

# Attachment - Item 10.3.1(a)



<b>Policy No.:</b>		<b><i>Service Review &amp; Planning Policy</i></b>
<b>Review Date:</b>	April 2019	
<b>Revision No.:</b>		
<b>Policy Manual Version No.:</b>		
<b>Adopted by:</b>	Council	April 2016

### 1. Purpose

This policy sets out the Council's commitment to ongoing service reviews and planning to ensure that each service is aligned to Council's strategic direction, valued by its communities, and delivered in the most responsible and sustainable manner.

### 2. Context

The face of local government and the services it provides is changing.

Reduction in grant revenues from other levels of government and the introduction of the State Government's rate capping legislation will result in the financial sustainability of the Council being placed under pressure.

Further, the increased reliance on rate revenue to continue with status quo service delivery is unsustainable for our ratepayers.

Overarching this, the Council has a responsibility to provide and/or support value for money services to our communities in accordance with the Council Plan.

A Service Review and Planning Framework has been developed to assist staff and Council to review services.

### 3. Scope

The policy will apply to Council and all Council staff.

### 4. Policy

When making service delivery related decisions, the Council and its Officers will use the Service Review and Planning Framework and address the following principles:

#### 4.1 Service Review and Planning Principles

- Services will reflect current, future community needs and expectations balanced against the resource capacity of Council.

- Services will have regard to the strategic work of the Council to 2041.
- Services and their levels will be delivered within the Integrated Planning and Delivery Framework Model.
- Services reviews will involve determining if Council is the most appropriate agency to deliver the service
- Service reviews will identify the most appropriate service model and levels of service
- Services will reflect the Vision, Mission and Values set out in the Council Plan.
- Service delivery will adhere to the Australian Business Excellence Framework as a philosophy and set of tools to drive continuous improvement.
- Services will be reviewed on a rolling cycle as determined under Section 6 of this policy.
- Service reviews will be undertaken having regard to the relevant State Government legislation and Ministerial Guidelines
- Service reviews will be undertaken having regard to the Best Value Principles in Section 208B of the Local Government Act 1989
- Service Reviews will inform the preparation of applications for a higher rate cap as determined by the Council.
- Service reviews will be undertaken using a Council adopted Service Review and Planning Guideline document.
- Service levels set by the Council will be delivered with adequate resources in the cycle to the next scheduled review.
- Service reviews and planning will influence decisions on the renewal, upgrade and construction of new assets via the annual Capital Improvement Program (CIP) process.
- In reviewing a service, the linkages between services, including internal support services, will also be considered.
- New services will not be commenced unless they have been subject to this policy and associated framework.

### 4.2 Outcomes of Service Reviews and Planning

The key benefits are expected to be:

- A more engaged and resilient community.
- Increased levels of community satisfaction.
- An alignment of community needs, expectations and the financial capacity of Council.
- More efficient and effective services.
- Cost savings or increased income generation.
- Partnerships and networks with other local governments and service providers.
- A whole of Council approach to service delivery.

### 5. Risk Management

In reviewing the services Council will have regard to its Risk Management Policy and Frameworks.

### 6. Service Review Prioritisation

The Council will undertake a review of all activities on a rolling program updated annually following a report to Council by the CEO that has regard to:

- Any withdrawal of Government grants or funding for a service.
- The financial sustainability of the Council.
- Customer and community feedback.
- Legislative change/s.

- Opportunities for improved service provision.
- Entrepreneurial opportunities.
- Increasing or decreasing trends for a service.
- Changes in the Council Plan.
- Changes in the Integrated Planning and Delivery Framework.

### **7. Related Legislation / Policies / Guidelines**

Community Engagement Policy and Framework  
Local Government Act 1989.  
A Fairer Rating System 2015.  
Relevant legislation applying to each service.  
Ministerial Guidelines.

### **8. Council Plan Reference – Key Performance Area**

Service Reviews and Planning are consistent with the Council Plan 2013-2017.

### **9. Review**

This policy will be reviewed every three years or as legislation requires it.

# Attachment - Item 10.3.1(b)



# **Service Reviews and Planning Framework**

**April 2016**

The framework should be read in conjunction with the  
Service Review and Planning Policy  
(April, 2016)

## Service Review and Planning Process

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### 1 Scope the Review

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- 1.1 Identify Project Team and resources.
- 1.2 Prepare project scope for endorsement by Executive Group (refer Project Scope Template).
- 1.3 Develop Project Plan (refer Project Plan Template).
- 1.4 Seek Project Endorsement from Council (Refer Council Report Template).

### 2 What do we already know about the current service delivery? (refer to Systems Views)

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- 2.1 Purpose of each service.
- 2.2 Utilisation – past, current and projected i.e. is the service meeting needs of users?
- 2.3 Financials – past, current and projected.
- 2.4 Relationship to other services.
- 2.5 The effectiveness, efficiency and quality of the service model. Benchmarking against industry performance.
- 2.6 Competitors and local conditions – service mapping and environmental scan
- 2.7 Alternative service providers and models
- 2.8 Results of the Annual Community Satisfaction Survey

### 3 Consistent Organisational Approach

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- 3.1 Reference to Integrated Planning and Delivery Framework
  - a. What do our previous reviews, strategies and policies tell us?
  - b. What are the top five key trends relating to the services?
  - c. What do the 2041 Urban and Rural M2041 consultations and strategies tell us?
- 3.2 Demographic Analysis
  - a. What does the data from the Community Infrastructure Plan tell us for 2021, 2031 and 2041?
  - b. What does the data from your service strategies tell us for 2021, 2031 and 2041?
- 3.3 Council Plan and Strategic Financial Plan
  - a. What does the Council Plan tell us with respect to key Council directions and issues for the next four years?
  - b. What does the current Strategic Financial Plan (SFP) tell us in relation to the financial situation of Council, overall service growth and funding constraints?
  - c. What are the implications of the services on the future reviews of the SFP and annual budget?
- 3.4 Capital Improvement Program (CIP)
  - a. What does the CIP tell us in relation to scheduled investment in the activity over the next three to five years?
- 3.5 Asset Management Policy and Strategy
  - a. What is the long term asset management regime?
  - b. What are the implications of the services on future reviews of Asset Management?

- 3.6 Risk Management Framework and Register
  - a. What risks have been flagged that need to be addressed?
  - b. What audits have been undertaken that will influence future priorities and direction?
  - c. Do the services meet the requirements of external regulation and guidelines?
  
- 3.7 Survey of our Customers – Community Engagement
  - a. Follow the Community Engagement Policy and Framework to determine the importance and value customers and non-customers place on the services (**refer Community Engagement Policy and Framework**).
  - b. Determine the community need for the services, additional or different services.
  - c. Seek and consider feedback from the community and service users about the adequacy of, and satisfaction with, the services in respect of their needs and expectations.
  - d. Identify the community’s ability to access other services or programs that could potentially better meet their needs.
  - e. Determine whether Council is the most appropriate organisation to deliver the service.
  
- 3.8 Undertake a Self-Assessment. (Business Excellence format)
  - a. The above review and analysis will form a basis for a self-assessment.
  
- 3.9 Identify options for the future of the services
  - a. Identify the most appropriate service model for ongoing delivery of the service including the use of digital technology.
  - b. Identify changes to increase or decrease the level of service and opportunities for improvement.
  - c. What changes, if any, need to be made to:
    - o Human Resources
    - o Operating Costs
    - o Maintenance Costs
    - o Infrastructure assets deployed to meet the level of service
    - o Opportunities for additional revenues e.g. pursuit of commercial opportunities
  - d. Address the opportunities for improvement.
  
- 3.10 Outputs
  - a. Project Scope Template and Project Plan.
  - b. Revised Systems View (Levels 2 and 3).
  - c. Community engagement plan developed and implemented.
  - d. Draft and final report.

## 4 Report

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The report will include:

- 4.1 Revised Systems View for 2021 including:
  - a. The Vision and Mission for your Service Unit
  - b. The top three objectives of your Service Unit
  
- 4.2 Summary of the demographic analysis.
  
- 4.3 The top five trends for the activities based on the strategic work to date.



- 4.4 An evaluation of whether your current system can meet the needs of the community to 2021, 2031 and 2041, with a focus on 2021 including:
- a. The prioritised changes that can be made now to increase or decrease Levels of Service (Loss) and Opportunities for Improvement (OFIs) for further investigation including what changes you believe need to be made to:
    - o Human resources?
    - o Operating costs?
    - o Maintenance costs?
    - o Infrastructure assets employed to meet Levels of Service?
    - o Opportunities for additional revenues?
- 4.5 Implications for future reviews of SFP and annual budget.
- 4.6 Implications for future reviews of asset management and CIP.

