-19 Council Plan 2019 20 Annual Initiatives Version (1) | Current | Review in 2021 |
| 3. | 2018-2020_Economic Development and Tourism Strategy Final | Current | Review in 2021 |
| 4. | Aquatic Facility Provision Prior to Aquatic Strategy Review | Current | Review in 2024 |
| 5. | Aquatic Facility Summary – 2019 | Current | Review in 2023 |
| 6. | Art, Culture & Creative Industry South Gippsland Strategy 2017-2021 | Current | Review in 2024 |
| 7. | Asset Management Strategy Adopted 24 April 2017 | Current | Review in 2021 |
| 8. | Buffalo, Fish Creek community directions 2013 | Out of date | Review in 2020 |
| 9. | Building Asset Management Plan 2017 (internal doc) | Update | Although still current Review in 2021 |
| 10. | Community Grants Basic Process | Update | Review in 2020 |
| 11. | Community Infrastructure Assessment 2013 | Out of date | Blueprint review 2020 |
| 12. | Community Infrastructure Project Management Policy and Guidelines -Adopted | Update | Review in 2020 |
| 13. | Council Plan 2021 2024 | Current | Review in 2024 |
| 14. | Draft SGSC S&R Infrastructure Strategy 2020-2030 | Current | Review in 2024 |

blueprint for community and economic infrastructure 2021-2036

| Community/SGSC Documents | | Status | Comments |
|--------------------------|---|-------------|--|
| 15. | Dumbalk Community Plan 2012 | Out of date | Review in 2020 |
| 16. | Early Years Data Early Years Infrastructure Policy Framework March 2013 | Out of date | Elements currently under review. Long term infrastructure planning is about to occur |
| 17. | Early Years Infrastructure Review Leongatha | Current | New infrastructure in planning stage |
| 18. | Foster Community Infrastructure Plan - Adopted 22 June 2016 | Update | Blueprint will supersede this need |
| 19. | Foster Community Plan 2011 | Out of date | Review in 2020 |
| 20. | Foster Structure Plan June 2008 | Out of date | To be reviewed in 2020/21 since review will still be going in 2021 |
| 21. | Koonwarra Community Ideas Bank 2013 | Out of date | Review in 2020 |
| 22. | Korumburra Community Hub DRAFT 12/10/18 | Out of date | Project has since been updated and is in final planning stages |
| 23. | Korumburra Community Infrastructure Plan | Update | Blueprint will supersede this need |
| 24. | Korumburra Revitalisation Project 2017 | Current | Review other elements than Hub |
| 25. | Korumburra Streetscape Masterplan | Current | Next step is detailed design |
| 26. | Leongatha Community Infrastructure Plan April 2014 | Update | Blueprint will supersede this need |
| 27. | Library Plan 2017 2021 D1 WGRLC | Current | This plan was revised in 2020 review in 2024 |
| 28. | Loch Community Directions 2010 | Out of date | Review 2021 |

blueprint for community and economic infrastructure 2021-2036

| Community/SGSC Documents | | Status | Comments |
|--------------------------|--|-------------|---|
| 29. | Loch Community Plan Final 2010. | Out of date | Review in 2020 |
| 30. | Long Term Financial Strategies 2018-19 October 2018 1 | Current | Long view to 2033/34, reviewed annually |
| 31. | Meeniyian & Stony Creek Update 2011 | Out of date | Review in 2020 |
| 32. | Meeniyian Community Plan 2012? | Out of date | Review in 2020 |
| 33. | Mirboo North Community Infrastructure Plan 25 June 2014 | Out of date | Blueprint will supersede this need |
| 34. | Mirboo North Structure Plan Refresh - February 2020 Update Post Panel Report for Council Adoption - Amendment C115 | Current | Mirboo North Structure Plan Refresh was finished 2015, updated 2020 and is about to be updated again shortly following our current bushfire work. |
| 35. | Mirboo North, Baromi Park Master Plan 2018 | Current | Review 2022 |
| 36. | Mount Best Community Hall and District Development Plan 2011 | Out of date | Review in 2020 |
| 37. | Municipal Health and wellbeing Plan 2017 2021 Final | Update | Review in 2021 |
| 38. | Municipal Precinct Study 2014 | Out of date | Review in 2020 |
| 39. | Nyora Community Infrastructure Plan May 2014 | Update | Blueprint will supersede this need |
| 40. | Nyora Community Plan Final 2010 | Out of date | Review in 2020 |
| 41. | Nyora Development Strategy 'Future Nyora' 2016 | Current | Consider Nyora future development overlaps and expands on the 3 |

blueprint for community and economic infrastructure 2021-2036

| Community/SGSC Documents | | Status | Comments |
|--------------------------|--|---------|--|
| | | | documents above, infrastructure direction. |
| 42. | Nyora Structure Plan 2011 | N/A | not really a document that is referred to now (best to refer just to framework plans in the planning scheme), not out of date or to be reviewed soon |
| 43. | Parks, Gardens & Reserves Asset Management Plan 2017 - New Plan | Current | Incomplete Review in 2021 |
| 44. | Paths and Trails Strategy adopted 30 May 2018 | Current | Review in 2022 |
| 45. | Poowong Structure Plan 2013 | N/A | Not really a document that is referred to now (best to refer just to framework plans in the planning scheme), not out of date or to be reviewed soon |
| 46. | Port Welshpool Marine Precinct Plan 2018 | Current | Further work required. |
| 47. | RSD Internal Audit - Budget Management for Capital Major Works Project | Current | Review in 2023 |
| 48. | RSD SGSC Report 2019 - Budget Management V3 (Draft Date 18 Feb 2020) | Current | Currently under review |
| 49. | Sandy Point Community Plan 2017 | Update | Review in 2021 |
| 50. | Sandy Point Urban Design Framework 2006 | N/A | No review |
| 51. | Social Community Infrastructure Blueprint 2014-2029 | Update | Review in 2020 |

blueprint for community and economic infrastructure 2021-2036

| Community/SGSC Documents | | Status | Comments |
|--------------------------|---|-------------|--|
| 52. | South Gippsland Housing and Settlement Strategy 2013 | Current | Just finished Amendment C90 which implemented final parts of this strategy |
| 53. | South Gippsland Shire Council - Sport Recreation Infrastructure Strategy 2020-2030 draft | Current | Review in 2020 |
| 54. | South Gippsland South Eastern Districts Urban Design Framework Port Franklin, Welshpool, Toora, Port Welshpool, Mt Best, Agnes, Hedley | Current | Review in future existing reference document in planning scheme |
| 55. | South Gippsland Youth Strategy 2019-2023 FINAL | Current | Review in 2024 |
| 56. | South Gippsland Community Grants Program Guidelines 2019 /20 | Update | Review in 2021 |
| 57. | Strategic Risk Review, Grant Funding of priority projects and operational requirements November 2019 | Current | Usually reviewed annually |
| 58. | Strategy and Audit for Social Community Infrastructure 2014 2029 | Update | Currently under review |
| 59. | Sustainability Strategy 2016 2020 endorsed 24 Aug 2016 | Update | Review in 2020/21 |
| 60. | Tarwin River Precinct Plan 2019 | Current | Community document |
| 61. | Tennis Facilities Plan 2017 | Current | Review in 2021 |
| 62. | Toora & District Community Plan Report Card Working Version 2013 | Out of date | has been updated in 2020 |

blueprint for community and economic infrastructure 2021-2036

| Community/SGSC Documents | | Status | Comments |
|--------------------------|---|-------------|---|
| 63. | Venus Bay Tourism Precinct Plan 2020 | Current | Commenced early design/planning |
| 64. | Venus Bay Urban Design Framework 2006 | Current | Existing background document in planning scheme |
| 65. | Venus Bay Van Cleef Reserve Masterplan 2019 | Current | Has this been included in Cap Wrx? |
| 66. | Venus Bay, Tarwin Lower Community Infrastructure Plan.2014. | Out of date | Blueprint will supersede this need |
| 67. | Waste Management Strategy 2016-2021 | Current | Review in 2021 |
| 68. | Welshpool & District Community Plan 2011 | Out of date | Review in 2020 |
| 69. | SGSC Open Space Strategy 2007 | Out of date | Currently being reviewed and updated |

APPENDIX 2. PROPOSAL APPLICATION GUIDELINES

logo

SGSC Capital Works Proposals Application Form & Guidelines



1. INTRODUCTION

Council supports the assessment of community infrastructure proposals against a series of criteria to determine a priority status with the allocation of Council's Capital Works funding.

