

Attachment - Item 10.3.1(a)

Policy No.:	HS007	<i>HS007 – Draft Community Engagement Policy</i>
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Adopted by:		

1. Introduction

Moorabool Shire Council is committed to best practice community engagement as an essential foundation of good governance. Effective community engagement enables Council to make well-informed decisions based on input from the community and other key stakeholders. It provides people the opportunity to help shape decisions that affect them and the broader community.

2. What is Community Engagement?

For the purposes of this policy Moorabool Shire Council adopts the definition of *Community Engagement* from the *International Association of Public Participation* (IAP2), the leading authority in community engagement practice. *Community Engagement* is defined as

“a planned process with the specific purpose of working across organisations, stakeholders and communities to shape the decisions or actions of the members of the community, stakeholders or organisation in relation to a problem, opportunity or outcome”

This two way communication can occur by mail, phone, in person, at a meeting, workshop or online and aims to identify stakeholder views prior to making a decision.

Effective community engagement enables genuine opportunities for all sectors of the Moorabool Community to share their ideas, knowledge and experiences. It ensures the provision of balanced and objective information and involves actively asking, listening and giving feedback around how community/stakeholder input influenced the decision making process.

Examples of community engagement opportunities include:

- involving the community in the development of a Master Plan or the design of a new community facility
- consulting the community around the development of the budget
- seeking feedback on a program so that service delivery can be improved
- partnering with the community and other stakeholders (internal and external) in the planning, development and delivery of a program or project.

3. Community Engagement Principles and Framework

To ensure community engagement activities are genuine and meaningful, Council has developed a Community Engagement Framework and set of tools for staff. The Framework aims to ensure that the broader community and other key stakeholders are engaged appropriately in decision making processes. This includes the identification of stakeholders, the use of multiple engagement tools and techniques (workshops, committees, fact sheets,

social media) and the provision of feedback regarding how community input influenced decisions made.

The Community Engagement Framework is underpinned by the IAP2 Spectrum of Public Participation as well as a Vision for Community Engagement, developed following a series of planned conversations with Moorabool staff, leadership and community representatives.

The Vision for Community Engagement represents the fundamental values and beliefs upon which the Moorabool Shire Community Engagement Framework is based and are intended to guide Council's broader community engagement activities into the future.

Moorabool Shire Council Vision for Community Engagement

In 2021, Moorabool will be a leading regional Council in effective engagement both internally and externally by:

- Embedding engagement as integral to core business.
- Building and maintaining meaningful relationships with all stakeholders where feedback is both considered and valued.
- Informing our community and ensuring their opinions are acknowledged and considered in decision making.
- Providing feedback around the final decision making process.

To achieve this vision Moorabool Shire Council commits to:

- Advocate for and support the consistent and effective use of engagement plans.
- Effective engagement that requires acknowledgement of the engagement undertaken and commitment to the decisions made.
- Effective engagement that requires the Council to be clear about the purpose and scope of the engagement.
- Effective engagement that identifies and engages all appropriate stakeholders both internal and external.
- Effective community engagement that considers a range of engagement techniques, traditional and innovative (including online engagement), that are tailored to meet the needs of different stakeholders.

4. Implementation

The Community Engagement Policy will be supported by the Community Engagement Framework and tools.

5. Council Plan Reference

Key Result Area Representation and Leadership of our Community

Objective Leadership through best practice community engagement

Community Development Unit

Strategy

To make well informed decisions based on input from the community and other key stakeholders through effective community engagement

6. Review

This Community Engagement Policy will be reviewed as required and at least every two years.

7. References

Dept	Community Services Directorate
MSC	Moorabool Shire Council

DRAFT

Attachment - Item 10.3.1(b)



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COMMUNITY ENGAGEMENT FRAMEWORK



2015

Contents

	Page
1. BACKGROUND	2
2. VISION FOR COMMUNITY ENGAGEMENT	4
3. COMMUNITY ENGAGEMENT PLAN	6
4. CONCLUSION	9
5. APPENDIX . Engagement plan template	10

1. BACKGROUND

1.1 Purpose

The Moorabool Shire Community Engagement Framework aims to provide clear guidance around the need for engagement planning while continuing to develop a consistent approach to facilitating genuine and meaningful internal and external engagement.

Three key strategies have been identified to achieve that aim:

- Continuing the use of Engagement Plans as the basis of Moorabool Shire's internal and external engagement processes.
- The redevelopment of engagement planning templates which are accessible, user-friendly and integrated with Business Excellence processes.
- Continued support provided to Council staff in the preparation of Engagement Plans.

1.2 What is Community Engagement?

The International Association for Public Participation (IAP2) is the leading authority in engagement theory and practice. Moorabool Shire Council is committed to undertaking best practice, effective engagement processes both internally and externally. The Moorabool Community Engagement Framework adopts the IAP2 definition of community engagement which is:

a planned process with the specific purpose of working across organisations, stakeholders and communities to shape the decisions or actions of the members of the community, stakeholders or organisation in relation to a problem, opportunity or outcome.

Examples of engagement opportunities include:

- involving the community in the development of a Master Plan or the design of a new community facility
- consulting the community around the development of the budget
- seeking feedback on a program so that service delivery can be improved
- partnering with the community and other stakeholders (internal and external) in the planning, development and delivery of a program or project.

1.3 Strategic Context for Community Engagement

Moorabool Shire's *Council Plan 2013-2017 (revised 2015)* sets the strategic context for Council's community engagement activities. The Community Engagement Framework is directly linked to Moorabool Shire Council's Vision and Mission and the behaviours valued. The Mission is stated as:

"Working with our people to deliver valued outcomes that improve community wellbeing and are economically responsible".

Achieving this will translate into attaining the Vision of:

“Vibrant and resilient communities with unique identities”

Within the *Council Plan 2013-2017*, in particular, under the Key Result Area of ~~±~~Representation and Leadership of Our Communityq the Council Plan states:

“In representing and leading our community, Council will continue to improve its understanding of community needs. We will listen and recognise the diversity of expectations and priorities across Moorabool, whether in urban centres, small towns and hamlets or rural areas. In building these relationships, we will communicate effectively and provide fair representation.”

A strategic objective listed in this section of the Council Plan is:

“Leadership through best practice community engagement.”

The specific strategy to achieving this is stated as:

“To make well-informed decisions based on input from the community and other key stakeholders through effective community engagement”

1.4 Community Engagement Policy

The Community Engagement Policy was first adopted by Council on 5th September 2012 and underpins the Community Engagement Framework and engagement planning process.

1.5 Community Expectation for Engagement

As an organisation, Moorabool Shire Council has made significant advancements in the realm of engagement. Since the adoption of the Community Engagement Policy in 2012, there has been a progressive shift in how the Council engages the community and other stakeholders in decision making processes. Engagement planning is becoming more common practice with greater use of innovative engagement techniques providing multiple and varied engagement opportunities.

This shift is a result of a combination of factors including changing community expectations and an increasing importance placed on the role of the Council in engagement. Advancements in engagement practice within Moorabool are also linked to a range of high profile projects and strategies where stakeholder and community engagement has been core to their development.