## **5 Evaluation of Report and Recommended Key Changes**

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The Executive Group and Service Manager will then meet to evaluate the report and recommend key changes and OFI's to be pursued for the next four years to vary the level of service to respond to the 2021 state.

## **6 Council Report**

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A report will then be provided to Council for determination of final Levels of Service and Opportunities for Improvements (OFIs) to be pursued.

## **7 PDSA Review Process**

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OFI's selected will be pursued using the PDSA template process.

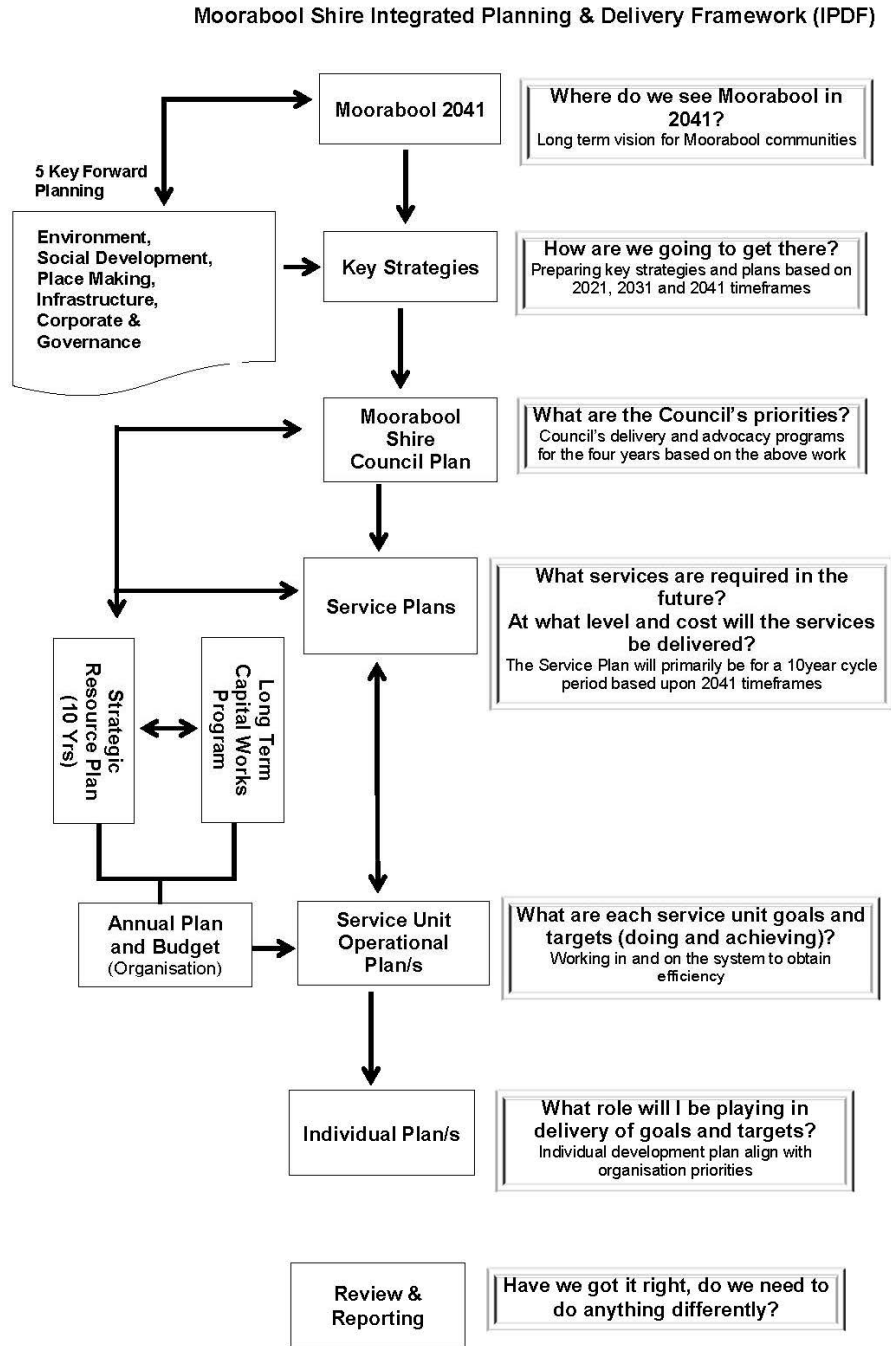
## **8 Annual Report**

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The progress against the timetable of reviews and key improvement or changes to activities will be reported in the Annual Report.

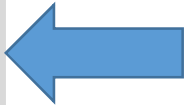
# 1. Council's Integrated Planning and Delivery Framework (IPDF)

The Service Review and Planning Framework is a key component of Council's Integrated Planning and Service Delivery Framework as depicted below.



# Attachment - Item 10.3.3

**DRAFT RECREATION  
RESERVES  
MANAGEMENT  
FRAMEWORK**



Principles  
Objectives  
Roles & Responsibilities  
Policy

**1. INTRODUCTION**

The *Recreation Reserves Management Framework* has been developed to establish fair and equitable management framework for the provision of sporting, recreation and leisure facilities within Moorabool Shire. The Framework communicates to all stakeholders regarding the management and use of facilities, the procedures and management processes that will apply to their use, including how they will be supported by Council.

This framework will be implemented in conjunction with the Recreation and Leisure Strategy 2015-2021, Crown Land Reserves Act 1989, Appointment and Delegations Policy, Recreation Reserves Funding Policy, (Financial Allocations to DELWP Management Committees Procedure), Occupancy Agreements Policy, Capital Works Contribution Policy and User Fees and Charges Policy.

**2. OBJECTIVES & PRINCIPLES**

The Recreation and Leisure Strategy 2015-2021 established the following objectives and principles for Recreation and Leisure facility provision in the Shire.

<b>INCREASED PARTICIPATION</b>	<i>Capacity and capability of recreation and leisure facilities to increase the physical activity participation levels of residents and their health and wellbeing will influence Council's decisions to support new and upgraded facility projects.</i>
<b>DIVERSITY</b>	<i>Council will facilitate the provision of a range of recreation and leisure facilities and services across the Moorabool Shire to firstly, ensure that the community has access to a variety of different recreation and leisure opportunities, and secondly, to cater for different levels of abilities and needs.</i>
<b>MULTIUSE AND SHARED-USE</b>	<i>Council will advocate strongly for and optimise the provision of recreation and leisure facilities that are multiuse and can support shared use, where appropriate and practical. The development of single-use facilities will generally not be supported.</i>
<b>ACCESSIBLE AND INCLUSIVE</b>	<i>Recreation and leisure facilities will be accessible to and encourage people of all ages, genders, abilities and cultural backgrounds.</i>
<b>ENVIRONMENTALLY SENSITIVE AND SUSTAINABLE</b>	<i>Recreation and leisure facilities will be sited, designed and managed to enhance ecological values and biodiversity outcomes, and embrace ecologically sustainable development (ESD) Principles where appropriate and practical.</i>
<b>ADAPTABLE</b>	<i>Recreation and leisure facilities will be designed and managed to meet specific user requirements whilst also being flexible to meet changing community needs and aspirations.</i>
<b>PARTNERSHIPS</b>	<i>Council will adopt a collaborative and partnership approach with the community, schools, all levels of government, government agencies, peak sporting organisations and the private sector for the planning, provision and management of recreation and leisure facilities.</i>

The Recreation and Leisure Strategy 2015-2021 recommended that a new **Reserve Management Framework** be developed to ensure that there is a coordinated, integrated, consistent approach to the management and operation of recreation reserves across Moorabool Shire.

The following principles have been developed to underpin the implementation of the Recreation Reserve Management Framework:

“ **Partnerships**

Council will build positive relationships and partnerships with other land managers, sport and recreation providers, clubs and community groups to ensure that facilities are managed efficiently.

Partnerships, co-operation and collaboration are key factors in ensuring that recreation reserves are managed effectively and efficiently and deliver quality outcomes for the community.

“ **Accessibility**

Facilities will be accessible to all sections of the community. Council supports the principle of shared multi-use of facilities and will encourage broad community access and use of facilities.

“ **Participation**

The overarching objective is to support reserve users to increase community participation in sport, recreation and physical activity to positively influence the health and wellbeing of the community.