Capital works proposals are improvement works that the Council carries out on its and sometimes other community managed community infrastructure. Council funding can assist Capital Works Proposals in the following areas:

- ❑ *Parks and Gardens, open space and infrastructure e.g. Playgrounds, skate parks .*
- ❑ *Meeting rooms and community spaces such as neighbourhood houses/community hubs*
- ❑ *Multipurpose district community hubs*
- ❑ *Early Years infrastructure*
- ❑ *Libraries*
- ❑ *Outdoor Pools*
- ❑ *Indoor Leisure Centres*
- ❑ *Caravan Parks*
- ❑ *Shared paths and cycle paths including horse trails*
- ❑ *Youth Spaces*
- ❑ *Public Toilets*
- ❑ *Community buildings including. community hall facilities; e.g.. Scout Pavilions*
- ❑ *Recreation Reserves and associated amenities; e.g. Coaches boxes, scoreboards, playing nets etc.*

There are two avenues for Capital Works proposals to be included in the Capital works budget.

1. The capital works proposals can be included into Community or Council planning documents such as;
 - ❑ *Community planning documents (Town Plans)*
 - ❑ *Council planning strategies, studies, service plans, structure plans and frameworks and asset management plans*
 - ❑ *Recreation Reserves master plans and strategies*
 - ❑ *Park master plans.*

Note: Council and community planning documents may be developed and/or reviewed on an annual or longer cycle (up to four years) so it is important to engage in the community infrastructure planning process and submit any proposal as the opportunity arises.

blueprint for community and economic infrastructure 2021-2036

Also, proposals submitted for funding could be considered for Council endorsement for external funding programs, such as the Sport and Recreation Victoria's [Local Sports Infrastructure Fund](#)

2. Alternatively, proposals can be submitted as a part of Councils annual capital works budgeting process, applications received after the closing date below (in *Timeframes* section) will not be considered by Council.

For Council to further consider your request for Capital Works funding, please complete the attached application form (providing supporting information where applicable) and submit the proposal into the appropriate strategic plan or directly into the Capital Works Budget by the nominated closing date.

If the proponent is not seeking funding for a Capital Works Program proposal, the Community grants application form can instead be completed. This can be obtained by contacting Council's community strengthening team by downloading the Community Grants form from the Council website.

2. APPLICATION PROCESS

There are six key steps which all proponents need to be aware of in the Capital Works application process. These being:

1. Download and complete Council's Community and Economic Infrastructure Blueprint Proposal application form and an information pack or contact Council via infrastructureideas@southgippsland.vic.gov.au.
2. Should Council Officers require further information about the proposal application, you will be contacted as a follow up meeting may be required (booking required).
3. Should the application require Council contribution funding, the application would need to be included in a Community/Council recognised *plan, strategy, or* submitted to Council prior to 1 August, in order to be considered for the future Capital Works Program.
4. Staff from Council's Asset management unit will assess the application, assign a reference number, and either add it prioritised for consideration as part of Council's Capital Works Program or recommend an alternate option (i.e.: different funding program, request additional information to resolve questions arising from the assessment process etc.).
5. Council's draft budget for the following year will be released in May, with all the prioritised proposals for the coming year included.

6. Proposal initiators will be notified of the outcome of their request when the budget is confirmed in July.

3. OBJECTIVES

In order to be eligible for consideration as part of Council's Capital Works Program, the proposal must demonstrate it meets a number of the following principles¹⁵.

- ❑ **Maximises community benefit** by promoting access, inclusion and building social connection
- ❑ **Undergone strategic Community Infrastructure Planning** to ensure the proposal aligns with Council strategic direction.
- ❑ **Asset Management principles and some basic fundamentals** are considered to ensure community facilities are multi functioned (where possible) well maintained, well managed, fit for purpose and in the best position.
- ❑ That the proposal meets the level of **Service and use** of the facility and will meet the community's needs now and into the future
- ❑ All levels of **Risk** are considered and implemented to safeguard the facility for all concerned
- ❑ Any proposal must be **Financially** justifiable and achievable, through good planning and analysis e.g. business case

4. PROPOSAL EVALUATION

4.1 Evaluation Panel

¹⁵ From the community and economic infrastructure blueprint guiding principles

blueprint for community and economic infrastructure 2021-2036

An evaluation panel consisting of community members appointed by Council, known as the Community Infrastructure Advisory Committee (CIAC), will assess all costed community infrastructure Capital Works proposals and recommend a priority listing to Council.

Dependent upon the nature of the proposal, the evaluation panel may co-opt other members to obtain specialised advice relating to proposals.

4.2 Evaluation Criteria

In the evaluation of each proposal, the evaluation panel will consider how the proposed proposal meets the following principles (as designated within South Gippsland Shire Councils *Community and Economic Infrastructure Blueprint 'assessment criteria'*) scored against those principles designated weightings:

I.e. how the proposal will

- ❑ *Provide maximum Community benefit; 30%*
- ❑ *Contribute to the community infrastructure planning process; 25%*
- ❑ *Maintain or enhance current Service and use; 15%*
- ❑ *Demonstrate that it is financially sound and achievable;10%*
- ❑ *Follow sound Asset management principles and provide some proposal basics; 10%*
- ❑ *Undertake a Risk analysis (all levels) to ensure proposal is safe and fit for purpose; 10 %*

4.3 Interviews

The Evaluation Panel/ Council officer may invite applicants to an interview to discuss the application at further length. This can be booked when first applying.

5. OTHER CONSIDERATIONS

- ❑ Where applicable, sufficient evidence of proposed Group/Club financing for the proposal must be provided (i.e.: Bank Account Statement, Bank Guarantee etc.) if applicable e.g. Community/Council partnerships.
- ❑ Council **will not act as guarantor for loans** arranged by the Group/Club to assist the financing of proposals.
- ❑ All applications will be considered in accordance with the Council's 5-year Capital Works Program and reviewed thereafter.
- ❑ Council may choose to delay consideration of proposals to meet its Capital Works Program or to allow for future proposal planning to occur.
- ❑ For a proposal to be assessed, all supporting information must be provided. This includes but is not limited to designs, site maps, cost estimates etc. Council accepts no responsibility for incomplete applications.

6. TIME FRAME

Currently Community plans can span several years between rewriting, this application form will allow community groups to ensure proposals are ready to be included in their community plans and strategies to be forwarded to Council.

Council strategies ideally cycle through every 4 years, it is important to ensure community proposals are included in this process.

Community facilities can develop management plans and strategies to assist in future planning and help guide that facilities' development by using them to secure funding from a variety of sources including this process.

An indicative timeframe for the development of Council's Capital Works Program is detailed below:

| | |
|--|--------------------|
| Closure of applications | August |
| Assessment of applications | September- October |
| Announcement of Council's draft budget | May |
| Confirmation of Council's budget | July |

7. FURTHER INFORMATION

Requests for further information can be directed to:
infrastructureideas@southgippsland.vic.gov.au.