The Revised Community Engagement Framework aims to build on this momentum by providing engagement planning templates that have an increased focus on accessibility, ease of use and integration with the Council’s ongoing commitment to Business Excellence. The templates will be supported by a Community Engagement Knowledgebase that provides more detailed templates for stakeholder analysis, completed example engagement plan templates and ideas for innovative engagement techniques.

Vision for Community Engagement

2.1 Vision for Engagement in 2021

The Community Engagement Champions were pivotal in the review of the Community Engagement Framework. The group considered the future of engagement at Moorabool Shire and developed the following vision statement:

In 2021, Moorabool will be a leading regional Council in effective engagement both internally and externally by:

- Embedding engagement as integral to core business.
- Building and maintaining meaningful relationships with all stakeholders where feedback is both considered and valued.
- Informing our community and ensuring their opinions are acknowledged and considered in decision making.
- Providing feedback around the final decision making process.

To achieve this vision Moorabool Shire Council commits to:

- Advocate for and support the consistent and effective use of engagement plans.
- Effective engagement that requires acknowledgement of the engagement undertaken and commitment to the decisions made.
- Effective engagement that requires the Council to be clear about the purpose and scope of the engagement.
- Effective engagement that identifies and engages all appropriate stakeholders both internal and external.
- Effective engagement that considers a range of engagement techniques, traditional and innovative (including online engagement), that are tailored to meet the needs of different stakeholders.


2.2 Best Practice Community Engagement

Council recognises the *International Association of Public Participation* (IAP2) as the leading authority in community engagement practice. Accordingly, the Community Engagement Framework is underpinned by the IAP2 Public Participation Spectrum. The spectrum is a useful tool in determining how to most effectively engage a community and stakeholders around a particular issue or project. Council will consider and make a conscious decision about what level of influence the community should have on the final decision.

The IAP2 Spectrum of Public Participation defines five levels of participation . *Inform, Consult, Involve, Collaborate and Empower*. The Moorabool Shire Community Engagement Framework is underpinned by these five participation / engagement levels.

IAP2'S PUBLIC PARTICIPATION SPECTRUM

The IAP2 Federation has developed the Spectrum to help groups define the public's role in any public participation process. The IAP2 Spectrum is quickly becoming an international standard.

INCREASING IMPACT ON THE DECISION 					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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2.3 Council's Community Engagement Champions

Council has established a cross-organisational group of Community Engagement Champions. The Community Engagement Champions have been pivotal in the review of the Community Engagement Framework and will support the implementation of the Revised Framework.

While the Community Engagement Team will continue to support service unit across the organisation, the Community Engagement Champions also provide a first point of contact for staff.

2.4 Community Input into the development of this Framework

The Moorabool community were consulted around the development of the original Framework. The community will be given the opportunity to provide feedback on the Draft Community Engagement Framework and Policy.

2.5 Review of Community Engagement Framework

The Community Engagement Framework will be reviewed every three years.

3. COMMUNITY ENGAGEMENT PLAN

3.1 What is an Engagement Plan?

An Engagement Plan clearly defines the purpose and boundaries of the engagement and identifies all stakeholders who might be affected or who are critical to the success of the project. An engagement plan also identifies the techniques and methods that will be used to engage stakeholders in the decision making process.

Based on the IAP2 Spectrum of Public Participation, the Moorabool Shire Council Community Engagement Plan Template is intended as a tool for council officers and aims to facilitate best practice community engagement, ensuring continuity and consistency across the organisation.

3.2 Moorabool's Approach to Community Engagement Planning

There is no standard, industry-wide model for Engagement Plans and Engagement Plans exist in many formats at varying levels of complexity.

This Community Engagement Framework establishes a consistent approach for Moorabool Shire's Engagement Plans. Central to the Moorabool approach to Engagement Planning is a focus on simplicity, time-efficiency and user-friendliness for staff. Accordingly, the adopted model for Engagement Plans consists of a planning template with three sections . *Project Purpose and Scope, Stakeholder Identification and Analysis, Determining Engagement Techniques*. Importantly, the process has been informed by the Moorabool Shire Vision for Engagement at Moorabool 2021.

3.3 Preparing a Community Engagement Plan – Trigger Points

The Community Engagement Framework has implications for all council staff and consultants involved in the planning and delivery of projects that may affect or interest the community. Council staff will consider the Community Engagement Framework and, in particular, determine whether a Community Engagement Plan needs to be prepared.

There is a degree of discretion to be used in determining the need for an Engagement Plan. When determining the need for an Engagement Plan the following should be considered:

- Does the project have an impact on the community or stakeholders (internal and external)?
- Will there be a decision/s made as a result of this project?
- Is there an opportunity for the community and stakeholders (internal and external) to influence the decision?
- Is there a statutory requirement to seek feedback?
- Does the project need community and stakeholder (internal and external) endorsement to enable implementation?

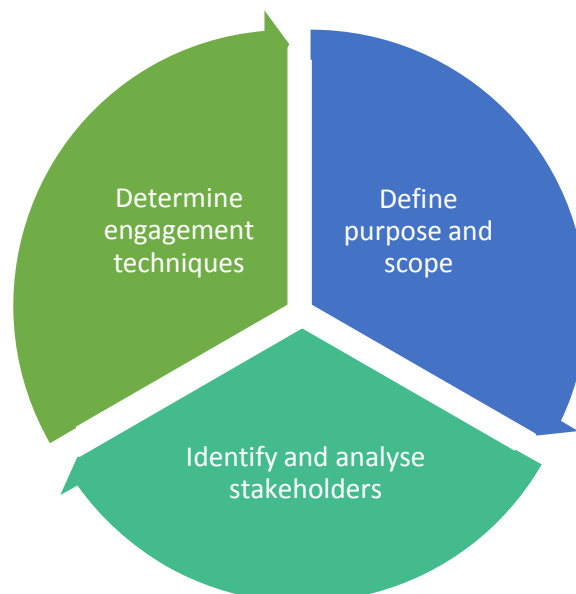


Upon determining the need for an engagement plan, there are three core steps involved in preparing an engagement plan.

Step 1: Define the project scope and engagement purpose.

Step 2: Identify stakeholders and determine the level at which they will be engaged.

Step 3: Determine the techniques that will be used to engage stakeholders.



Engagement Plan templates are available within this Framework and will also be available on the intranet. The templates reflect this three step process. The templates include questions to prompt staff to think specifically about the purpose of the engagement and the elements of the project that are negotiable and not negotiable. The templates require staff to consider all stakeholders and the level at which they will be engaged in the process (more in depth stakeholder analysis templates are also available in the Knowledgebase). Finally, staff will consider the techniques and methods that will be used to seek feedback from stakeholders. A comprehensive list of techniques are also available in the Knowledgebase.

The Community Engagement Coordinator will continue to oversee and support the implementation of the Community Engagement Framework. Council Officers requiring assistance with the preparation of a Community Engagement Plan should contact the Community Engagement Coordinator for advice and support. The templates will be supported by a Community Engagement Knowledgebase that provides more detailed templates for stakeholder analysis, completed example engagement plan templates and ideas for innovative engagement techniques. The Knowledgebase will be available to all staff.