“ **Equity & Fairness**

Reserve users will be treated equally and fairly in their dealings with Council and other land managers regardless of the specific land management and governance structures in place at different reserves.

“ **Responsibility**

Council recognises that it is the primary agency involved in the provision of sport and recreation facilities and reserves, however there is shared responsibility with other agencies and groups regarding facility management and operation. Council is committed to working with other agencies to ensure that there is coordination and consistency in reserve management practices.

“ **Agreed Service Levels**

Facilities will be managed and maintained to an agreed service level required to sustain use of facilities and meet the demand for use. Council's primary objective is to provide facilities maintained in a safe and acceptable condition for required usage.

### **3. POLICY STATEMENT**

Council will work collaboratively with various management agencies to establish fair and equitable management and use arrangements at all reserves to ensure consistency and equity regardless of the type of governance structure/s in place.

### **4. RECREATION RESERVE MANAGEMENT FRAMEWORK**

Moorabool Shire recognises that there is a mix of Recreation Reserve ownership and management arrangements currently in place across the Shire. Community user groups, sports clubs and organisations, Reserve Committees of Management, schools and other community not for profit groups

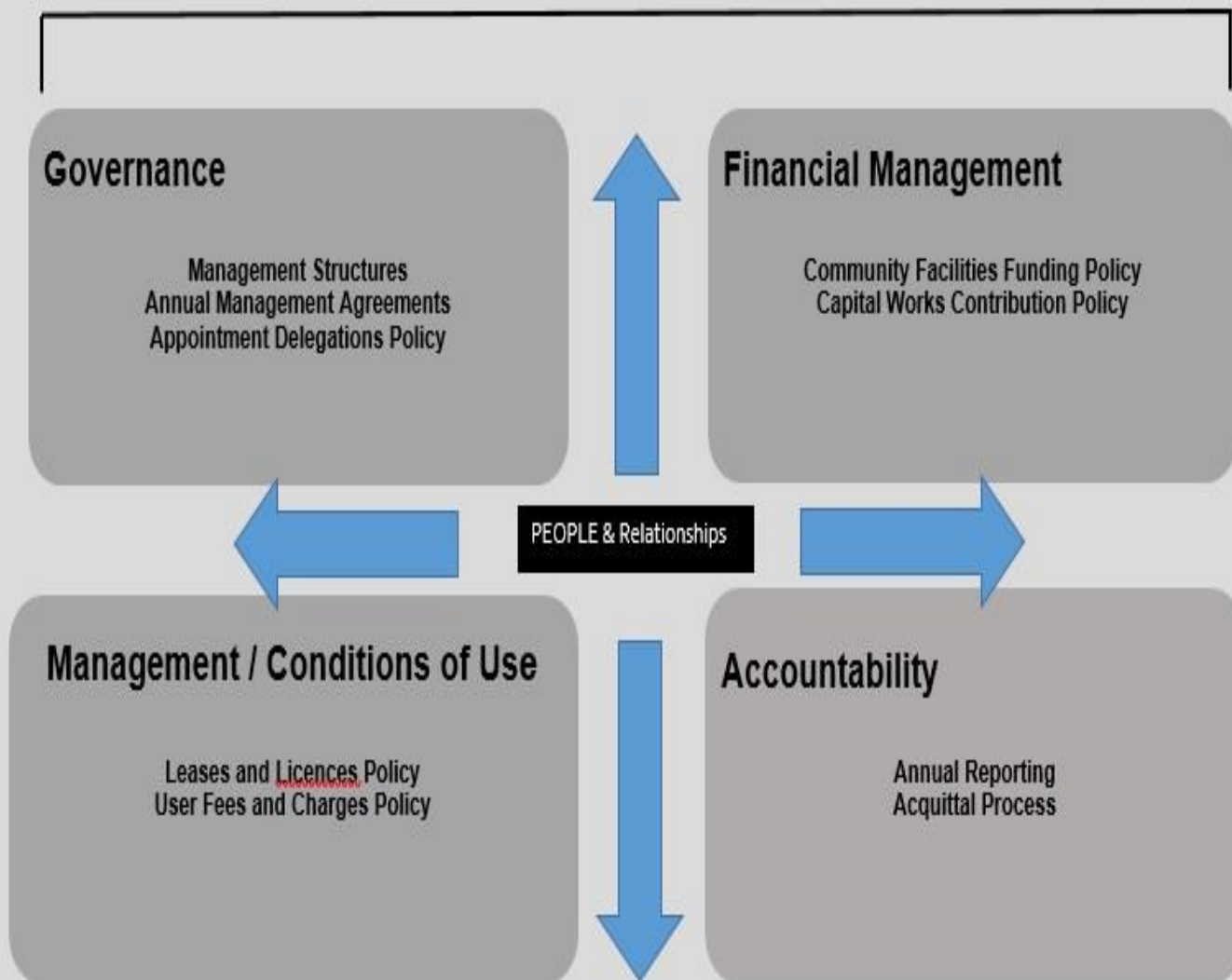
play an important role in the management of facilities and the delivery of physical activity, sport and recreation activities and programs for the community.

The Recreation Reserve Management Framework has been developed in cooperation with these groups to provide Council and Recreation Reserve stakeholders with clarity regarding the use, management and operation of Recreation Reserves within the Shire. The Management Framework is summarised in the following diagram outlining key policies and procedures of each component of the framework.

# THE FRAMEWORK

Managing reserves / facilities has a number of different components that are interrelated outlined in the diagram below. The Reserve Management Framework outlines the key principles that govern all components of how Council will manage facilities in the future. Each key component has a number of sub policies and procedures to support the management process as outlined in this framework.

## RECREATION RESERVE MANAGEMENT





- Management Structures
- Partnerships
- Committee Agreements
- Roles & Responsibilities

## 5. MANAGEMENT STRUCTURES.

There is currently a range of management models in operation at Recreation Reserves across the municipality. Some reserves are owned and managed directly by Council, some by individual clubs or user groups under lease arrangements, and some by Crown Land Committees of Management.

Council acknowledges that the regular user groups, clubs and organisations, involved in the management and operation of Recreation Reserves contribute significantly to the health and wellbeing of the community through the provision of various physical activity, sport and recreation activities and programs.

It is therefore appropriate for Council to contribute to the maintenance and management at varying levels of Recreation Reserves within the Shire to ensure facilities are accessible, available to all sectors of the community in a safe condition and assist Council to deliver its strategic objectives.

The current management systems and processes at recreation reserves is complex for the community. Conditions of use, fees and charges, capital improvement processes, governance structures and asset management practices vary substantially between reserves. The current system has led to confusion for many stakeholders and uncertainty for Council, management agencies and user groups. This has also impacted on the ability to maximise the use of some facilities by the community. This framework seeks consistency across the Shire.

**Table 1: Current Reserve Management Structures.**

Reserve Name	Ownership Status	Mode of Management	Management Status
Ballan Racecourse and Recreation	DELWP	CoM	DELWP
Ballan Recreation Reserve	DELWP	CoM	DELWP
Balliang Recreation Reserve (and Hall)	DELWP	CoM	DELWP
Berembroke Recreation Reserve	DELWP	CoM	DELWP
Blackwood Sports Ground Crown Reserve	DELWP	CoM	DELWP
Bullarook Recreation Reserve	DELWP	CoM	DELWP
Bungaree Recreation Reserve	DELWP	CoM	DELWP
Clarendon Recreation Reserve	DELWP	CoM	DELWP
Gordon Public Park (Tennis courts)	DELWP	CoM	DELWP
Gordon Recreation Reserve	DELWP	CoM	DELWP
Korweinguboorra Recreation Reserves	DELWP	CoM	DELWP
Morrison's Recreation Reserve	DELWP	CoM	DELWP
Mt Egerton Recreation Reserve	DELWP	CoM	DELWP
Mt Wallace Hall	DELWP	CoM	DELWP
Myrniong Recreation Reserve	DELWP	CoM	DELWP
Yendon Recreation Reserve (tennis)	DELWP	CoM	DELWP
BM Racecourse and Recreation Reservation	DELWP	s86CoM	MSC
Maddingley Park	DELWP	s86CoM	MSC
Darley Park	DELWP	Council	MSC
Darley Civic Community Hub	MSC	Council	MSC
Mason's Lane Reserve	MSC	Council	MSC
Dunnstown Recreation Reserve	MSC	s86CoM	MSC
Elaine Sports Ground Recreation Reserve	MSC	s86CoM	MSC

Greendale Reserves	MSC	s86CoM	MSC
Millbrook Community Centre	MSC	s86CoM	MSC
Navigators Community Centre Recreation	MSC	s86CoM	MSC
Wallace Recreation Reserve	MSC	s86CoM	MSC

## 6. PARTNERSHIPS

The Recreation Reserves Management Framework is predicated on cooperation and collaboration between Council, the community and the various management agencies responsible for managing and operating recreation reserves. The overarching objective is to ensure effective and efficient management of reserves to enable the community to participate in sport and recreation activities.