8. RELATED DOCUMENTS

- ❑ *Council Plan 2017 2021*
- ❑ *Asset Management Strategy Adopted 24 April 2017 (2)*
- ❑ *Municipal Health and Wellbeing Plan 2017 2021 Final*
- ❑ *2018 2020 Economic Development and Tourism Strategy Final*
- ❑ *Capital Works Policy*
- ❑ *Recreation Reserve Management-Framework-August-2016*
- ❑ *2020-2030 Sport & Recreation Infrastructure Strategy Draft*
- ❑ *Sporting Reserve and Facility Development Guidelines Policy*
- ❑ *Aquatic Facility Provision Prior to Aquatic Strategy Review*
- ❑ *Tennis Facilities Plan 2017*

blueprint for community and economic infrastructure 2021-2036

- ❑ *Seasonal Tenancy Responsibilities*
- ❑ *Paths and Trails Strategy adopted 30 May 2018*
- ❑ *Community Plans and Strategies*

The above documents can be found on Council's website at www.southgippsland.vic.gov.au

APPENDIX 3. PROPOSAL APPLICATION FORM

South Gippsland Infrastructure Proposal Application Form

Please ensure you have read the accompanying information documentation before completing and submitting the following application form:



South Gippsland Shire Council

Blueprint Proposal Application Form

Please ensure you have read the accompanying information documentation before completing and submitting the following application form:

Section 1. : Applicant Details

Proposal initiator

Name: _____

Postal Address: _____

Postcode: _____

Telephone: _____

Fax: _____

Principal Contact

Name: _____

Position: _____

Telephone: (BH) _____ (AH) _____

Mobile: _____

Email Address: _____

Is your organisation incorporated? Yes No

Incorporation Number: _____

blueprint for community and economic infrastructure 2021-2036

ABN Number: _____

Is your organisation registered for GST? Yes No

Site Details

Name: _____

Address: _____

Partnership Details (for this proposal, is your group in partnership with any other group/authority, leave blank if not applicable)

| Name | Contact Name | Telephone | Email Address |
|------|--------------|-----------|---------------|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

Site Location of Proposal

Please provide below pictorial supporting information, highlighting where on the respective site the proposal is set to be located. Alternatively, please attach a site map indicating the exact location of the proposal on site. If you require a site plan, please contact infrastructureideas@southgippsland.vic.gov.au via email.

Section 2. Proposal Details

Ownership

Who owns the land?

- DELWP/Crown
- Council
- Freehold title
- Other _____

DO you have evidence of permission from the land owner?

- Yes
- No
- Other _____

Proposal Type

- Open space (Inc. Parks and Paths and trails) new/upgrade/development
 - Building, new/modification upgrade/extension
 - Streetscape upgrade/development
 - Sporting facility upgrade/development
 - Other (please specify) _____
-

Standards/Legislation/Codes

Does the Proposal meet the standards/legislation/codes applicable to it?

Yes No

If yes please describe how

_____ If no, why?

Proposal Summary

Please outline the Capital Works that your community is proposing.

Proposal Benefits

Please provide details of the community benefits of the proposal and the community need or needs it is responding to.

Proposal Reach

Please highlight how the proposal benefits the widest possible community and/or encourages participation, particularly by members of traditionally disadvantaged groups (i.e.: disability, women, children, older adults, CALD).

What makes the project special?

Please highlight how the proposal encourages innovative approaches to address items including risk management, inclusive design, multi-purpose use and environmental sustainability.

Proposal Support

Please provide details of how the proposal is strategically supported by local or Council plans and strategies, regional plans and/or State Sporting Associations/Peak Bodies planning documents. Also, please ensure any relevant letters of support are attached and record of community discussion.

Section 3. Funding Details

Proposal Budget

Please indicate the total cost of this proposal and the anticipated sources of funding.

Total Cost \$ _____

How was this cost determined?

- Quote (Please attach a copy of quotation/s)

blueprint for community and economic infrastructure 2021-2036

Other (Specify)

Funding sources

Please provide supporting evidence for all funding sources i.e. bank statements or loan details

Community Contribution \$ _____

Council Funding Request \$ _____

State Government \$ _____

Federal Government \$ _____

Other (e.g. sponsorship etc) \$ _____

Please specify _____

Amount requested from council \$ _____

Total Funding \$ _____

** Please note council do not permit in-kind or voluntary labour and donation of materials for Capital Works proposals.*

Section 4. : Further Information

Please provide any further details you believe necessary for this application.

Section 5. : Declaration

I understand this is an application only and may not result in funding approval.

Please advise Council of any information changes.

Signature: _____ Date: _____

Printed Name: _____

Section 6. : Submission Details

This form along with any other supporting documentation is to be returned to via e-mail to infrastructureideas@southgippsland.vic.gov.au

For any further information regarding this application or the Capital Works Program please do not hesitate to contact Council

Proposals are considered by Council's Community Infrastructure Advisory Committee and recommendations made to Council.

APPENDIX 4. TRIAGE 1 ASSESSMENT MATRIX NOTE:

This proposal assessment example is listed with the all proposals and ranked by weighted score, this example will be compared to all the other scores, and prioritised.

| INITIAL TRIAGE | ASSESSMENT CRITERIA | RAW SCORE OUT of 10 No Evidence - 0 Some Evidence - 5 Evidence meets all criteria - 10 | WEIGHTING (%) | TOTAL SCORE (Raw Score x Weighting) = 10 | Score | Feedback |
|---------------------------|---|---|---------------|---|-------|----------|
| Community Benefit | <ul style="list-style-type: none"> Multi Purpose and Flexible Community Benefit (Direct and indirect) Participation levels Social Cohesion Access Public Consultation Partnerships | | 30 | 19.5 | 6.5 | |
| Community Planning | <ul style="list-style-type: none"> Demographics Cultural/Societal variation Service Demand Clear relationship to strategic importance /annual plan Addressed Municipal Inquiries Consultation Documented evidence Further research required Group permission evidence Alternative options | | 25 | 11.25 | 3.75 | |
| Service | <ul style="list-style-type: none"> Future Utilization Hierarchy of Importance Level of Service Functionality | | 15 | 10.125 | 6.75 | |
| Finance | <ul style="list-style-type: none"> Financially Sustainable Business case Economic Impact Income Funding Likelihood of Funding Expenditure Life Cycle Costing Project Enabling/Preliminary Costs | | 10 | 3.75 | 3.75 | |
| Proposal Basics | <ul style="list-style-type: none"> Asset Management/Maintenance Asset Integration Key physical elements Asset Value/Build Environments Site Suitability Legislation Land owner consent Regulator Impact | | 10 | 8 | 8 | |
| Risk | <ul style="list-style-type: none"> General Risk Financial Risk Reputational Risk Safety Environmental Risk | | 10 | 3.75 | 3.75 | |
| Sub total / 60 | | 0 | | | | |
| Total / 100 | | | | 56.375 | | |

blueprint for community and economic infrastructure 2021-2036

This detailed checklist can be applied as a guide or reference to data gathering for any proposal or scored as shown