3.5 Community Engagement Table in the Council Report template

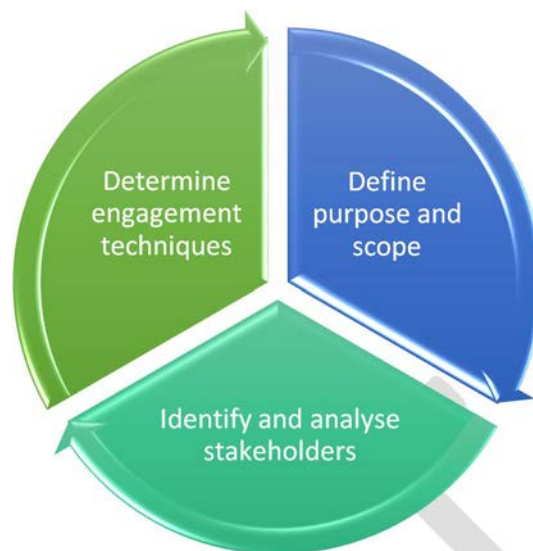
The current Moorabool Shire Council Report template includes a section titled '%Community Engagement Strategy+'. This requires staff to consider engagement activities undertaken when preparing reports to the Council. The table asks staff to advise of any planned engagement in line with the Community Engagement Framework. Where engagement has occurred staff are able to complete the table with details of stakeholders, how they were engaged, at what level and the outcomes of the engagement.

4. CONCLUSION

Community and stakeholder engagement continues to be a high priority for Moorabool Shire Council. Over the past 4 years, there has been a considerable shift in the way the Council engages with the community and stakeholders. Engagement planning has been an integral part of this shift to ensure that engagement is both meaningful and genuine. Building on this momentum, the Framework provides a clear and user friendly approach to engagement planning. Moorabool Shire Council continues to be committed to high quality, genuine engagement processes providing the community, as well as internal and external stakeholders, with multiple and innovative opportunities to be engaged in decision making processes.

Attachment - Item 10.3.1(c)

Engagement Plan



Define the Purpose and Scope of the Proposed Engagement

Project Name: [Click here to enter text.](#)

Trigger Points

Please check the box which applies to this project.

Trigger Points to consider	Yes	No
Does the project have an impact on the community or stakeholders (internal and external)?	<input type="checkbox"/>	<input type="checkbox"/>
Will there be a decision/s made as a result of this project?	<input type="checkbox"/>	<input type="checkbox"/>
Is there an opportunity for the community and stakeholders (internal and external) to influence the decision?	<input type="checkbox"/>	<input type="checkbox"/>
Is there a statutory requirement to seek feedback?	<input type="checkbox"/>	<input type="checkbox"/>
Does the project need community and stakeholder (internal and external) endorsement to enable implementation?	<input type="checkbox"/>	<input type="checkbox"/>



Engagement Plan

Engagement Goals and Objectives:

What is the purpose of the engagement? What exactly are you seeking feedback around and what are the decisions to be made?

Negotiables:

What is negotiable? I.e. what can the community and stakeholders actually influence in the decision making process? Be specific.

Non-Negotiables:


What is non-negotiable? I.e. what elements of the project are pre-determined, for example: building and legislative requirements?

Identify and Analyse Stakeholders

Engagement Plan

Work through each of the three steps, considering each of the questions and complete the table on the following page. This will form the plan that you will implement.

Step One:



Identify and analyse
stakeholders

- *Consider the stakeholders to be engaged as part of this process.*
- *Remember to consider both internal and external stakeholders that might need to be engaged.*
- *Consider who the “community” is and be specific, think about specific communities of place (geographic), communities of interest.*
- *Consider who you need to engage internally – this is just as important to ensure a genuine and meaningful engagement process.*
- *Think about the level at which you will engage with each of the stakeholders, the further along the scale, the increasing level of impact each of the stakeholders have on the decision.*
- *The level at which you engage will then help you to consider the methods that you will use to engage.*

Determine Engagement Techniques

Step Two:



Determine
engagement
techniques

- *Consider how to maximise stakeholder participation in the engagement process. What are the best methods for each of the stakeholders?*
- *Consider how other service units have engaged stakeholders and communities previously? Did it work? What would they do differently?*
- *What methods could be used to best obtain the feedback and input that you need?*

Step Three:

- *Give plenty of consideration to when you will undertake each of the engagement activities.*
- *Can they be held during business hours or do you need to engage outside of business hours?*
- *Are there already existing community events that you could attend?*
- *Are other service units running engagement processes that you might be able to work with and combine the processes to save duplication and engagement fatigue?*
- *Will this be a staged process? Will you need to engage with stakeholders at multiple times throughout the project?*



Engagement Plan

Level of Engagement At what level will you engage each stakeholder?	Step One: Identify each of the stakeholders to be engaged and at what level they will be engaged.	Step Two: Determine the most appropriate methods to engage each of the stakeholders (internal and external).	Step Three: When will each of the engagement activities take place? Consider if this needs to be staged. If so, provide details.
Inform We will keep you informed			
Consult We will keep you informed, listen to and acknowledge concerns and aspirations and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.			



Engagement Plan

Involve We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.			
Collaborate We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.			
Empower We will implement what you decide.			