The framework also recognises the mix of management approaches currently in place and the need to foster and develop partnerships between agencies.

## 7. COMMITTEE AGREEMENTS

Whether reserves are managed by Council (via a s.86 Committee of Management appointment under the Appointment and Delegations Policy) or agencies other than Council, **Annual Management Agreements** will be put in place to clearly articulate the terms and conditions for receiving Council financial support toward the maintenance of facilities.

The agreements will also outline the management and maintenance responsibilities of the parties, the annual works program and the level of Council financial support to be provided. An example **Annual Management Agreement** is contained within the Recreation Reserve Funding Policy.

## 8. ROLES AND RESPONSIBILITIES

Consistent with the Recreation and Leisure Strategy 2015-2021, the framework recognises the roles and responsibilities of management agencies and aims to build strong partnerships and relationships that benefit user groups and the community.

The roles and responsibilities of specific agencies is summarised below;

### COUNCIL

<b>PLAN</b>	<i>Facilitate the planning, development and management of recreation and leisure facilities and services to cater for identified current and future community needs.</i>
<b>PROVIDE</b>	<i>Provide recreation and leisure facilities and services through direct funding, shared funding, and facilitated funding arrangements.</i>
<b>SUPPORT</b>	<i>Support community groups and clubs, reserve committees, management entities, and other stakeholders with the development, management and maintenance of recreation and leisure facilities.</i>
<b>PARTNER</b>	<i>Work with the community, education, private and government sectors to ensure that recreation and leisure facilities, programs and services meet community needs and optimise investment opportunities.</i>

- Coordinating agency.
- Support and assist agencies to develop consistent management practices.
- Maximise use of facilities and resources.
- Encourage community participation in sport and recreation activities.
- Capital and facility development and grants.
- Sport and Recreation Development.
- Comply with requirements of the Local Government Act 1989.



## **DELWP/CROWN LAND COMMITTEES**

- Delegated management of crown land.
- Manage, promote and develop reserve in accordance with its classification and purpose.
- Comply with Crown Land Reserves Act 1978.
- Comply with Recreation Reserve Management Framework Conditions of Council Funding requirements.

## **USER GROUPS**

- Provide sport and recreation opportunities for the community.
- Comply with relevant legislation, and/or use agreements with land managers.
- Contribute to the management and maintenance of facilities.
- Work collaboratively with Council and other land managers.
- Encourage community participation.



- Tenancy Agreements
- Seasonal Allocations
- Occupancy Conditions
- Crown Land Management
- Maintenance

## 9. TENANCY AGREEMENTS

The framework establishes standardised tenancy agreements for users at all reserves. The agreements will outline the conditions of use, times of use, fees & charges and responsibilities of the user group and responsible management structure.

Three types of tenancy agreements will be considered/implemented depending on the specific circumstances of the user group and reserve in use. Council supports the concept of shared access and multi-use of recreation reserves and facilities and will work with other land managers to ensure that facilities are available and accessible to the community.

### Leases

A lease agreement is used to provide sports clubs and/or associations with exclusive occupancy of sporting facilities for an agreed period. The lessee has use of the leased facility under clearly stated terms and conditions. Lease periods will be subject to negotiation, although the club/s is generally issued a 5 . 10 year period.

Under a Lease Agreement the Lessee:

- pays all costs associated with the operation of the leased area including minor and major maintenance, utility charges, water costs, rates, garbage charges, and any other costs associated with the normal operation of the leased area.

Due to the exclusive nature of this agreement, a Lease Agreement is only issued in exceptional circumstances as is an agreement best suited to single purpose activities E.g. Bowling Clubs, Golf Clubs, Equestrian Groups and in some circumstances Tennis Clubs.

### Licences

A licence agreement provides a sports club and/or association with a permit to use a facility for an agreed purpose for an agreed period of time providing certainty of tenancy. Licences **do not** provide user groups with exclusive occupancy rights to a facility. Licence periods will be subject to negotiation although a maximum term of up to three years is recommended.

Under a Licence Agreement the licensee pays sportsground and pavilion fees and charges as scheduled, utility charges and may be required to pay some maintenance cost where appropriate.

**As the terms of licence agreements are negotiable, many users will be allocated use of facilities on a seasonal licence basis.**

Seasonal sports ground allocations will be made on a 6-monthly or sport season basis for both training and match play purposes. A Seasonal Allocation does not provide clubs with exclusive use of sports facilities and recognises the shared multi-use nature of recreation facilities.

Seasonal Allocation applies to the following dates in each year.

Winter Season: 1 April . 30 September

Summer Season: 1 October . 31 March

Unless a longer term is agreed under a Licence Agreement, Seasonal Allocation of sportsgrounds is not guaranteed from year to year and will be subject to the Seasonal Application process or terms of the Licence Agreement. Seasonal Allocations are subject to sportsground fees and charges as scheduled, utility charges and costs relating to supporting infrastructure specific to their sport i.e. floodlighting, turf wickets.

### **Casual Use Agreement (CUA)**

A CUA is generally issued to a school, casual user, an event or user groups, to confirm a particular ground for specified activities, times, sportsground and pavilion fees and charges as scheduled. These agreements are normally best used for one off usage or a sequence of one off uses that are not permanent in nature.

## **10. OCCUPANCY CONDITIONS**

The tenancy agreement will specify the occupancy conditions of use and outline the roles and responsibilities of the user group and management agency. The term of the agreement and fees and charges will also be detailed in the agreement.

## **11. CROWN LAND MANAGEMENT**

Table 1 above highlights that the majority of Reserves are Crown Land managed by DELWP committees constituted under the Crown Land Reserves Act 1979. These committees have a responsibility to manage reserves in accordance with the act which contains specific requirements regarding use, fees and charges, development and improvements and leases/Licences for permanent users.

The Recreation Reserve Management Framework will use standardised documentation that is compatible with both Council requirements and the requirements of the Crown Land Reserves Act. This will provide consistency and certainty for users regardless of the management structure in place at the reserve they use.

Crown and Council Reserves require a specific lease / licence agreement approved for the use of Crown Land reserves. Council can issue a CUA for use on a Council managed Crown Land, however any permanent tenancy must use the Crown Land lease and licence template.

## **12. RECREATION RESERVE MAINTENANCE**

Council will contribute to the maintenance and upkeep of **all** Recreation Reserves within the Shire to ensure facilities are maintained in a safe, accessible condition to meet demand for use requirements.

It is recognised that different use types and activities have varying impacts on Recreation Reserve maintenance requirements. This framework using the Recreation Reserve Funding Policy sets out a consistent approach for determining the level of Council financial contribution for the maintenance of Recreation Reserves in different locations and with varied levels and types of use.

Council will work with key stakeholders to develop an **annual maintenance program** for each reserve. The annual plan will outline the works required to maintain the Reserves and surrounds in accordance with agreed required Service Levels and budget allocations. The aim of the annual plan is to ensure that reserves meet particular user requirements and are maintained in a safe condition in accordance with their intended use.

The level of maintenance works within the annual plan will be commensurate with the reserve classification (hierarchy) and demand/level of use outlined in Councils Recreation and Leisure Strategy. At reserves under Council management, Council will undertake regular audits (building and open space condition twice per year) to ensure that the service level required and funded is being met. At reserves managed by external agencies Council will undertake open space audits to ensure that facilities are being maintained to the service level required.

The Recreation and Leisure Strategy 2015 . 2021 outlines the hierarchy for Moorabool Shire Reserves indicating categorisation at local, district and regional level facilities. Whilst not always applicable, this categorisation provides guidance for intended level of usage at a reserve.



### **13. MAINTENANCE & MANAGEMENT AGREEMENTS**

Reserves will be maintained in accordance with the agreed **Annual Management Agreement**, Council budgets and recreation reserve requirements for the purpose of their intended use. The annual works programs are developed in consultation between Council's Assets Department, Recreation Development Department, Recreation Reserve Committees and user groups. The work programs acknowledge both budget and other resource capacities, demand for use and usage schedule.