| Initial Proposal Assessment | | | | | | | | | | | | | | | |
|---|---|---|--|---|--|--|--|--|---|---|---------------|----------------|----------------|----------------|--|
| | | Proposal | Leongatha Library test | Location | Leongatha | | | | | | | | | | |
| | | Proposal Sponsor: | | | | | | | | | | | | | |
| | | Proposal Manager: | | Asset Class | Library | | | | | | | | | | |
| | | Proposal Department: | | | | | | | | | | | | | |
| | | Date: | | Planning document REF | WGRLC Plan | | | | | | | | | | |
| | | Assessed by: | | | | | | | | | | | | | |
| | | Proposal Management Approach: | | | | | | | | | | | | | |
| Weighting | Guiding Principle | Assessment Criteria | Assessment Score | | | | | | | | | | | | |
| | | | 0 (triggers review or ineligibility) | 5 | 10 | 15 | 20 | Raw Score | Re-submit extra documentation | Comments | Scored Yes/No | Considerations | Weighted Score | Priority Order | |
| 10% | Asset Management (Proposal Basics) | Asset Management/Maintenance | How does the proposal impact on the existing maintenance and service levels? | Heavy impact on AM and maintenance/cp costs. Budget blowout - Review | Substantial impact on AM and maintenance/cp costs. Budget cannot be sustained | Impact on AM and maintenance/cp costs moderately known. Budget benefits outweigh costly maintenance cycle | Some impact on AM or maintenance/cp costs mostly known and understood fits budget | Little impact on AM or maintenance/cp costs well understood and accurately priced | 0 | | Yes | | | | |
| | | Lifecycle Maintenance | How does the proposal consider the recurring cost? How much will it cost and who will pay? | No consideration -Review | Extremely costly to maintain for council | Benefits outweigh costly maintenance cycle | Lifecycle cost considered no responsibility assigned. | | 5 | | Yes | | | | |
| | | Asset Integration (Functional and Visual) | How does the proposal fit in to the local environment (built and natural) both visually, aesthetically, traffic flow and access? | Negative is detrimental to its surrounds | Basic integration with and adds no value to existing infrastructure, environment | Somewhat integrated with and adds some value to existing infrastructure and surrounds | Fairly well integrated with and adds high value to existing infrastructure and surrounds | Fully integrated with and adds significant value to existing infrastructure and surrounds | 10 | | Yes | | | | |
| | | Ancillary Asset Components & Cost | Are there any ancillary costs needed for this proposal to function well? E.g. Carpark, lighting, drainage? | Many unconsidered ancillary components result in budget blowout (and risk to council) re-submit | 10% considered there are several ancillary costs identified, cost to Council/stakeholders may blowout | 20% considered there are a few ancillary costs identified, cost to Council/stakeholders may blowout | 30% considered and included in the proposal costs | 40% Ancillary Components have been considered and costed in proposal | 15 | | Yes | | | | |
| | | Amenity Value | How does the proposal fit in the context of the space it occupies? A positive element or element that contributes to the overall character or enjoyment of an area. For example, open land, trees, historic buildings and the inter-relationship between them, or less tangible factors such as tranquillity | If detrimental to Amenity/Built Environment, re-design and re-submit | No improvement to Amenity/Built Environment | Some improvement to Amenity/Built Environment | Improvement to Amenity/Built Environment | Significant improvement to Amenity/Built Environment | 20 | | Yes | | | | |
| | | Risk Substantiation | Substantiable topography, access to utilities and services, safety, lack of contamination, access (pedestrian & vehicular), lighting, links | If location is not suitable, allow re-submission | Proposal is somewhat suited to the location | Proposal is adequately suited to the location | Proposal is very well suited to the location | Proposal is ideally suited to the location and complements surrounding infrastructure | 20 | | Yes | | | | |
| | | Code Adherence | Does the proposal meet all legal requirements, Codes, Aus. standards? Planning Scheme | Contravenes design codes, standards or legislation | Minimal adherence to design codes, standards or legislation or not considered | Some adherence or consideration to design codes, standards or legislation | Mostly compliant with design codes, standards or legislation | Meets all design codes, standards and legislation and has them designed into the proposal | 15 | | Yes | | | | |
| | | Unintended Consequences | May cause loss of business, negative environmental impact, overloaded sewer, power usage etc. i.e. proposal causes decline in service elsewhere | Significant unintended consequences/negative impact/ re-design and re-submit | Several unintended consequences/negative impact | Some unintended consequences/negative impact | Negligible unintended consequences/positive impact | No Unintended Consequences/positive impact | 10 | | Yes | | | | |
| | | Asset total score | | | | | | | | 95 | | | | 5.94 | |
| | | 25% | Community Benefit | Multi Purpose and Flexible | How does the proposal increase number of uses/uses types? Does the proposal consider changes of use into the future? | Intentionally leave blank | Stand-alone inflexible or restricted use. | Current users | Combines several existing community functions/assets | Proposal combines several assets, services/functions, commercial and social | 0 | | | | |
| Freedom of Access | How does the proposal demonstrate inclusiveness and not restrict entry to others? | | | Intentionally leave blank | Restricted | Semi Restricted | Semi Open | Open for all | 10 | | | | | | |
| Community Benefit (Direct and indirect) | How and how many people does this proposal positively affect? Does it provide value to the community? | | | The outcomes will not benefit any of the catchment demographic or community members | The outcomes will benefit up to 20% of the catchment demographic | The outcomes will benefit up to 30% of the catchment demographic | The outcomes will benefit up to 40% of the catchment demographic | The outcomes will benefit up to 50% of the catchment demographic | 5 | | | | | | |
| Participation | How does the proposal demonstrate there will be an increase in participation? | | | Proposal reduces participation | Participation does not increase | Minimal participation increase | Some participation increase with anecdotal evidence | Proposal has clear evidence of significant increase in participation | 15 | | | | | | |
| Proximity/Driveability | Is the proposal readily accessible to its user group? By foot, car, public transport, cycle, horse, etc. | | | Location remote from user catchment, discourages use | readily accessible e.g. Max. 20 min drive | Readily accessible e.g. 800 m from user catchment local | Is conveniently located to user catchment 400 m neighbour | Is readily accessible by public transport, foot, car, cycle etc. | 20 | | | | | | |
| Social Connection | Does the proposal encourage social connectivity? How? (e.g. opening times, marketing, inclusiveness, broader demographic access) | | | Discourages social connection re-submit or ineligible | limits social connection | Neutral does not change | Social connection is improved by a demonstrated process | Social connection is significantly improved | 10 | | | | | | |
| Physical Access, DDA | Does the proposal meet with any DDA requirements? Does the proposal provide suitable physical accessibility? | | | Proposal goes against Access guidelines and legislation. There are physical barriers limiting access | Proposal does not address Access guidelines | Proposal partially addresses Access guidelines | Proposal addresses access guidelines and actively encourages physical access | Proposal exceeds access guidelines e.g. DDA. People of all abilities are encouraged to access this proposal | 5 | | | | | | |
| Public Consultation | Has this proposal undergone a suitable consultation process that was open inclusive and transparent? | | | Strong opposition or no consultation | No community support or inadequate process | Some Support but consultation process could be improved | General community support, good consultation process reported | Extensive support for proposal through a rigorous consultation process | 15 | | | | | | |
| Portfolio Balance | How does this proposal impact on the building/open space portfolio? (e.g. Too many playgrounds not enough public art, Public toilets against Meeting rooms. Does the proposal actually meet the community needs?) | | | Negative effect on asset portfolio | Mild negative re-balancing of asset portfolio | This Proposal slightly rebalances asset portfolio | This Proposal somewhat rebalances asset portfolio - positive | This Proposal significantly rebalances asset portfolio - positive in sector | 5 | | | | | | |
| Environmental Impact | How does the proposal impact on the immediate and broader natural environment? Contamination/medication? | | | Catastrophic Impact = ineligible | Negative Impact / re-submit | No Impact | Some positive impact improves existing natural environment | Significant positive impact | 10 | | | | | | |
| Missing Out | Who will be disadvantaged by this proposal, how and by how much? Gender? Other communities? | adverse impact on other services/proposal opportunities | proposal may need changes to address a negative impact | Neutral | Adds some value to other services/proposal opportunities | Adds value to other services/proposal opportunities | 15 | | | | | | | | |
| Organisational Partnerships | What are the partnerships formed to deliver this proposal and are they needed? Positive/Constructive? Share responsibility? | Intentionally leave blank | Partnership is absent | Partnerships are limited or don't have the capacity to contribute to the development of the proposal | Partnerships are well developed and contributing to the proposal | The partnership is a collaboration, is integral and will add value to proposal | 5 | | | | | | | | |
| Community Benefit Total | | | | | | | | 115 | | | | 11.98 | | | |
| 10% | Financial | Financially Sustainable | An assessment that a project will have sufficient funds to meet all its resource and financial obligations, now and into the future. Does this proposal come with an adequate business case commensurate with its size? How has the project been thought out financially? | If proposal is weak with no financial considerations, allow re-submission | Preliminary business case (Costings) needs development does not indicate sustainability | Average business case, looks financially sustainable but needs further checking | Good business case and easily confirmed | Excellent Financial Model verified by audit | 5 | | | | | | |
| | | Economic Impact (Local) | Does this proposal benefit the group financial situation making it more resilient? | Intentionally leave blank | The proposal has no potential to generate any economic activity for the proponent | The proposal has potential to generate small levels of economic activity for the catchment group | The proposal has potential to generate medium levels of economic activity for the group and local area | The proposal has potential to generate significant economic activity for the group and the region | 10 | | | | | | |
| | | Identification of Funding | Does the proposal identify how it is to be funded? | If proposal does not show this, allow re-submission | 100% Council funding | Less than 50% of External Funding | 50-70% of External Funding | Minimum 70% External Funding | 5 | | | | | | |