Engagement Plan

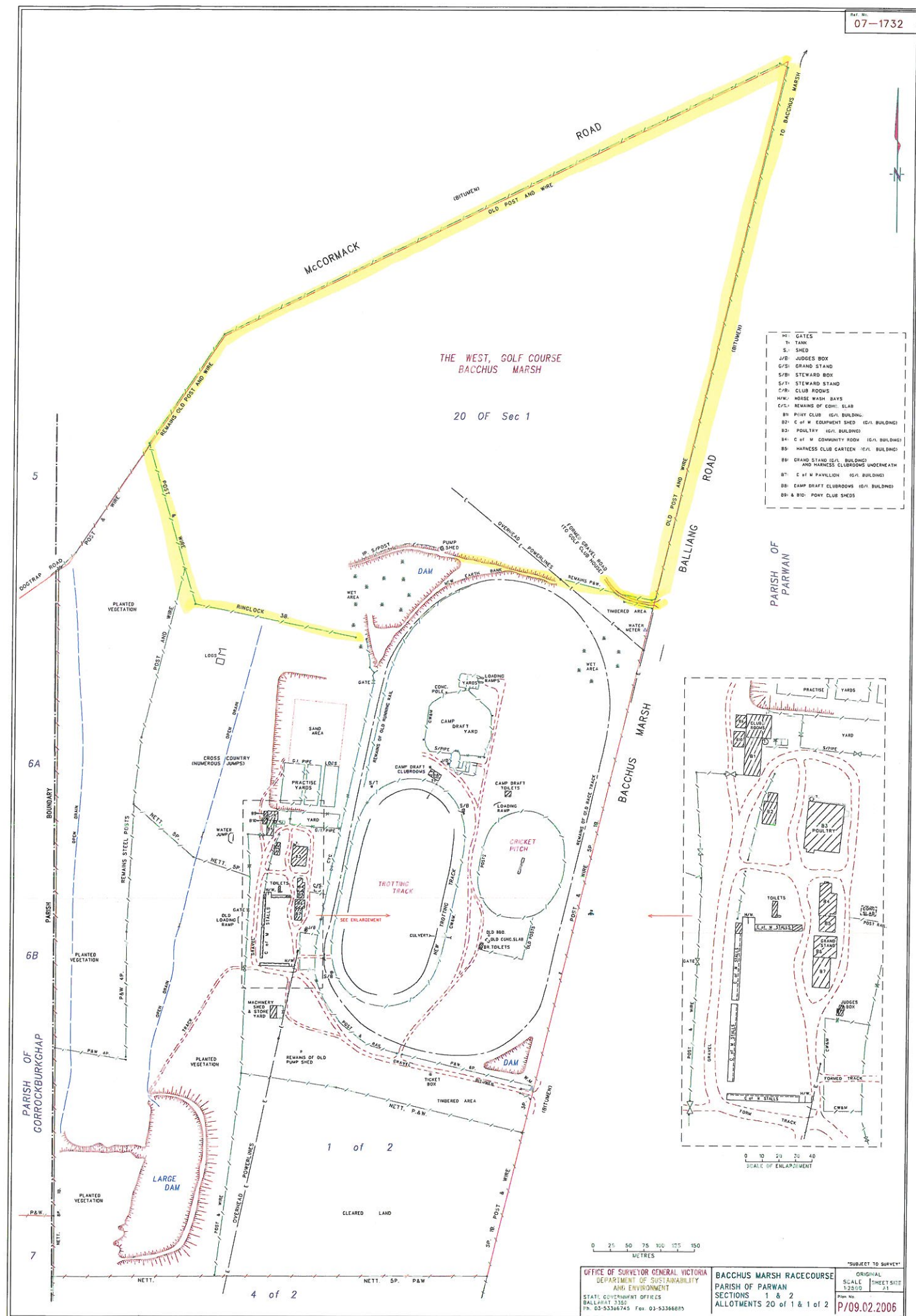
Reporting Back:

Consider the ways in which you will report back the outcomes of the engagement process to each of the stakeholders you engaged. For example, media release, post a copy of Final Report online.

Stakeholder	How will you report back the outcomes?

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Attachment - Item 10.3.2



Attachment - Item 10.3.3

GORDON RECREATION RESERVE

DRAFT MASTER PLAN 2015-2020



TABLE OF CONTENTS

EXECUTIVE SUMMARY	4
INTRODUCTION AND BACKGROUND.....	6
1.1 INTRODUCTION	5
1.2 PURPOSE OF THE PROJECT	6
1.3 PROJECT OBJECTIVES & SCOPE.....	6
1.4 PROJECT METHODOLOGY.....	6
1.5 STUDY AREA	6
1.5.1 Current Reserve Components and Facilities.....	6
1.5.2 Current Reserve usage.....	7
1.6 PROJECTED NEED	7
MARKET RESEARCH & CONSULTATION.....	8
2.1 INTRODUCTION	8
2.2 DEMOGRAPHIC REVIEW	8
2.2.1 Demographic Profile of Moorabool Shire	8
2.2.2 Population Projections and Age Cohorts	8
2.2.3 Implications for Sports and Recreation Planning.....	9
2.2.4 Equity and Diversity.....	9
2.3 MOORABOOLSHIRE RECREATION AND LEISURE STRATEGY - SPORT SPECIFIC RECOMMENDATIONS.....	10
2.3.1 Australian Rules Football.....	10
2.3.2 Netball.....	10
2.4 COMMUNITY CONSULTATION	10
OPPORTUNITIES AND CONSTRAINTS	12
3.1 INTRODUCTION	12
3.2 OPPORTUNITIES.....	12
3.3 CONSTRAINTS.....	12
KEY RECOMMENDATIONS	13
4.1 INTRODUCTION	13
4.2 DRAFT MASTER PLAN DESIGN.....	13
4.3 TABLE OF WORKS.....	15

APPENDICES

Appendix A - Existing Recreation Reserve Layout

Appendix B - Draft Recreation Reserve Concept Master Plan

Appendix C - Community Consultation

EXECUTIVE SUMMARY

The Gordon Recreation Reserve Master Plan has been developed by the Gordon Recreation Reserve Committee of Management and Community in partnership with the Moorabool Shire Council. The Master Plan aims to provide a strategic basis to guide future planning and development of the reserve over the next 3-5 years. The Master Plan is a key resource tool to support the Gordon Recreation Reserve Committee of Management to manage and develop the reserve in the future and act as a key resource tool to assist in the identification of funding sources to support development.

The key directions identified for the development of the reserve are:

1. Reconstructing the sportsground playing surface.

This project would create a level playing surface, reducing the west to east slope currently experienced at the site. The development would be undertaken with a cut-and-fill approach and see the expansion of the playing surface to meet current AFL dimensions for senior competition.

The construction would see the installation of associated sportsground infrastructure required to support the playing surface ongoing. This would include, but not be limited to post and rail fencing, sportsground drainage system with five meter spacing of lateral lines, uniformed automated irrigation system, a mixture of warm and cool season grassed and AFL goal posts.

Due to the size and scope of the project, relocation of the existing scoreboard/timekeepers box would be required, as would the removal of the existing post and rail fence surrounding the oval.

2. Install/upgrade sports ground and netball court lighting to Australian Standards

The installation of Australian Standard Lux level lighting will provide for football and netball training. Lighting the courts will allow for increased participation at the reserve as currently no senior netball teams train at the facility due to lack of appropriate lighting infrastructure. An upgrade of sports ground lighting to Australian Standards lux levels for training will create a safe year round training facility allowing for greater use by more user groups, whilst spreading usage uniformly across the oval, reducing load on 'high-use' areas. This element of the project may trigger an electrical upgrade to the reserve.

3. Construct second Netball Court with adjacent player change rooms including toilet and shower amenity.

With the continued growth of female participation, combined with the winter playing environment in Gordon, it has become increasingly more important to provide additional netball space for training and competition. Similarly, the existing netball facility has no toilet or shower amenity provision and spectators are exposed to the elements with no shade or wind protection.

4. Construct new Community Centre/ Sports Pavilion

To meet the growing demands of the community and local sports, it is proposed to undertake a considerable development at the reserve to include the development of a large open plan community space, with associated toilet, storage, bar and kitchen space and canteen. The facility would also encompass new change space to support the sportsground, including home and away team rooms, separate shower and toilet facilities, umpire change space and public toilets.

The facility will be designed in consultation with the community.

INTRODUCTION AND BACKGROUND

1.1 INTRODUCTION

The Gordon Recreation Reserve Master Plan has been developed to strategically guide future development at the Reserve.

1.2 PURPOSE OF THE PROJECT

To develop the Master Plan for the Gordon Recreation Reserve to guide future planning and decision-making in relation to the future management, development and use of the Reserve over the next 3-5 years. The Master Plan is an important resource for the Gordon Recreation Reserve to support the Gordon Recreation Reserve Committee of Management to manage and develop the Reserve in the future to source funding opportunities.