The level of Council financial contribution is determined by the size and scope of the reserve, number of summer and winter season users indicating usage, annual maintenance program required to meet that usage and Councils annual budget process.

### **14. FEES AND CHARGES**

Council has an expectation that users will contribute towards the cost of maintaining and operating facilities via user fees and charges. Council will assist and encourage other Reserve Managers (i.e. Crown Land Committees of Management) to develop standardised fees and charges that are consistent across facilities to promote access and equity of use.

User Fees and Charges are collected to directly contribute to the cost of maintenance and are an important part of the reserve maintenance funding model that determines the operation funding provided to each reserve. At reserves that are not managed by Council directly, so Council do not collect the user fees and charges of user groups, it is vital that a user fees and charges system is in place as funding is determined on the assumption that an equitable level of fees and charges are being collected to supplement the costs required (funding provided by Council) to undertake maintenance at that reserve.

The Reserve Management Framework supports fees and charges policies for sportsgrounds and pavilions should underpinned by a clearly defined set of principles which include:

1. That Council establish a Fees and Charges Policy for application at ALL Moorabool recreation reserves, and which can be the basis by which the committees at other recreation reserves set annual user charges.
2. That the policy is consistent with the Principles outlined in Section 7.5 of the Recreation & Leisure Strategy 2015-2021 to underpin the policy.
3. That the sportsground fee be based on recovering a proportion of the operational maintenance costs (recommended between 10% - 20%), and set a levy for a pavilion fee, which is calculated from the insured value of the building (recommended between 0.75% - 1%). Levels of fees to be tested with engagement with the community prior to being finalised.

This framework provides for management agencies being required to enter into a Management Agreement with Council confirming that they will apply a fees and charges system with their user groups to support the Recreation Reserve Funding Model for that reserve.

## **15. UTILITY COSTS**

Council does not make any financial contribution towards user group operating utility costs at Reserves as this is seen as a responsibility of user groups in managing their ongoing operations and use of facilities. This position is clearly outlined in the Occupancy Agreements.

It is recommended that non Council land managers adopt this system to ensure consistency and equity at reserves across the Shire. Non Council committees will be encouraged to commit to this principle in their maintenance and management agreement to support the efficient implementation of the Reserve Management Framework. Council funding is not allocated for payment of a users utility costs.

## **16. CAPITAL DEVELOPMENT**

During the next 15-20 years, to meet the increasing demand for facilities, there will be progressive upgrade of existing sporting facilities across the Shire, as well as the development of new facilities. Council requires a clear delineation and distinction between what might be the Moorabool Shire Councils responsibility to fund, what might be a clubs or reserve committees responsibility to fund. In some instances, there may be shared responsibility and these are identified throughout the Framework, or there may be an opportunity to explore private funding sources, such as public-private partnerships.

Capital development will be guided by the Capital Works Contribution Policy which outlines Councils standard provision for recreation and leisure facilities and potential funding models to drive future development opportunities.

Consistent with Councils Capital Improvement Program process this Policy acknowledges that a ten-year capital works program exists which includes proposed capital development works to both Council and non-Council Recreation Reserves. It is Council intent to secure where possible external funding and contributions to assist with the implementation of the Capital Improvement Program. This applies directly to capital works projects to be undertaken at Recreation Reserves which meet both state and federal government funding program objectives.

**ALL** Capital improvements or alterations to facilities owned and/or managed by Council are required to be approved by Council.



- Annual Reporting
- Council Funding Conditions
- Acquittal of Council Funds
- Statutory Reporting
- Community Outcomes
- Implementation & Review

Council is obliged to ensure that resources and finances are used effectively and efficiently and support the implementation of its strategic objectives. It is therefore vital that Council financial contributions towards Recreation Reserve maintenance and development are managed responsibly to maximise the benefits and outcomes for the community and ensure accountability for the expenditure of public monies.

The framework establishes the management processes and procedures to appropriately track and account for Council expenditure without being overly onerous for users and committees.

## 17. ANNUAL REPORTING

At facilities where Council is the Reserve Manager, a summary of activities undertaken throughout the financial year will be provided to user groups to ensure user groups remain informed of the financial requirements to manage the facilities to a level that meets demand for use.

At facilities managed by external agencies or Reserve Committee of Managements, ALL groups that receive operational funding will be required to provide Council with an annual report of their activities during the preceding 12 month period. The report should outline the activities of the committee, how they have operated the facilities, what maintenance was undertaken against the service level that was funded in the Annual Management Agreement and what improvements and/or capital development has occurred and the outcomes/benefits for the community and users. The annual report should also contain a broad outline of planning for the next 12 month period by outlining the committees objectives for the coming year.

Committees that do not provide the required annual reporting in accordance with the timeline schedule within the Maintenance and Management Agreement will not receive further Council funding until the annual report is submitted.

## 18. COUNCIL FUNDING CONDITIONS

Council's financial contribution to Reserve Committees of Management will be provided based on the following terms and conditions:

1. The Committee has signed an **Annual Management Agreement** with Council.
2. The Committee works collaboratively with Council to develop the **Annual Maintenance Plan**.
3. All user groups have an appropriate **Tenancy/Occupancy Agreement** in place.
4. **Fees and charges** levied by Committees are fair, equitable and consistent at all reserves.
5. Committees provide a **Report** to Council with audited financial statements acquitting how the funding / service level contribution from Council was expended.

Council will support Committees of Management to ensure that the above terms and conditions are in place and management processes and procedures are developed and implemented.

## 19. ACQUITTAL OF COUNCIL FUNDS

The Annual Reporting process will include an acquittal process for committees to complete to account for how they have expended Council funds. Completion of the acquittal and declaration will be required to secure Council funding the following year.

## **20. IMPLEMENTATION AND REVIEW**

The Reserve Management Framework will be referred to the Moorabool Recreation & Leisure Advisory Committee to assist Council to develop an implementation plan for roll out of the framework across the Shire.

The framework will be reviewed in partnership with the Recreation and Leisure Advisory Committee with any recommendations improvements referred to Council for amendments and updates to the policy.

### **Other Policies and Strategies that support the implementation of the Reserve Management Framework:**

- Community Facilities Funding Policy
- Appointments and Delegation Policy
- Recreation Reserves User Fees and Charges Policy
- Recreation Reserves Leases & Licenses Occupancy Policy
- Recreation Reserves Capital Works Contribution Policy

# Attachment - Item 10.3.4



<b>Policy No.:</b>		<b><i>Draft Community Facilities Funding Policy</i></b>
<b>Review Date:</b>		
<b>Revision No.:</b>	03	
<b>Policy Manual Version No.:</b>	03	
<b>Adopted by:</b>		<i>Date: April 2016</i>

## 1. Introduction and Purpose

The purpose of the Community Facility Funding Policy is to provide guidelines regarding the Council's role in supporting community facilities through the provision of annual operational funding.

The Moorabool Shire Council is committed to supporting the management and operation of community facilities across the Shire, including recreation reserves, community halls, community/neighbourhood houses, heritage facilities and other facilities that support community members. The operational funding for community facilities supports these facilities being managed and operated efficiently and effectively. The principles and rationale for the development of the Community Facility Funding Policy are derived from the *Moorabool Shire Council Plan 2013 – 2017, Recreation & Leisure Strategy 2015-2021*, and the *Recreation Reserves Management Framework*.

### PURPOSE

The purpose of the Policy is to provide Council, and community stakeholders with clarity regarding the operational funding and service level required for the management and maintenance of use of the community facilities within the Shire. The Recreation and Leisure Strategy 2015-2021 recommended that a *new Reserve Management Framework* be developed to ensure that there is a coordinated, integrated, consistent approach to the management and operation of recreation reserves across Moorabool Shire. In the case of Recreation Reserves this policy is an integral component of the Reserve Management Framework.

### DEFINITIONS

The following definitions are referred to throughout this Policy:

**Regular User Group:** refers to a body of people united for sporting or recreation purposes including sports clubs / associations, community organisations, and other groups that have an agreement with Council permitting use of the nominated community facility or an agreement with the Committee of Management for the use of the community facility. Typically, a regular user group is based at the nominated facility for a specific period.

**Council:** refers to the Moorabool Shire Council.

**Committee of Management (S.86):** Reserve or Building Committees of Council appointed by Council

**Non Council Committee of Management:** Reserve Committees of Management appointed by agencies other than Council.

**Recreation Reserve:** Open space containing facilities for recreational opportunities, such as sports fields, courts, pavilions, practice facilities, gardens, and playgrounds

**Facilities:** refers to the Community Facility itself and other support infrastructure at the location which are made available for use to the regular user group and casual hirers as per the use agreement.