| | | Expenditure | Do the financial details for the proposal show and include (revenue analysis/ Quotes/ cost estimates/ Design material, plant, labour costs. Future maintenance costs) to the proposed budget realistic? | If proposal does not show these, allow re-submission | Proposal costs are somewhat underdeveloped for size and scope of Proposal and are limited in detail and accuracy. More work is needed in finalising expenditure and future maintenance costs | Proposal costs are developed for size and scope of Proposal and appear to be detailed and accurate. Will need verification | Proposal costs are reasonable for size and scope of Proposal and are reasonably detailed and accurate, may need verification | Proposal costs are extremely well developed for size and scope of Proposal and are very detailed and accurate. | 5 | | | | | | |
| | | Impact on Council Budget | Can Council fund fully or contribute to the proposal? If not what issues are? Compliments/Identifications of Funding sources above | If proposal does not show this, allow re-submission | Budget would need to be applied for. No existing money allocated | Partially funded in LTFP - no funding, relies on grant funds not yet approved. Requires budget | Partially funded LTFP, spend funding for grant available | Fully Council funded in LTFP | 0 | | | | | | |
| | | Economy/ Business Environment (Broader view) | Is there any impact on the local/district/regional economy? Does the proposal contribute economically in anyway? | The Proposal may adversely impact on the growth of the local economy | The Proposal will have no impact on the local economy or does not protect/enhance nor detract the natural business environment of the area. | The Proposal will result in a decrease in the growth of the local economy or may enhance the business environment of the council area in a sustainable manner. | The Proposal will result in a increase in the growth of the local economy or may enhance the business environment of the council area in a sustainable manner. | The Proposal will result in a significant increase in the growth of the local economy or may enhance the business environment of the council area in a sustainable manner. | 20 | | | | | | |
| | | Financial Total | | | | | | | | 45 | | | | 3.75 | |
| | | 15% | Community Planning | Demographics | What is the demographic cohort for the proposal and does the proposal actively target it? Is there any evidence to support any such? | The Proposal is targeted to a very small localised group and not aligned to broader community needs. | The Proposal marginally targets the broader community in terms of age and interests. Narrow demographic with low numbers | The Proposal targets a cross-section of the local community in terms of age and interests. Broader age cohort | The Proposal strongly targets a substantial cross-section of the community in terms of age and interests. | The Proposal strongly targets the entire community in terms of age and interests. | 15 | | | | |
| | | | | Catchment/Seasonal Variation | Is the proposal proportionate to the demographic cohort? What is the target catchment population (see above) Does it address seasonal use? (Can numbers be quantified at a local/district/ regional level? Housing and settlement strategy 2013, Town hierarchy, ABS figures etc. can be used as a catchment guide and to determine possible user numbers) | Yieldly out of all proportion to the estimated user number | Proposal too big/small for user numbers (see Triggers), ABS figures show size etc. | Proposal is seen as too large for town population but with seasonal population variation might be suitable | Suitable for user number expectations | Meets all user criteria and may significantly increase current users. At least district/regional attractor? | 5 | | | | |
| | | | | Service Demand | What effect does the proposal have on existing service levels of the facility (space)? | Proposal will have a negative impact on the existing service demand | Proposal has a neutral impact on service demand and does not increase service level | Proposal has a neutral impact on service demand and does slightly increase service level | Proposal has a large impact on service demand and does not increase service level | Proposal provides a higher level of service demand, and increases service level, may trigger the need for surrounding infrastructure to respond | 10 | | | | |
| Environmental Impact | How does the proposal impact on the immediate and broader natural environment? Contamination/medication? | | | Catastrophic Impact = ineligible | Negative Impact / re-submit | No Impact | Some positive impact improves existing natural environment | Significant positive impact | 15 | | | | 0 | | |
| Meets Blueprint Ration/Triggers | Little or no adherence to Blueprint, does not meet Council's strategic infrastructure aims =ineligible | | | Proposal reflects moderately to Blueprint ratios and triggers | Proposal complies partially to Blueprint ratios and triggers | Somewhat addresses a gap in supply identified by BIP ratios and triggers | Resolves gap in supply identified by BIP ratios and triggers and significantly meets Council's strategic direction | 15 | | | | | | | |
| Community Management-Project Proposal Lead/Team/Authority | Private Land without a community function or where state of federal is in direct control =ineligible | | | Private Land with community function or where state of federal is in direct control =eligible | Crown Land - Community Managed | Crown Land - Council Managed direct or through committee | Council owned | 20 | | | | | | | |
| Documented Evidence | Does the proposal provide clear and substantiated evidence of need/ user numbers/ community benefit/ community support etc. (in the proposal justification)? | | | No evidence of need =ineligible | Need somewhat identified/developed | Well developed case for need identified | Clear identifiable need, may also address safety/regulatory/ environmental/ economic needs | 10 | | | | | | | |
| Further Research Required | Has the proposal been fully developed? If not what further research is required? | | | Amount of research required exceeds need | Re-submit with more information | Some extra research/study required | Some research/ study required, e.g. Feasibility/ structural etc. | No extra study required | 0 | | | | | | |
| Land Owner Consent for Proposal | Does the land owner/manager agree to this proposal? Evidence? | | | Landowner does not consent, re-submit with more information | Landowner not consulted, re-submit with more information | Landowner needs convincing | Landowner provides convincing consent | Landowner provides written consent | 15 | | | | | | |
| Group Permission Evidence | Has the proponent received Group/ community body consent? | | | The aspiring group does not consent =ineligible | No evidence of the aspiring group/ consent resident | Anecdotal evidence of the aspiring group/ consent | The aspiring group has given written consent | The aspiring group are forwarding the proposal | 20 | | | | | | |
| Alternative Options | What alternative options are there? Is this project normally able to be provided by others i.e. Private Alternative Physical implementation of infrastructure, Alternative Supply of infrastructure, Alternative Management options | There is an existing viable alternative =ineligible | Alternative may exist but needs development | Alternative may exist but has serious shortfalls | Proposal is superior to any alternative | There is no viable alternative to the proposal | 5 | | | | | | | | |
| Planning total | | | | | | | | 130 | | | | 8.86 | | | |
| 10% | Risk | Risk | A general overall risk assessment on the likelihood of successful completion of proposal. Environmental risk | There are extreme risks associated with the proposal | There are high level risks associated with the proposal | There are medium level risks associated with the proposal | There are minimal risks associated with the proposal | There are low level risks associated with the proposal | 0 | | | | | | |
| | | Financial Risk | To Council, community, fund contributors | >\$10 - \$50 million = ineligible | \$2 - \$10 million | \$200,000 - \$2 million | < \$200,000 | No financial risk | 5 | | | | | | |
| | | Reputational Risk | Potential for an inquiry / legal action which may threaten existence of the council = ineligible | Major and on-going public opposition with long term impact on reputation to it | Significant adverse publicity - Proposal or operation may not start | Adverse public relations recoverable over the long term but not short term | No adverse consequences | 10 | | | | | | | |
| | | Safety Risk | What is the safety risk to users? What are the results of a safety risk assessment | May result in a fatality, catastrophic = ineligible | Extreme and may result in multiple medical treatments/lost time injury | Medium, may result in Medical treatment for injury | Low, proposal is safe low risk | Resolves existing safety issues and is demonstrably safe. It meets all design standards | 20 | | | | | | |
| Risk Total | | | | | | | | 35 | | | | 4.38 | | | |
| 10% | Service | Future Utilisation | How does the proposal change the use of the facility should increase by subsequent/manager | Decrease in current usage | No increase in usage from current usage | Small increase in usage from current usage | Strong increase from current usage | Significant and long term increase from current usage | 0 | | | | | | |
| | | Hierarchy of Significance | How does the proposal fit into the town (service hierarchy)? | someone's personal agenda with no other impact etc. | Neighbourhood | Local | District | Regional | 15 | | | | | | |
| | | Level of Service | Does the proposal improve and/or increase/expand or add to the quality of the existing service level? | Large potential for Service Creep/Functionality issues | Small potential for Service Creep/Functionality issues | Does not change service level/quality | Add value/quality to Service (not bigger just better) | Improves and expands the services | 10 | | | | | | |
| | | Equity/Proportion | Does it address an existing inequity in infrastructure or service or portfolio balance proportion? | If no = ineligible | Identifies an inequity in service/ infrastructure but solution is not in proportion to it | Neutral to existing functionality but not why it should be addressed | Meets a deficiency in the equity of a service/infrastructure | Addresses a significant shortfall in equity of infrastructure and/or service. E.g. Fees based | 0 | | | | | | |
| Functionality | How does the proposal affect the existing functionality of the facility? | Reduces the functionality | Does not alter the functionality | Neutral to existing functionality by improving site facilities | Improves existing functionality redesign | Significantly improves existing functionality through innovation | 5 | | | | | | | | |
| Service Total | | | | | | | | 30 | | | | 3 | | | |
| SUB TOTAL SCORE | | | | | | | | 450 | | | | 40.00 | | | |
| 20% | Planning | Assessment Criteria | 0 (triggers review or ineligibility) | 100 | 250 | 350 | 400 | Raw Score | Re-submit extra documentation | Comments | Scored Yes/No | Considerations | Weighted Score | Priority Order | |
| | | Clear relationship to Strategic/Community Plan | No contribution to Council or Community objectives. Is not planned. Re-submit into Strategic document i.e. Community Plan, Sport and Rec Strategy | Adequate contribution to Council objectives. Appears as an undeveloped proposal in a Strategy or plan/ Site management plan | Significant contribution to Council and Community objectives. Identified in a plan/ Community Plan | Major contribution to Council and community objectives. Proposed and developed as a planned objective/ Strategy | Critical contribution to Council and Community objectives. Highlighted in a Plan/Major Strategy | 350 | | | | | 15.56 | | |
| TOTAL SCORE | | | | | | | | 800 | | | | 59.26 | | | |