1.3 PROJECT OBJECTIVES & SCOPE

The project objective is to provide a clear, comprehensive and logical plan for the future development of all community facilities (active and passive) provided at the Gordon Recreation Reserve including capital improvement requirements and opportunities.

The scope of the project includes:

- Incorporate the views of the community gathered through consultation undertaken by the Gordon Recreation Reserve Committee of Management with the assistance of Council Officers.
- Review the site to identify potential opportunities and constraints.
- To develop concept plan options, based upon objective data analysis and consultation, identifying the potential future use of the site.
- To identify and assess the capacity of the site to meet the identified recreation and sporting facility needs.
- To develop a Master Plan for the reserve that's implementation is achievable with recommended developments.

1.4 PROJECT METHODOLOGY

Preparation of the Master Plan has been supported by the following project methodology tasks detailed below:

- Project Clarification
- Community Engagement
- Detailed site assessment
- Draft Master Plan
- Community feedback to draft master plan
- Final Master Plan and Report

1.5 STUDY AREA

The Gordon Recreation Reserve is owned by the Crown and managed by the Department of Environment, Land, Water and Planning (DELWP), via a community appointed Committee of Management. The Reserve is located on the corner of Willunga Avenue and Old Melbourne Road in Gordon, close to the Western Highway which runs from Melbourne to Ballarat.

Ballarat, a large regional city with over 100,000 people, is located within twenty minutes' drive. Ballan, which is the nearest service hub, is located less than 10 minutes' drive.

1.5.1 Current Reserve Components and Facilities

The following provides a summary of existing infrastructure at the Gordon Recreation Reserve.

Sportsground	Sportsground lighting
Community Centre/Pavilion	Netball shelter and scorers box
Groundwater Bore	Entrance and Ticket Booth
Water Storage Infrastructure	Netball Court
Scoreboard	Coaches Boxes

1.5.2 Current Reserve usage

The Reserve is currently tenanted by the Gordon Football Netball Club, but is also utilised by several community groups including Auskick, NetSetGo and the Pole Walking group. The Recreation Reserve hosts large local events such as sporting Football and Netball and has been to the Gordon Cricket Club in the past. This usage attracts large numbers of visitors from both inside and outside the Shire to the town and particularly the Recreation Reserve.

1.6 PROJECTED NEED

With the reserve acting as a community hub for its residents, community groups and large sporting events, the existing infrastructure at Gordon Recreation Reserve requires development in order to facilitate the provision of expected future demand for its users and the general community.

MARKET RESEARCH & CONSULTATION

2.1 INTRODUCTION

A summary of the consultation methods undertaken included the following:

- Demographic analysis
- User group survey
- Gordon Recreation Reserve Committee of Management workshops

2.2 DEMOGRAPHIC REVIEW

The following section summarises the key population and demographic characteristics and trends likely to impact future participation in sport and recreation in the area and public open space requirements. The population and demographic profiles are based on the recently completed review as part of the Moorabool Shire Recreation and Leisure Strategy.

2.2.1 Demographic Profile of Moorabool Shire

The demographic characteristics of Moorabool Shire relevant to sport, recreation and leisure planning are outlined below:

- The estimated population of the Moorabool Shire in 2011 was 28,125 people¹. This is an increase of 10.4% since 2006, being a marginally lower rate of population growth than for Metropolitan Melbourne (10.9%) over the same period, but significantly higher than Regional Victoria (5.5%).
- The age profile of the Moorabool Shire is varied when compared to Metropolitan Melbourne. It has a 'younger' profile for the 0-17 year age cohort, a higher proportion of people in the mid-age cohort, and a 'younger' profile for people aged over 70 years.
- Further, Moorabool Shire has a relatively low level of cultural diversity, with 83.1% of residents being Australian-born compared to 63.3% compared to for Metropolitan Melbourne.
- Average weekly household income levels are lower in Moorabool Shire than Metropolitan Melbourne. For socio-economic disadvantage, Moorabool Shire has a SEIFA Index score of 1008.5, which ranks it 52nd in the level of disadvantage of all Victorian municipalities - placing it amongst the least disadvantaged 35% of all municipalities in the state. However, there are pockets of disadvantage in Moorabool Shire, including Bacchus Marsh, Maddingley and Ballan.
- There is a slightly higher proportion of Moorabool Shire residents who live in households with children (46.0%) compared to Metropolitan Melbourne with 44.0%.

2.2.2 Population Projections and Age Cohorts

A key to predicting the future sporting and recreational needs of a local government area is to understand the projected growth of the population, particularly the growth within different areas of a municipality and within specific age cohorts.

The population of Moorabool Shire is projected to grow to 51,730 people by 2041 (or an 81% increase between 2011 and 2041)², however, the projected population growth will not be uniform across the Shire. A significant proportion of the population growth will occur in the east, with Bacchus Marsh and Surrounds projected to experience 76% of all projected

growth in the Shire to 2041. The combined Ballan and Central Moorabool region is projected to experience 21% of all growth, and West Moorabool 3%.

Of note are the findings of the *Small Towns Services Study: Bungaree, Dunnstown and Wallace* (2014). The study concluded that if the three towns were to be connected to reticulated utility services in the future (water, gas and sewerage), an additional 5,000 people could reside in Bungaree and Wallace (West Moorabool) by 2041. The potential additional population of 5,000 people has been taken into account when assessing the adequacy of the current supply of sporting facilities in Ballan and West Moorabool.

Another important characteristic of the projected population growth between the eastern and the western areas of the Shire, is the projected growth by age cohorts. Table 2 shows that there is significantly more growth expected to occur in the age cohorts of 0-11 years and 5–39 years in Bacchus Marsh and Surrounds compared to Ballan and the Rural Balance, even allowing for any additional growth in West Moorabool that may occur as a result of the connection of additional services.

The age cohorts of 0-11 years and 60+ years are important, as trends of growth or decline in these cohorts are important as indicators to assess how the profile of a population might change during the forecast period, i.e. is it ageing, or is it to remain young? The age cohort of 5-39 years is important as most people who are actively involved in organised sporting activities will fall within this age cohort, so the trend of growth or decline in this age cohort can be used to predict with some confidence if the overall demand for sporting facilities is likely to increase, be stable or decrease during the forecast period.

Comparison of Projected Population Growth by Age Cohort between Bacchus Marsh and Surrounds, Ballan and the Rural Balance

Location	0-11 Years		5-39 Years		60+ Years	
	2014 Population	Projected 2041	2014 Population	Projected 2041	2014 Population	Projected 2041
Bacchus Marsh and Surrounds	2,942	4,885	8,156	13,447	3,276	7,243
Ballan	461	850	1,228	2,369	708	1,680
Rural Balance	1,559	2,446	4,200	6,378	2,266	4,574

2.2.3 Implications for Sports and Recreation Planning

The net projected population increase in Moorabool Shire to 2041 will result in a corresponding increase in demand for access to sporting and recreation facilities. Research shows that the rate of participation by people in ‘organised physical activity’ and ‘club-based activities’ is highest for young people and declines with age. Given that the rate of population growth in the Central and West Moorabool regions will be relatively low for the next 25 years, including the active age cohort of 5-39 years, it can be asserted with some confidence that if the provision of sporting facilities in Ballan and the other larger townships is adequate now, then it should remain adequate for the forecast period.