## 2. Scope / Strategic Context

This Policy applies directly to all Community Facilities receiving operational facility funding from Council.

In regards specifically to Recreation Reserves, the *Moorabool Recreation & Leisure Strategy 2015- 2021* is the guiding strategic document for recreation and leisure provision and management. The strategy provides the principles and strategic rationale for Councils reserve management policies.

### Recreation Reserve Management Framework

The *Reserves Management Framework* has been formalised as a direct recommendation from the Recreation & Leisure Strategy recommendations and outlines the management and operational procedures regarding the management and use for Moorabool Shire recreation reserves.

Council recognises that there is a mix of management models in operation at Recreation Reserves across the municipality. This policy seeks to provide a consistent approach to providing operational funding support to community facilities consistent with all elements within the framework.

### Community Facility Maintenance

Council recognises that different activities and differing levels of participations influence maintenance requirements on community facilities to varying levels. Council will develop an annual management and maintenance plan with desired service levels for all community facilities to ensure that facilities meet particular user requirements and are maintained in a safe condition to support their intended use.

In the case specifically of Recreation Reserves, the service level for maintenance works within the annual plan will be commensurate with the reserve classification (hierarchy) and demand/level of use outlined in Councils Recreation and Leisure Strategy, and specific to each Recreation Reserve.

As user fees and charges are an integral component of the Community Facility Model that provides for facility maintenance, Council has an expectation that users of facilities will contribute towards the cost of maintaining and operating facilities via user fees. User fees are a key component of the funding model to support the maintenance of community facilities.

### 3. Objectives

The objectives of the Community Facilities Funding Policy are to:

- support the management of community facilities
- ensure that community facilities are maintained appropriately to meet community needs
- support Committees of Management to manage facilities
- improve community facilities
- allocate operational funding to support achievement of desired service level for key activities

### 4. Strategic Principles

- Council recognises the value of community facilities within the Shire and how community facilities provide opportunities for recreation, community activities, heritage recognition and support for the community and local residents.
- Funding for community facilities is determined / allocated according to defined service standards and levels required to maintain a facility in a safe condition appropriate to meet its demand for use (usage hours)
- Funding for recreation reserves that maintain significant public facilities for passive community use will be considered as part of the operational funding model.
- The management structure of a specific community facility is not considered when funding allocations are determined.
- This policy acknowledges the invaluable contribution that volunteers have provided to Council in managing and maintaining community facilities and encourages this support to continue where volunteer capacity exists
- Funding is vital to the sustainability of community facilities across the Shire and is Council's commitment to the ongoing provision of community facilities to facilitate health and wellbeing benefits for the community.
- The Council recognises that community facilities across the Shire are owned differently i.e. Council owned, DEPI owned, Incorporated Association and does not discriminate between different ownership for operational funding as some communities in the Shire do not have any Council owned facilities. However, accountability in the management of the funding provided is consistent across all facilities.
- Operational grants will be increase by CPI annually to ensure that the funding allocation is sufficient to meet external cost increases.
- It is recognised that some facilities may be able to source in kind works to substitute for funding allocated to some maintenance tasks. This practice will continue to be approved, as long as the appropriate service standards are maintained by the in kind contribution.

- Where a Committee of Management receives an operational grant, the committee will be required to submit an annual acquittal at the end of the funding period. If the acquittal is not received by 31 July each year then operational grants for the following year will be put on hold until the acquittal is received.
- Council Section 86 Committees of Management must abide by the Council's Appointments and Delegations Policy when expending operational grant funds.
- All major building infrastructure maintenance and improvements at Council managed/owned facilities will be planned and managed by Council's Infrastructure Services Department in consultation with the Committee of Management and user groups. This includes structural modifications or improvements.
- Council acknowledges that the funding levels required for future management and maintenance of facilities may need to be increased during the life of this policy. Therefore, all operational grants will be reviewed annually and referred to the annual budget process for consideration.
- User fees and charges is a vital component of the funding model and it is assumed that user fees and charges consistent with the Reserve Management Framework are implemented at all reserves.

All management and maintenance activities and processes (including those undertaken by volunteer Committees of Management) must be consistent with Council policy and procedures including procurement, conflict of interest, occupational health and safety, risk management and privacy

### **Insurance**

This policy will be applied consistent with Policy No. Risk . 004, Draft Policy - Insuring Non-Council Owned Assets (NCOAs) that is currently being developed.

- Council will provide Building Insurance to all Recreation Reserves listed in the schedule. The Committees/User Groups are expected to provide their own contents insurance policies.
- The Council will provide public liability insurance for Council owned recreation reserves only.
- The Council will provide building insurance for all Community Buildings
- The Council will not provide contents insurance for any community facilities not owned by Council

## **5. Community Facility Funding**

### Recreation Reserves

Council is committed to financially contributing toward the essential management and maintenance requirements for sport and recreation facilities to ensure facilities are accessible for all within the community. These requirements include:

- Sportsground maintenance including but not limited to mowing, aeration, top dressing, scarifying, spraying, maintenance of core infrastructure such as irrigation systems, over sowing of different turf species for each winter and summer season.

- Annual court maintenance
- General park (passive) maintenance
- Public utilities and lighting
- Fencing furniture and signage
- Tree maintenance
- Public toilet cleaning and maintenance
- Irrigation costs
- Public litter bin clearances
- Playground (BMX / Skate) inspections
- Building maintenance

### Community Buildings

Community buildings will be provided with an operational grant annually for the following expenses:

- Utilities (electricity, water, gas)
- Cleaning
- Consumables
- Committee expenses
- Minor breakages and equipment replacement
- Emergency service equipment
- Minor maintenance expenses

### **Funding to Council Managed Facilities**

Funding allocated to each facility for the financial year will be confirmed upon the adoption of the Council budget. Volunteer Committees of Management managing reserves will be notified of funding levels committed at this time. Council encourages volunteers to continue the invaluable in kind support provided to Council towards the maintenance of reserves.

Council will provide volunteers with the appropriate framework to undertake maintenance activities including the general maintenance of passive areas. However, maintenance of playgrounds, tree management, litter collection and public toilets on Council owned land will be managed by Council.

It is acknowledged that the technical knowledge and hours required to maintain and manage sportsground facilities continues to increase and the capacity of a volunteer committee to undertake these responsibilities will vary depending on the skills and expertise of its volunteers. Therefore, to protect the sportsground assets of all reserves governed by this policy framework, as part of preparing the Annual Management and Maintenance Agreement, the agreement will outline which of the following two management models will be adopted for the reserve for the financial year:

- a. Council to manage the maintenance of the sportsground facilities with support and assistance provided by Reserve Committees of Management; or
- b. Committee of Management to manage the maintenance of the sportsground facilities with support and assistance provided by Council.

These options acknowledge that a one size fits all management model is not appropriate for all reserves and provides opportunities where volunteer expertise and capacity exists for the community to continue to maintain the sportsground facilities. The Annual Management and Maintenance Plan will be signed off by Council officers

and the Committee of Management and provide a reference to the accountabilities to the maintenance of the reserve throughout the year.

Funding payments made directly to Committees of Management will be made in August and December each financial year.

### **Funding to Non Council Managed Facilities**

*Council financial contributions* to Community Facility Committees of Management are made based on the following terms and conditions;

1. The Committee has signed an *Annual Management Agreement* with Council.
2. All user groups have an appropriate *Tenancy/Occupancy Agreement* in place.
3. *Fees and charges* levied by Committees are *fair, equitable and consistent* at all reserves.
4. Committees provide *annual reporting* to Council with audited financial statements outlining how the contribution was expended against the service level in the agreement.
5. At all Non Council directly managed reserves collecting user fees, the user fees total will be deducted from the gross amount of Facility Funding determined required as user fees form part of the money allocated toward reserve / hall management and maintenance.

Council's funding allocated for Council managed recreation reserves will include maintaining the reserve for both active and passive recreation use.

Council funding allocated for recreation reserves managed by Department of Environment Land Water and Planning (DELWP) will include maintaining the sportsgrounds (ovals and courts) for active recreation use but not for facilities used specific for passive recreation usage.

Council will support Committees of Management to ensure that the above terms and conditions are in place and management processes and procedures are developed and implemented.