APPENDIX 5. RISK ASSESSMENT MATRIX

The Risk assessment matrix is used to quickly assess the likelihood of an incident occurring and its corresponding consequence. This matrix uses the standard risk/consequence table and can be used for most categories of risk, general, safety, reputational, non-completion and failure.

| Risk Assessment | Likelihood of Risk | | Consequence of Risk | | Risk Rating |
|---|----------------------|--|---------------------|-----------------------|------------------|
| What is the Likelihood and Consequence of Risk due to the project not proceeding? | Unusual but possible | | Major | | Medium |
| | | | | Estimated Cost | \$ 80,000 |

The cost component reflects early estimates by the proponent and/or the SGSC staff.

APPENDIX 6. PROJECT SIZING AND COMPLEXITY MATRIX

This matrix provides a ready reference regarding project size and complexity. These are not mutually exclusive when costs are considered. E.g. a lower value job may be very complex and large, complexity assessment can be an indicator of the planning and project management resources that may be required to complete a job. These resources are often hidden, not fully considered or not fully costed at the projects' inception, often contributing substantially to the final cost. When these resources are absorbed without due consideration (funding) in an organisation other projects can be negatively impacted as result. This matrix can assist in triggering the background resourcing need question at the proposal initiation.

| Project Sizing & Complexity Assessment | | | | | | | |
|--|--|---|---|--|---|---------------------|---|
| Project | | | | | | | |
| Project Sponsor | | | | | | | |
| Project Manager | | | | | | | |
| Project Department | | | | | | | |
| Date: | | | | | | | |
| Assessed by: | | | | | | | |
| Project Manager | | | | | | | |
| | Task or Minor Works | Simple Project | Standard Project | Complex Project | Programme | Assessment | Inputs to Assessment |
| Strategic Importance | Minor contribution to business objectives | Moderate contribution to business objectives | Significant contribution to business objectives | Major contribution to business objectives | Critical contribution to business objectives | Task or Minor Works | Council Plan Themes |
| Visibility | The outcomes will only be visible to a Line Manager. | The outcomes will only be visible to a Line Manager. | The outcomes will be visible to a Department Manager. | The outcomes will be visible to the organisation as a whole. | The outcomes will be visible both inside and outside the organisation. | Standard Project | |
| Operational Impact | The outcomes have no operational impact. | The outcomes have minimal operational impact. | Work outcomes have minor operational impact. | Work outcomes have major impact on operations. | Work outcomes have major impact on operations and customers. | Complex Project | Resources, financial, policy, procedure, compliance |
| Sizing Indicator | Budget < \$5K and/or work effort < 3 weeks Full Time Equivalent (FTE) | Budget < \$25K and/or work effort < 13 weeks FTE | Budget < \$150K and/or work effort < 26 weeks FTE | Budget >\$150K and <\$2M and/or work effort > 26 weeks FTE | Budget > \$2M and work effort > 52 weeks FTE | Simple Project | External budget and/or work requirement |
| Project Team | There will be no more than three people doing the work. | Small in-house project team (4 to 11) | Medium in-house project team (12 to 20) | Large project team with external contractors and consultants | The team is complex, involving staff from numerous departments, contractors, consultants and regional input. | Complex Project | |
| Key Stakeholder | The Line Manager is the only stakeholder | There are a few stakeholders in one department only | There are many stakeholders in one or two departments | There are many stakeholders in the whole organisation | There are many stakeholders in the whole organisation and/or from external organisations | Standard Project | |
| Complexity | Clear fully-defined agreed objectives and the solution is not complicated | Clear fully-defined agreed objectives | Some requirement uncertainty, minor changes during project | Major requirement uncertainty, major changes during project | The vision is clear and there are many options for delivery of the strategy | Simple Project | |
| Dependencies | No dependencies. | Minor dependencies. | Some major dependencies but considered low risk. | Major high-risk dependencies. | Major high-risk dependencies over the life of the programme. | Programme | |
| Expected number of major decision points | None | 1 only | Several (2 to 5) | Many (6 to 10) | Multiple (>10) | Task or Minor Works | Sponsor decision points |
| Linkages with other projects or interrelated works | The work is standalone. | The work has some low priority linkages or interfaces to other projects or interrelated work. | The work has some linkages or interfaces to other projects or interrelated work. | The work has critical or high priority linkages or interfaces to other projects or interrelated work. | All related projects or interrelated works are managed by a single governance group. | Complex Project | |
| Risks associated with achieving objectives | There are minimal risks associated with the work. | There are low level risks associated with the work. | There are medium level risks associated with the work. | There are high level risks associated with the work. | There are extreme risks associated with the work and the change processes. | Complex Project | Organisational breadth of change |
| | Task or Minor Works Don't over complicate the approach. Administer enough project control to manage the project. | Simple Project Don't over complicate the approach. Administer enough project control to manage the project and use a small governance team. | Standard Project Use all of the project management method processes and people lightly. Apply project governance. | Complex Project Rigorously apply the project management method. Formally manage work packages, especially with external deliveries and apply project governance. | Programme Apply programme management method on top of the project management method and apply project governance. | | |
| Project Sizing Assessment | | | | | | Standard Project | |
| <p><i>Please Note: This tool is only a guide, and specific project requirements need to be taken into account that may cause you to over-ride the initial assessment arrived at using the Project Sizing Template.</i></p> | | | | | | | |