2.2.4 Equity and Diversity

Females of all ages generally have lower physical activity participation rates than males and it is recognised that increased physical activity levels are essential for a community’s health and mental wellbeing. The barriers that prevent more female participation are complex however, undoubtedly the design of sports and recreation facilities plays a key role in

increasing participation rates for women and girls. Designing facilities that provide appropriate toilet and shower amenities for women and girls as well as provide family friendly spaces, including baby changing facilities and playgrounds and are safe and welcoming to women and children will increase the participation rates of females and children..

Provision of diverse physical activity opportunities is also shown to have an impact on increasing female physical activity participation rates and thereby increasing health and mental wellbeing. It is important for the Gordon Recreation Reserve to be a safe and welcoming environment for current and potential user groups such as children, elderly and families to ensure that infrastructure that facilitates increased physical activity for all is provided in the community.

2.3 MOORABOOL SHIRE RECREATION AND LEISURE STRATEGY – SPORT SPECIFIC RECOMMENDATIONS

As part of the investigations and recommendations form the Moorabool Shire Recreation and Leisure Strategy, the demand assessment summarises the following strategic recommendations for the Gordon Recreation Reserve to 2041 in regards to active sports currently being participated at the reserve.

The Recreation and Leisure Strategy Sporting Facilities Audit specifically states that the reserve does not have a master plan. *“A master plan could investigate options to improve the evenness of the oval playing surface, the potential expansion of the pavilion, and the introduction of other recreation facilities and spaces.”*

2.3.1 Australian Rules Football

The demand assessment for Australian Rules Football specifically relating to Gordon Recreation Reserve includes:

- Prepare a reserve master plan.
- Investigate options to improve the level of the oval.
- Upgrade the oval floodlighting to training standard (50 lux).

2.3.2 Netball

The demand assessment for Netball specifically relating to Gordon Recreation Reserve recommends to Identify options to install a second netball court (refer task to the master plan process), but if not possible consider using Gordon Public Park.

2.4 COMMUNITY CONSULTATION

The Gordon Recreation Reserve Committee of Management, consisting of reserve user groups and community members, was consulted to determine their current membership levels, usage patterns and priority infrastructure needs.

Consultation undertaken included:

- Completion of a survey identifying current issues and possible improvements
- Committee of Management and community Master Plan workshop(s)
- Public Exhibition phase

A detailed summary of information submitted in the initial user group consultation process is provided in Appendix C

Key themes collated during the consultation process include:

- Levelling of sportsground playing surface and expansion to meet current AFL dimensions for competition
- Install/upgrade sports ground and netball court lighting to Australian Standards
- Upgrade all sportsground and spectator supporting infrastructure at reserve including car parks, internal road and path network, reserve drainage and water storage.
- Construct second Netball Court with adjacent player change rooms including toilet and shower amenity.
- Construct new Community Centre/ Sports Pavilion

OPPORTUNITIES AND CONSTRAINTS

3.1 INTRODUCTION

The following provides a summary of the opportunities and constraints identified for the ongoing redevelopment of Gordon Recreation Reserve.

3.2 OPPORTUNITIES

- Reconstruction of oval to AFL dimension with lesser gradient, irrigation, drainage and fencing
- Upgrade existing sports ground lighting to meet Australian Standards for training (i.e. 100 Lux)
- Installation of additional netball court
- Install court lighting to meet Australian Standards for training to the Netball Court (i.e. 100 Lux)
- Construction of a new netball shelter with amenities alongside netball courts to provide all weather protection and player facilities
- Improve netball court fencing
- Formalise and widen the entrance to reserve with signage to reduce congestion and safety concerns
- Formalise vehicle pathways throughout the Reserve
- Installation of carpark and hard surface drainage to prevent flooding of spectator areas and oval, whilst collecting run off for irrigation purposes
- Upgrade Water storage dam
- Clearing of trees and vegetation to improve to appearance of the reserve and increase car parking
- New Pavilion development including Community Centre and Player amenities.
- Investigate power usage at the Reserve and possible power upgrade

3.3 CONSTRAINTS

- Small population of Gordon may restrict what needs to be installed at the reserve
- Funding opportunities
- Large variances in terrain

KEY RECOMMENDATIONS

4.1 INTRODUCTION

The vision for the Gordon Recreation Reserve is to become a community hub for the town of Gordon. With the provision of active and passive recreation opportunities and improved infrastructure, the reserve can cater for large sporting events and the growing community groups that utilise the facility

4.2 DRAFT MASTER PLAN DESIGN

The following details the key elements of the recommended draft Master Plan as attached in Appendix B. The recommended layout will ensure the provision of active and passive recreation infrastructure and the amenities to go with it.

1. Reconstructing the sportsground playing surface.

This project would create a level playing surface, reducing the west to east slope currently experienced at the site. The development would be undertaken with a cut-and-fill approach and see the expansion of the playing surface to meet current AFL dimensions for senior competition.

The construction would see the installation of associated sportsground infrastructure required to support the playing surface ongoing. This would include, but not be limited to post and rail fencing, sportsground drainage system with five meter spacing of lateral lines, uniformed automated irrigation system, a mixture of warm and cool season grassed and AFL goal posts.

Due to the size and scope of the project, relocation of the existing scoreboard/timekeepers box would be required, as would the removal of the existing post and rail fence surrounding the oval.

2. Install/upgrade sports ground and netball court lighting to Australian Standards

The installation of Australian Standard Lux level lighting will provide for football and netball training. Lighting the courts will allow for increased participation at the reserve as currently no senior netball teams train at the facility due to lack of appropriate lighting infrastructure.

An upgrade of sports ground lighting to Australian Standards lux levels for training will create a safe year round training facility allowing for greater use by more user groups, whilst spreading usage uniformly across the oval, reducing load on 'high-use' areas.

Further investigation will be required to determine if this element of the project may trigger an electrical upgrade to the reserve.

3. Vehicle and Pedestrian Management

With large numbers of users visiting the reserve for sporting events each week, the current pedestrian and traffic management system requires upgrading to manage the level of traffic through the Reserve. Increasing the dimensions of the oval will put further strain on the existing system, reducing the car parking available surrounding the oval.

Safety concerns have been raised about the entrance to the Reserve and it is recommended that changing the way vehicles enter the reserve during busy days will ensure safe access to, from and around the reserve which becomes congested in peak times of use.

Additional car parking within the reserve during busy times is also a growing requirement at the reserve and can be achieved in the space at the northern end of the reserve, behind the existing viewing mound. Drainage of these areas will need to be considered as part of the implementation of this recommendation.

4. Construct second Netball Court with adjacent player change rooms including toilet and shower amenity.

With the continued growth of female participation, combined with the winter playing environment in Gordon, it has become increasingly more important to provide additional netball space for training and competition. Similarly, the existing netball facility has no toilet or shower amenity provision and spectators are exposed to the elements with no shade or wind protection. The community is strong in their views that any such development should support family friendly design.

5. Construct new Community Centre/ Sports Pavilion

To meet the growing demands of the community and local sports, it is proposed to undertake a considerable development at the reserve to include the development of a large open plan community space, with associated toilet, storage, bar and kitchen space and canteen.