## **6. Implementation and Review of Policy**

The Moorabool Recreation & Leisure Advisory Committee acts as the driving group in relation to the implementation of the Recreation and Leisure Strategy, and plays a significant role in the development and review of Council Recreation & Leisure Policies.

The committee will make recommendations to Council for amendments and updates to this Policy every three years.

## **7. Related Legislation**

This Policy and the associated appendices relate to the *Crown Land (Reserves) Act 1978* as some reserves are located on Crown Land and managed by either Council or a delegated community Committee of Management.

This Policy is strategically supported by the Moorabool Recreation & Leisure Strategy 2015-2021 and should be implemented in the strategic context of the Recreation Reserves Management Framework.



## 8. Council Plan Reference – Key Performance Area

<b>Key Result Area</b>	Community Well-Being
<b>Objective</b>	Increase and encourage participation in a range of sport, recreation and leisure activities
<b>Strategy</b>	Promote community health and well - being through the provision of recreation facilities, open space, programs and activities

## 9. References

<b>Department</b>	Department
<b>Council</b>	Moorabool Shire Council
<b>LG Act</b>	<i>Local Government Act</i> 1989 and supporting regulations
<b>Section 86</b>	Section 86 of the <i>Local Government Act</i> 1989

## Attachments

Schedule 1:	Recreation Reserve and Hall Ownership and Management Structures
Schedule 2:	Recreation Reserve Management Service levels
Schedule 3:	Halls and Reserve Committee of Management Annual Management and Maintenance Agreement Template
Schedule 4:	Community House/Neighbourhood House Funding Schedule including Heritage and Welfare Facilities Funding Schedule

## Schedule 1: Current Reserve Management Structures

Reserve Name	Ownership Status	Mode of Management	Management Status
Ballan Racecourse and Recreation	DELWP	CoM	DELWP
Ballan Recreation Reserve	DELWP	CoM	DELWP
Balliang Recreation Reserve (and hall)	DELWP	CoM	DELWP
Berembroke Recreation Reserve	DELWP	CoM	DELWP
Blackwood Sports Ground Crown Reserve	DELWP	CoM	DELWP
Bullarook Recreation Reserve	DELWP	CoM	DELWP
Bungaree Recreation Reserve	DELWP	CoM	DELWP
Clarendon Recreation Reserve	DELWP	CoM	DELWP
Gordon Public Park (Tennis courts)	DELWP	CoM	DELWP
Gordon Recreation Reserve	DELWP	CoM	DELWP
Korweinguboorra Recreation Reserves	DELWP	CoM	DELWP
Morrison's Recreation Reserve	DELWP	CoM	DELWP
Mt Egerton Recreation Reserve	DELWP	CoM	DELWP
Mt Wallace Hall	DELWP	CoM	DELWP
Myrning Recreation Reserve	DELWP	CoM	DELWP
Yendon Recreation Reserve (tennis)	DELWP	CoM	DELWP
BM Racecourse and Recreation Reservation	DELWP	s86CoM	MSC
Maddingley Park	DELWP	s86CoM	MSC
Darley Park	DELWP	Council	MSC
Darley Civic Community Hub	MSC	Council	MSC
Mason's Lane Reserve	MSC	Council	MSC
Dunnstown Recreation Reserve	MSC	s86CoM	MSC
Elaine Sports Ground Recreation Reserve	MSC	s86CoM	MSC
Greendale Reserves	MSC	s86CoM	MSC
Millbrook Community Centre	MSC	s86CoM	MSC
Navigators Community Centre Recreation	MSC	s86CoM	MSC
Wallace Recreation Reserve	MSC	s86CoM	MSC



## Current Community Facility / Hall Management Structures

Reserve Name	Ownership Status	Mode of Management	Management Status
Ballan & District Community Centre	DELWP	CoM	DELWP
Balliang Public Hall	DELWP	CoM	DELWP
Blackwood Hall	DELWP	CoM	DELWP
Elaine Hall	DELWP	CoM	DELWP
My Edgerton Hall	DELWP	CoM	DELWP
Myrniong Hall	DELWP	CoM	DELWP
Rowsley Public Hall	DELWP	CoM	DELWP
Lerderderg Library	MSC	Council	MSC
Bacchus Marsh Public Hall	MSC	s86CoM	MSC
Bungaree Town Hall	MSC	s86CoM	MSC
Gordon Public Hall	MSC	s86CoM	MSC
Lal Lal Soldiers Memorial Hall	MSC	s86CoM	MSC
Millbrook Community Centre	MSC	s86CoM	MSC
Navigators Community Centre	MSC	s86CoM	MSC
Wallace Public Hall	MSC	S86CoM	MSC

## Schedule 2: Recreation Reserve Existing Service Levels 2016

Designated Level of Service to Maintain Sportsground	Darley Park	Maddingley Park	Masons Lane	BM Civic Community Hub	BM Racecourse Rec Reserve
Oval mowing	Weekly	Weekly	Weekly	Weekly	As required for events
Irrigation usage costs (water bill)	As required	As required	As required	As required	As required
Maintenance of automatic sprinkler	As required	As required	As required	As required	N/A
Aerate, Top Dress and Scarify	Twice Yearly	Twice Yearly	Twice Yearly	Twice Yearly	N/A
Spray broadleaf oval	Twice Yearly	Twice Yearly	Twice Yearly	Twice Yearly	Per event
Seed & Fertilise oval	Twice Yearly	Twice Yearly	Twice Yearly	Twice Yearly	N/A
Spray weeds around park	Monthly	Monthly	Monthly	Monthly	Per Event
<b>Subtotal</b>					
<b>Designated Service Level (other than Ground Maintenance) for Specific Reserves.</b>					
Building maintenance *	As required	As required	As required	As required	As required
General park mowing and maintenance	Fortnightly	Fortnightly	Fortnightly	Fortnightly	Monthly
Road / path maintenance (gravel)	Annually	Annually	Annually	Annually	Twice Yearly
Tennis/netball court maintenance	Annually	Annually	Annually	N/A	N/A
Public utilities / lighting	Fully funded	Fully funded	Fully funded	Fully funded	Fully funded
Public toilets (maintenance & cleaning)	Twice week	Twice week	N/A	Twice Week	N/A
Fencing , furniture & signage	Yearly	Yearly	Yearly	Yearly	As required
Tree maintenance	Planned twice yearly	As required (ongoing)	Planned annually	N/A	As required
Public litter bin clearances	Twice Weekly	Twice Weekly	Twice Weekly	Twice Weekly	Twice Weekly
BMX track Adventure playground maintenance/inspections	Monthly	Monthly	N/A	N/A	N/A
<b>Subtotal</b>					
<b>Total Funds Allocated to Reserve</b>					

**NOTE:**

Council owned / Council managed Funding provided for sport facility maintenance, general passive reserve maintenance  
 DELWP owned/ Council Managed Funding provided for sport facility maintenance, general passive reserve maintenance

Designated Level of Service to Maintain Sportsground	Reserves Service Level				
	Ballan Rec Reserve	Dunnstown Rec Reserve	Wallace Rec Reserve	Bungaree Rec Reserve	Gordon Rec Reserve
Oval mowing	Weekly	Weekly	Weekly	Weekly	Weekly
Irrigation usage costs	As required	As required	As required	As required	As required
Maintenance of automatic sprinkler	As required	As required	N/A	N/A	N/A
Aerate, Top Dress and Scarify	Annually	Annually	Annually	Annually	Annually
Spray broadleaf oval	Twice Yearly	Twice Yearly	Twice Yearly	Twice Yearly	Twice Yearly
Seed & Fertilise oval	Annually	Annually	Annually	Annually	Annually
Spray weeds around park	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly
<b>Subtotal</b>					
<b>Designated Service Level (other than Ground Maintenance) for Specific Reserves.</b>					
Building maintenance *	N/A	As required	As required	N/A	N/A
General park mowing and maintenance	N/A				
Road / path maintenance (gravel)	N/A	Annually	Annually	N/A	N/A
Tennis/netball court maintenance	Annually	Annually	Annually	Annually	Annually
Public utilities / lighting	N/A	As required	As required	N/A	N/A
Public toilets (maintenance & cleaning)	Twice Week	N/A	N/A	N/A	N/A
Fencing , furniture & signage	N/A	N/A	N/A	N/A	N/A
Tree maintenance	N/A	As required	As required		
Garden bed and surrounds maintenance	N/A	N/A	N/A	N/A	N/A
Public litter bin clearances	TBC	TBC	TBC	TBC	TBC
<b>Subtotal</b>					
<b>Total Funds Allocated to Reserve</b>					

**NOTE:**

There is no summer sportsground tenant at Bungaree or Gordon Rec Reserve, therefore mowing service level can drop to fortnightly if required throughout summer prior to any casual usage.