APPENDIX 7. OUTCOMES OF THE 2014 TO 2020 BLUEPRINT

| Action 2014 | Timeframe | Opportunities and Constraints | Responsibility | Comments review from March2019 update | Further comments B/P review 2020 |
|--|------------|---|---|--|---|
| Short term 1year | | | | | |
| 1. In collaboration with the community, review underutilised facilities to optimise use to a smaller number of strategically located multipurpose facilities. This may include a reassessment of some facilities, redevelopment of others and change of use for some community facilities. | Short Term | This will require the identification and planning for facilities that are currently under-utilised to be redeveloped into multipurpose facilities. | Community Services and Engineering Services | This is a continual process with facilities being identified for optimisation as the need arises. The amalgamation of early years services in Korumburra into the Karmai Community Children's Centre is a successful outcome. | Although the Karmai centre is successful, changes to Kindergarten ages funding and timing has put significant pressure on most early years facilities, many are at capacity. The hours/funding has been reviewed and some shortfalls addressed. The 'Korumburra hub' has been budgeted for, planning is advanced this facility will bring together Library, Milperra house, historic society, centre link. Foodbank, rotary. A community hub in Leongatha is in the early planning stages, includes library, community house and may include other community services |
| 2. Investigate staffing of future multipurpose community centres by <ul style="list-style-type: none"> ☐ Identifying a lead agency such as a neighbourhood house, library or Visitor Information Centre and ☐ Incorporate Council customer service into the model. ☐ Consider the location of commercial activities on site and a range of government and non-government services should also be considered. | Short Term | Staffing. It is important to identify not only staff funding sources but to clearly define and articulate any benefits to the community and/or Council. Council to investigate methods to staff future community facilities. Investigate the Welshpool RTC model for providing extended services based on commercial principles | Community Services | This is an ongoing process as projects are investigated. Karmai Community Children's Centre Inc. is an effective outcome of this action being the amalgamation of two organisations; Birralee Childcare Centre and Korumburra Kindergarten. The Korumburra and Leongatha Community Hubs are being investigated (refer to action 11 under "Medium Term"). | The dot points are all used when considering a multipurpose facility. The incorporation of council services to date has not been included in either Hub proposal. This approach may change if the opportunity arises. Other possible Hub sites include Nyora (a growth area) and Foster (a longer-term option) |
| 3. Provide spaces for the delivery of youth programs and services within future multipurpose community facilities | Short Term | Initially focus on Leongatha and Korumburra e.g. Skate parks, Flexible Youth Spaces and Drop-In Centres. To be determined on a case x case basis. | Engineering Services and Community Services | This remains an ongoing action, however it has to date been limited to skate parks | People of all ages have the opportunity to hire rooms/halls etc. for events and functions. Younger people need support/subsidies to gain access/use of these facilities. Skate parks remain the primary SGSC infrastructure development targeted for youth The South Gippsland Youth strategy 2019-2023 provides direction in this area |

blueprint for community and economic infrastructure 2021-2036

| | Action 2014 | Timeframe | Opportunities and Constraints | Responsibility | Comments review from March 2019 update | Further comments B/P review 2020 |
|----|---|------------|--|------------------------------------|--|---|
| 4. | Prioritise and implement Paths and Cycle paths as identified in community plans and the SGSC Paths and Trails Strategy 2010 and include in the Capital Works 15 yr. budget; | Short Term | Noted as a consistent theme in community plans, and consistent with the direction of Open Space and Recreation Strategy. | Engineering Services | This is an ongoing action. The Paths and Trails Strategy was adopted at the 30 May 2018 Ordinary Council Meeting. Outcomes are the completed Great Southern Rail Trail (GSRT) works and advocacy for future stages, as well as the Jumbunna Road, Korumburra shared path scheduled for completion in the 2018/19 FY. | The GSRT will be extended from Leongatha to Nyora, funding has been sourced and works commenced. It is anticipated that the Leongatha to Nyora extension will cost approximately \$6M. Further funding is being sought. The Jumbunna Road, Korumburra shared path construction project has progressed to the construction phase. |
| 5. | Investigate the need for additional indoor leisure facilities in particular to service the Mirboo North catchment | Short Term | Secondary College has an existing facility consider upgrading. Co-locate with any pool upgrade/extension/ relocation. | Engineering and Community Services | Community discussion has occurred as part of the consultation for the pool redevelopment to recommend a range of sites to consider. Consensus wasn't sought during this process so this action is to be explored further. This project has been postponed as the Mirboo North Pool has taken precedence. However, an indoor activity space has been included in the Mirboo North Pool upgrade. | This item needs reviewing. The condition of the existing facility at the Mirboo North High School is in decline. |
| 6. | Investigate the expansion of Mirboo North Kindergarten with inclusion of Maternal and Child Health service and follow on impact on the Mirboo North Library. | Short Term | Part of community hubs plans | Engineering and Community Services | This has been highlighted as part of the Early Years Infrastructure Review with further community consultation required. | There have been major changes to preschool facility use and capacity since 2014 Implementation of universal three-year-old kindergarten effectively doubling demand for kindergarten services across the Shire. Increasing demand for kindergarten and already constrained child care services driven by population growth and labour market needs. |