The facility would also encompass new change space to support the sportsground, including home and away team rooms, separate shower and toilet facilities, umpire change space and public toilets. The facility will be designed in consultation / partnership with the community, which is strong in its views that such a development should support family friendly design.

4.3 TABLE OF WORKS

The below table of works summarises the key recommendations, prioritises each recommendation and provides a broad cost estimate based on previous projects undertaken in recent years across the region.

It is acknowledged that a planning process is required to progress each recommendation to clearly refine the scope, design and funding requirements for each recommendation.

Table of Works

Item	Recommendation	Priority	Approximate Cost
1-4	Reconstruct Sportsground <ul style="list-style-type: none"> Remove existing and replace with new; Oval fence, goalposts and scoreboard Cut and fill surface and expand playable area to AFL standard dimensions Construct Sportsground drainage (5m spacing's) Construct automated irrigation 	High	\$750,000-\$900,000 (Price based on current commercial rates and does not include potential 'in-kind work' by the community)
5	Investigate and undertake tree removal around reserve	High	\$40,000 (Does not include permits and offsets which may be required)
6	Sports ground and netball court lighting upgrade to Australian training standards	High	\$200,000 (Does not include reserve power upgrade which may be required)
7	Installation of new shelter to the netball courts with toilet and shower amenity	High	\$50,000
8	Construct new additional netball court	Medium	\$40,000
9	Upgrade Dam to improve water retention	Medium	\$20,000
10	Construction of additional overflow car parking north of oval	Medium	TBA
11	Design and construct vehicle and pedestrian paths around the reserve	Medium	T.B.A.
12	Design and construct new community facility and sports pavilion	Low	\$1,600,000 (Price based on current commercial rate for 600m2 building)

Appendix A - Existing Recreation Reserve Layout

Reserve Component

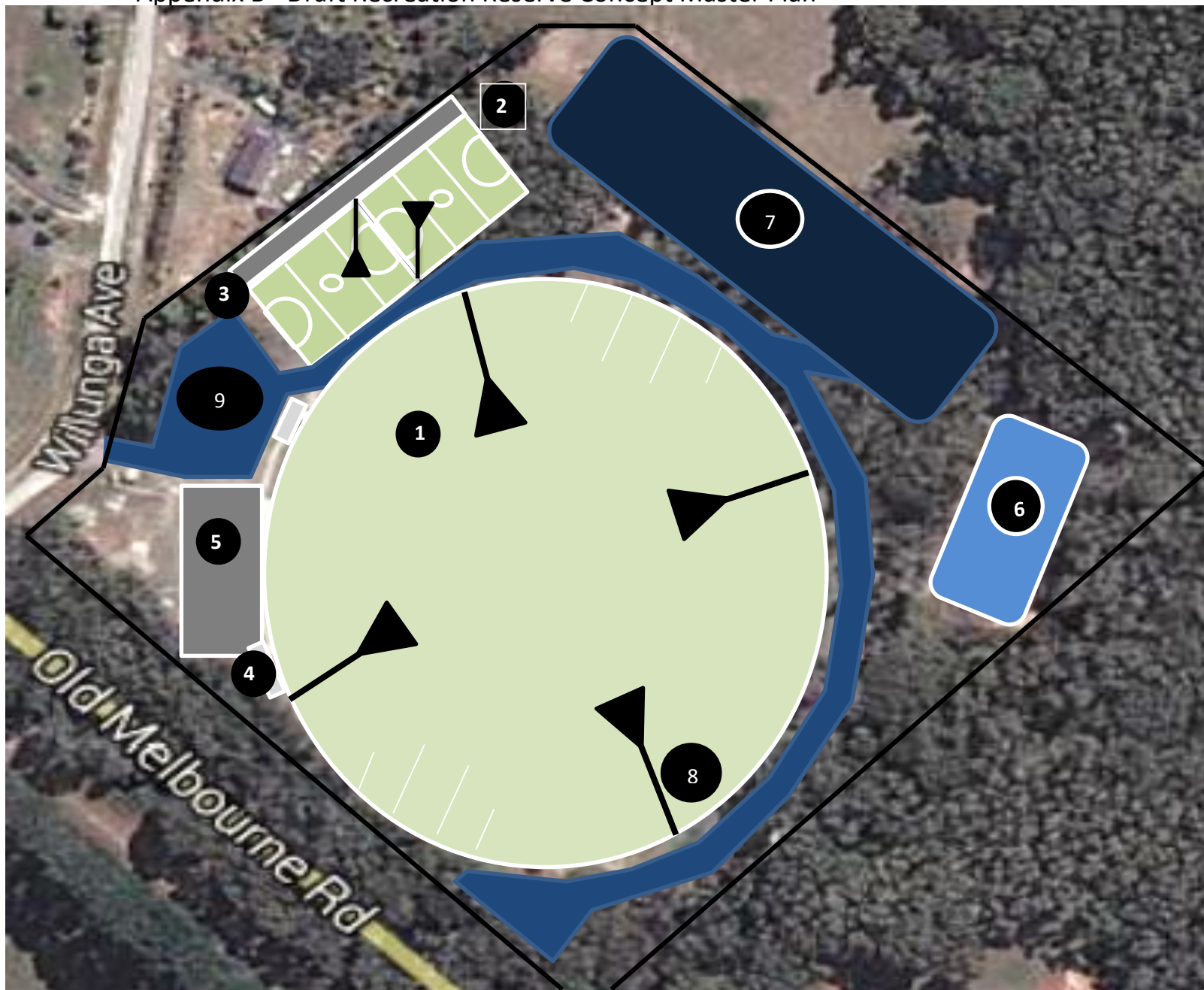
1. Sports ground
2. Netball Court
3. Netball Shelter/
Scorers Box
4. Coaches Box
5. Community Pavilion
6. Entrance and Ticket
Booth



Appendix B - Draft Recreation Reserve Concept Master Plan

Reserve Component

1. Enlarged and re-levelled Sports ground with irrigation and drainage
2. Additional Netball Court with lighting (Training standard)
3. Upgraded Netball Shelter/Toilets and Scorers Box
4. Coaches Boxes improvements
5. New Community Facility and Pavilion
6. Improvements to water storage and retention
7. Additional Car Park Investigation area
8. Sportsground Lighting (Training standard)
9. Vehicle and Pedestrian management improvements



Appendix C - Gordon Recreation Reserve Masterplan 2015

Community Consultation

Summary of Community Member and User Group Questionnaires

Number of completed questionnaires: 16

Age of users

0-10	15
11-20	7
21-40	1
40+	23

Children	204
Adults	270

Areas Of Current use

Oval	9	Clubroom	10
Function Room	8	Toilets	13
Change rooms	9	Netball courts	6
Meeting room	5	Showers	7
Kitchen	8	Other	2

Future use if available

Meeting Room	5	Playground	10
Heating	7	Cricket Nets	6
Bbq	5	Pavillion	3
Outdoor lighting	8	Other	3

Additional Suggestions

Entrance is dangerous for kids, bike friendly, traffic, toilet at netball courts, childrens playground, more parking spaces, improve walking track, better lighting around the area, better signage, more advertising of the facilities , extra kitchen facilities.