blueprint for community and economic infrastructure 2021-2036

| | Action 2014 | Timeframe | Opportunities and Constraints | Responsibility | Comments review from March 2019 update | Further comments B/P review 2020 |
|--------------------|---|-----------|---|---|--|--|
| | | | | | | <p>Aging and inflexible infrastructure, limiting the capacity of the service system to meet demand.</p> <p>Growth of numbers have been in the corresponding general population growth areas of Leongatha, Korumburra, Foster (to a lesser extent) and in the west the Nyora, Loch, Poowong cluster Mirboo North and Meeniyah will most likely follow with demand that exceeds capacity in the near future.</p> |
| Medium term | | | | | | |
| 7. | Continue to gather community facility information data and build community connections through networks with the aim of sharing information, resources and equipment | On Going | <p>Community facility data may address the discrepancies in the Council facility resourcing across the Shire.</p> <p>Some staff resourcing will need to be considered</p> | Community Engineering Services (GIS) | This is continually being undertaken by Council's Community Strengthening and Children and Family Services Teams as well as our Sport and Recreation Officer. The Karmai Community Children's Centre is an outcome of sharing resources and equipment. The proposed Korumburra Hub will also achieve this with multiple community organisations utilising common facilities and resources. | <p>With a stronger emphasis on Equality highlighted in the <i>Local Government Bill 2019</i> of the LGA. Council may need to consider all community infrastructure with a broader view. resulting in budgeting prioritising and expenditure review given the increased demand.</p> <p>Non-council owned/managed community infrastructure condition is falling behind Councils in many instances. Funding and volunteer burnout are the main contributors.</p> <p>Condition data for comparison between council and non SGSC facilities is scarce for a variety of reasons.</p> |
| 8. | Liaise with non-Council community facility owners and managers through specific networks seeking agreement to promote access to the wider community and promote shared access to these facilities networks. | On Going | These volunteer groups will need some support to minimise volunteer disenchantment. | Community Services | This is continually being undertaken by Council's Community Strengthening and Children and Family Services Teams as well as our Sport and Recreation Officer who are in close contact with the non-Council community facility owners and managers. | <p>Issues highlighted above, this liaison probably needs strengthening with corresponding resourcing to ensure the community groups receive support to improve facility management. Many non-council facilities are aging as is the volunteer population.</p> <p>Greater access and use of facilities often mean a greater load on the volunteers.</p> <p>The existing networks work well given limited resources. Identifying areas of common need could provide more effective funding capability.</p> |

blueprint for community and economic infrastructure 2021-2036

| | Action 2014 | Timeframe | Opportunities and Constraints | Responsibility | Comments review from March 2019 update | Further comments B/P review 2020 |
|-----|--|----------------------|--|---|---|--|
| 9. | Develop a Shire wide Recreation Reserve Infrastructure Plan, addressing community expectations for Reserve improvement and equity. | Short to medium term | A strong Recreation Reserve Network has been established and this work should be undertaken collaboratively with them. | Community Services and Engineering Services | Will commence in 2018/19 | The Sport and Recreation Strategy 2020 is currently in draft form as of 18/3/2020. The strategy's scope has been broadened to include recreation activities outside the more traditional Rec Res's Recommendations to be evaluated through the Blueprint process |
| 10. | Complete the GSRT linkages at the Black Spur | Short to medium term | Dependent on government funding | Engineering Services | Complete. | Complete |
| 11. | Develop 2 strategically located community hubs in Leongatha and Korumburra that are well connected to public transport (where available), pedestrian and cycle links, commercial, retail and community activity centres; | Medium Term | This will require the identification of appropriate sites and funding opportunities. The need for a new library in Leongatha and the relocation of the Birralelee Child Care Centre and the Korumburra Kindergarten to the Integrated Children's Centre are drivers | Engineering, Community and Development Services | Underway. The consultants brief for the Korumburra Hub will be advertised in early June 2018. Initial internal planning has commenced on the Leongatha Hub. | Design is being finalised for the Korumburra Community Hub. Leongatha hub has a budget allocation and its design brief is being developed. |
| 12. | Plan for new recreation multipurpose facilities in Leongatha South (north of Simons Lane) using a predetermined % completion (50%) of sub division target as a trigger for budgeting, design and implementation. | Medium Term | May be negotiated with any new proposal prior to approval. | Engineering and Development Services | Negotiations with the developer to progress this subdivision are underway. | |
| 13. | Plan to upgrade or extend the existing and available library floor space for current population needs in Foster. Investigate new static libraries in growth towns and as demanded by the community and growth within multipurpose facilities | Medium Term | Part of community hubs plans | Engineering and Community Services | Requirements for the upgrade of the Foster Library are yet to be determined in collaboration with WGRLC. Planning for new libraries has commenced in Korumburra and Leongatha as part of the Hub projects. The tender for the design of the Korumburra Hub is expected to be advertised in early June 2018. | Planning for a new library at Korumburra is advanced, Leongatha Library planning is in its early stages. Lack of space continues to be an issue in Foster there doesn't appear to be a resolution to this issue from the WGRLC WGRLC does not directly identify any additional library sites in its <u>West Gippsland Libraries Library Plan 2017–21 Revised 2020</u> |
| 14. | Plan for infrastructure in the coastal towns | Medium to Long Term | To meet projected population growth, retiree influx and seasonal population variations | Development and Engineering Services | Actions are ongoing. Completed projects are: upgrades to toilet | Long jetty Port Welshpool completed with associated car parking and display. |

blueprint for community and economic infrastructure 2021-2036

| | Action 2014 | Timeframe | Opportunities and Constraints | Responsibility | Comments review from March 2019 update | Further comments B/P review 2020 |
|--------------------------------|--|---------------------|---|---|---|--|
| | | | | | facilities at Sandy Point, Waratah Bay, and Tarwin Lower, as well as a shared path along the foreshore at Port Welshpool. | There will be several key infrastructure recommendations from the following:- <ul style="list-style-type: none"> • The Venus Bay Precinct Plan is in draft form. • The Coastal Strategy 2020 is in public consultation phase. • The Port Welshpool Marine Precinct Plan has been adopted by Council |
| 15. | Initiate planning for the expansion or upgrade of multipurpose facilities in the smaller towns using a range of triggers and standards | Medium to Long Term | Population triggers used in conjunction with a range of criteria as set out in Appendix 1 | Engineering Services | Actions are ongoing. Karmai Community Childrens Centre is a completed project. The Korumburra and Leongatha Hubs are in the early and investigation stages. A similar approach is being taken to that which was used for the Baromi Centre in Mirboo North to enable a wider range of community groups to use the facilities. | |
| Long Term 10 – 15 Years | | | | | | |
| 16. | Seek external funding for future multipurpose facilities including developer contributions, community contributions, facility rationalisation, voluntary community management agreements, commercial arrangements and government grants; | Long Term | Will require initial planning, and design work | Community, Engineering and Corporate Services | Actions are ongoing. An outcome is the Karmai Community Children’s Centre project where both State, Federal and community funding was secured. | All options are considered in the planning and design process of any infrastructure proposal Nyora community centre may a be consideration for this timeline to match forecast growth. |
| 17. | Continue the GSRT from Welshpool to Yarram | Long Term | Community support and funding required beyond Welshpool | Engineering Services | The project has been advanced due to current government grant funding. The budget has been allocated in 2019/20 and the project will be delivered | Extensions to the Great Southern Rail Trail are still on the list for both South Gippsland Shire and Wellington Shire both have recently received grant funding. |

blueprint for community and economic infrastructure 2021-2036

| | Action 2014 | Timeframe | Opportunities and Constraints | Responsibility | Comments review from March 2019 update | Further comments B/P review 2020 |
|-----|--|-----------|---|----------------------|---|---|
| | | | | | collaboratively with Wellington Shire Council | The municipalities are seeking \$1.5 million to cover the shortfall in their \$4.8 million plan to fill in the missing 20-or-so-kilometre section of the Rail Trail between Welshpool and Aliberto. |
| 18. | Investigate the extension of the Rail Trail from Nyora to Anderson | Long Term | Community support, adjoining LGA support and funding required | Engineering Services | Currently in discussions with Bass Coast Shire Council who has indicated interest in the project. The opportunity has arisen since 2014 to investigate extension of the Rail Trail from Leongatha to Nyora and considerable initial investigation work has commenced on this project. | Due to the progress of the GSRT between Leongatha and Nyora/Clyde this project is very long term Refer to the Paths and Trails Strategy adopted 30 May 2018 |
| 19. | Investigate the need for a community hub in Nyora when population triggers are activated | Long Term | Population triggers used in conjunction with a range of criteria as set out in Appendix 1 | Engineering Services | Yet to be commenced. | Population growth forecasts indicate that Planning should be initiated to ensure a 'shovel ready' community hub is ready for funding in 5 years |