Attachment - Item 10.3.4

TERMS OF REFERENCE

MOORABOOL ACCESS AND INCLUSION ADVISORY COMMITTEE

1. COMMITTEE NAME

- 1.1 The name of the Committee is the Moorabool Access and Inclusion Advisory Committee hereinafter called ~~the~~ **the Committee**.

2. BACKGROUND

- 2.1 The 2013-17 Council Plan states that the Council will advocate, support and provide aged and disability services and ensure council's services and facilities are accessible.
- 2.2 Council is also committed through the 2013-17 Council Plan to representing and leading the community, seeking to understand community need by listening and recognising the differing expectations and priorities across Moorabool.
- 2.3 People with a disability want to be able to live, work and socialise in the same way as everyone else. This means for example, the same opportunities to use services such as safe and reliable transport, easily accessible buildings and public spaces, and support from families, friends and communities to fulfil their aspirations.
- 2.4 It is estimated that almost one in five people in Australia have some form of disability, with just over one in ten people having Carer responsibilities. In Moorabool, 5.6 per cent of the Shire population in 2011 or 1,309 people reported needing help in their daily lives due to disability.

3. ESTABLISHMENT OF THE COMMITTEE

- 3.1 The Committee is an advisory committee formed by Council resolution on (date to be inserted).

4. DEFINITIONS

- **Access** is ~~creating~~ the necessary conditions so that individuals or groups desiring to use Council services, facilities, works, programs or events have access to them . regardless of their race, language, age, sex, geographic isolation, disadvantage or disability.q
- **Inclusion** is ~~ensuring~~ that all individuals and groups are treated with respect and dignity and feel part of the communityq
- **Universal access** refers to the ability of all people to have equal opportunity and access to a service or product from which they can benefit,

regardless of their socio-economic status, ethnicity, background or disabilities.

5. PURPOSE OF THE COMMITTEE

5.1 No Delegated Powers

As the committee is advisory in nature it has no delegated powers or authority. The committee will not have an operating budget.

The Committee is to operate in accordance with the terms of reference stated in this document.

5.2 Purpose

The purpose of the committee is to assist the Council to better understand the needs of people with a disability; the obstacles that prevent people from being a full and inclusive member of the community and what needs to be developed and implemented that focuses on reducing barriers to access and inclusion.

The Committee will advise the Council on matters impacting on universal access and inclusion which may involve barriers to access, and provide advice on policy and plans that impact on universal access.

The advisory role is undertaken within the context of the Council Plan and related policies and strategies.

The Committee shall consider any other matter that may be referred to the Committee by Council.

4.3 Council's Relationship with the Committee

Council will use the input and advice of the Committee to inform practices, policies; strategies, services and procedures.

The Committee will host an annual forum of members of the public that will provide a formal space to discuss access and inclusion issues and opportunities for improvement.

5. EXPECTATIONS / REQUIREMENTS

5.1 In order to fulfil the Committee's objectives, members are expected to:

- represent the community interest and not individual interests
- prepare for and actively participate in committee meetings and commit to regular attendance.
- act in a courteous manner, respecting others views and opinions. All members should respect the decision of the consensus view as adjudicated by the Chair.
- be sensitive to the needs of others and listen to other people's ideas.
- respect and acknowledge differences of view or opinion.
- treat information with sensitivity.
- read documentation prior to attending meetings to ensure time allocated in meetings is maximised.

The conduct of the committee will be in accordance with the Councillor code of conduct and the meeting procedure local law as amended from time to time.

6. MEMBERSHIP

6.1 Membership of the Committee consists of:

6.1.1 One Councillor appointed by the Council to the Committee as Chairperson

6.1.2 A maximum of 8 community members drawn from across the Shire

6.1.3 Members will be appointed to the committee for a term of one year with membership confirmed to Council annually.

6.1.4 The Manager Aged and Disability Services; Disability Programs Officer; Rural Access Officer; Infrastructure Services staff member or delegates on an ex officio basis

6.1.5 Specialist Council staff will attend meetings to present relevant agenda items where required. These officers will be present on an ex officio basis only for the purpose of providing relevant information and advice on matters being considered by the Committee.

7. SELECTION PROCESS

7.1 Nominations for appointment as members of the Committee shall be called for in local newspaper public notices; Council website; Council Facebook and Twitter sites and direct mail to groups and organisations.

7.2 Nominations will be reviewed by Council officers with members appointed to the committee by resolution of the Council.

7.3 Members shall be appointed for a period of one (1) year and are eligible for re-nomination.

7.4 The Councillor shall be appointed annually at the Statutory Meeting of Council, or as required if a vacancy occurs.

7.5 Should a mid-term vacancy occur, new members will be selected based on sections 7.1 and 7.2.

7.6 Applicants will need to express interest to Council in writing and address the selection criteria in section 8 below.

8. SELECTION CRITERIA

8.1 Council, on behalf of the committee will seek to appoint members:

- with lived experience of disability; and
- Carers.

The committee, if possible, will be drawn from a range of professional backgrounds including architecture, nursing, psychology, social work, disability studies and leadership training applied to disability advocacy.

Council will aim to ensure that members of the Committee reflect the diversity of the Moorabool community including age; gender; and different geographical areas across Moorabool.

Nominations for the Advisory Committee will be assessed having regard to demonstrated skills and experience; commitment to access and inclusion; and the ability to work constructively with others including the Councillors and Council officers.

9. MEETINGS

- 9.1 Meetings will be held bi-monthly.
- 9.2 Members must attend at least 70% of meetings per year. If members are unable to commit to 70% attendance, membership may be forfeited at Council's discretion, with members advised accordingly.
- 9.3 A quorum will require attendance of 50% of the membership.
- 9.4 Council must receive apologies for all meetings no later than 24 hours before the meeting. If a quorum cannot be reached, committee members will be notified that the meeting is cancelled.
- 9.5 Council will provide assistance and support to the committee within the resources available to it in order to enable the committee to effectively undertake its role. This includes administrative support, meeting space and catering as required.
- 9.6 Committee meetings will be open to the public.

10. FACILITIES AND RESOURCES

- 10.1 Any disability-related support required to enable participation in the work of the Committee will be provided by Council. The Support would include access to attendant care and language interpreters including Auslan.

11. REPORTING TO COUNCIL

- 11.1 Minutes will be taken for each meeting of the Committee and presented to the following Ordinary Meeting of Council. Any recommendations from the Committee will be presented in an accompanying report from Officers.
- 11.2 The committee will provide advice to Council through submissions on Council strategy, budget and policies.
- 11.3 The Committee will provide an annual report to Council from the Chairperson as at 30 June each year outlining key outcomes and issues requiring further committee engagement for the financial year.

12. AMENDMENTS TO THE TERMS OF REFERENCE/REVIEW PROVISIONS

- 12.1 Council, following consideration of any recommendation from the Committee or by the Council, may alter these Terms of Reference at any time.
- 12.2 Council will review the Committee's role in consultation with the Committee annually. The review shall consider the membership, role, effectiveness and structure of the Committee.