Council owned / Council (CoM) managed Funding provided for sport facility maintenance, general passive reserve maintenance  
 DEWLP Owned / DEWLP Managed Funding provided for sportsground maintenance

Reserves Service Level							
Designated Level of Service to Maintain Sportsground	Ballan Racecourse Reserve	Blackwood Reserve	Elaine Rec Reserve	Greendale Rec Reserve	Korweinguboora Rec Reserve	Mt Egerton Rec Reserve	Mymiong Rec Reserve
Oval mowing	As required for events	Fortnightly (seasonal)	Fortnightly	Fortnightly	As required	As required	As required
Irrigation usage costs							
Maintenance of automatic sprinkler							
Aerate, Top Dress and Scarify		Annually	Annually	Annually			
Spray broadleaf oval		Annually	Annually	Annually			
Seed & Fertilise oval		Annually	Annually	Annually			
Spray weeds around park	Annually	Annually	Annually	Annually	Annually	Annually	Annually
<b>Subtotal</b>							
Designated Service Level (other than Ground Maintenance) for Specific Reserves.							
Building maintenance *			As required	Annually			
General park mowing and maintenance							
Road / path maintenance (gravel)	Annually		Annually	Annually	Annually	Annually	Annually
Tennis/netball court maintenance		Annually	Annually	Annually			
Public utilities / lighting			Funded	Funded			
Public toilets (maintenance & cleaning)			TBC	Weekly			
Fencing , furniture & signage			As required	As required			
Tree maintenance			As required	As required			
Garden bed and surrounds maintenance				Monthly			
Public litter bin clearances				TBC			
<b>Subtotal</b>							
<b>Total Funds Allocated to Reserve</b>							

<b>NOTE:</b>	
Council Owned / Council CoM Managed	Funding provided for sport facility maintenance, general passive reserve maintenance
DEWLP Owned / DEWLP Managed	Funding provided for sport ground maintenance

Designated Level of Service to Maintain Sportsground	Berembok Rec Reserve	Bullarook Rec Reserve	Clarendon Rec Reserve	Gordon Public Park tennis Courts	Millbrook Rec Reserve	Morrison's rec Reserve	Mt Wallace Hall	Navigators Rec Reserve	Yendon Rec Reserve	Ballaing Rec Reserve
Oval mowing										
Irrigation usage costs										
Maintenance of automatic sprinkler										
Aerate, Top Dress and Scarify										
Spray broadleaf oval										
Seed & Fertilise oval										
Spray weeds around park										
Collection of loose litter park										
<b>Subtotal</b>										
Designated Service Level (other than Ground Maintenance) for Specific Reserves.										
Building maintenance *					As required			As required		
General park mowing and maintenance	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly
Road / path maintenance (gravel)										
Tennis/netball court maintenance				Annually						
Public utilities / lighting					Funded			Funded		
Public toilets (maintenance & cleaning)										
Fencing , furniture & signage					As required			As required		
Tree maintenance					As required			As required		
Garden bed and surrounds maintenance										
Public litter bin clearances										
<b>Subtotal</b>										
<b>Total Funds Allocated to Reserve</b>										

<b>NOTE:</b>	
Council Owned / Council CoM	Funding provided for sport facility maintenance, general passive reserve maintenance
DEWLP owned / DEWLP Managed	Funding provided for sport ground maintenance

**Schedule 3: HALL/RESERVE COMMITTEE OF MANAGEMENT  
ANNUAL MANAGEMENT & MAINTENANCE AGREEMENT**

Council allocates funding toward the essential management and maintenance requirements for facilities under the Moorabool Shire Community Facilities Funding Policy.

This Annual Management and Maintenance Agreement details the funding committed to the XXXXXXXXXXXX Committee of Management and the essential management and maintenance requirements to be undertaken at the hall during the XXXX financial year.

The funding allocated to undertake the XXXXXX maintenance of the XXXX including the roles and responsibility of the Committee of Management and Council are detailed in Appendix 1.

The operational funding for all facilities will be reviewed annually and considered as part of Council's budget process. The roles and responsibilities agreed for the Committee of Management and Council will also be reviewed annually.

**SECTION A: COUNCIL PROJECT MANAGER DETAILS**

Name of Service Unit: \_\_\_\_\_  
Contact person: \_\_\_\_\_  
Position/Title: \_\_\_\_\_  
Telephone: (W) \_\_\_\_\_ (M) \_\_\_\_\_  
Email: \_\_\_\_\_  
\_\_\_\_\_

**SECTION D: DECLARATION**

The Committee of Management and Council agrees the information within this agreement is true and correct.

**XXXXXXXXXXXXXXXXXXXXXX**  
Signature: \_\_\_\_\_  
\_\_\_\_\_

Name: \_\_\_\_\_  
\_\_\_\_\_

Position (if applicable): \_\_\_\_\_  
\_\_\_\_\_

Date: \_\_\_\_\_  
\_\_\_\_\_

**MOORABOOL SHIRE COUNCIL**  
Signature: \_\_\_\_\_  
\_\_\_\_\_

Name: \_\_\_\_\_  
\_\_\_\_\_

Position (if applicable): \_\_\_\_\_  
\_\_\_\_\_

Date: \_\_\_\_\_  
\_\_\_\_\_

The Maintenance Schedule clearly articulates the maintenance responsibilities by Council and the Committee of Management at the XXXXXXXXXXXXXXX.

The following factors have been considered in determining the level of maintenance provided by Council at the facility.

- Maintenance Ability: Capacity of the Committee to maintain the facility
- Revenue potential: Hire fees, financial support already provided
- Grants/Funding: Access to MSC Community Grant Program as well as external funding opportunities
- Other: Any special or unique maintenance needs incurred by Council or the Committee

## MAINTENANCE SCHEDULE

	Committee of Management	Council	Estimated Cost / Comments
<b>GENERAL MAINTENANCE</b>			
General - cleaning			
General - maintenance			
Hall Equipment and fixtures (Cutlery, kitchen equipment, tables and chairs)			
Pest Control			
Waste Removal			

	Committee of Management	Council	Estimated Cost / Comments
<b>BUILDING MAINTENANCE BREAKDOWN</b>			
<b>Structure</b>			
Roof			
Gutter and Spouting			
External and Internal Walls			
Floor			

	Committee of Management	Council	Estimated Cost / Comments
Stumps, footing			
<b>Services</b>			
Electrical wiring			
Plumbing (including sewerage)			
Sub surface drain pipes			
Drainage service pits			
<b>Fittings</b>			
Air conditioning and/or heating			
Curtains/ drapes/ blinds			
Electrical fittings and lights			
External Lighting			
Plumbing fittings (toilet, sink, taps )			
Floor surfaces and coverings			
Plate glass			
Windows			
Keys and locks			
Internal wall surfaces (paint, wallpaper)			
External wall surfaces			
Skylight			
Doors			
Hot Water System			
Non-fixed appliances (microwave, fridge, kettle)			
Fixed appliances (e.g. stove, dishwasher)			
Testing and Tagging of fixed and non-fixed electrical items			
<b>Essential Services</b>			
Fire extinguishers / fire blankets			
Fire service levee			

	Committee of Management	Council	Estimated Cost / Comments
Emergency exits			
<b>Other</b>			
Car park & driveway			
Pest Control			
Waste removal			
Signage			
<b>OPEN SPACE</b>			
Paths			
Loose litter / leaves			
Garden beds			
Irrigation			
Trees			

## Definitions

<b>Maintain:</b>	Clean and maintain. Keep in good condition. Inspect. Service. Maintain to Australian Standard. Maintain to Council standards.
<b>Replace:</b>	Fix if broken. Replace or Repair.
<b>Full Maintenance:</b>	Clean, maintain, repair, replace.
<b>Blank:</b>	No Maintenance
<b>Undertake:</b>	Carry out specified activity

The Committee of Management must notify Council immediately where a building maintenance issue arises whereby Council has primary responsibility. Committee representatives can contact Council after hours by calling 53667100 and following the out of hours instructions provided.

The replacement of certain items may be dependent upon budget provisions.

The annual maintenance activities for the Hall/Reserve are to be agreed upon by the Committee and Council. Activities are to be set out in the XXXXXXXX Maintenance Plan. This document is to be developed by Council in consultation with the appointed Committee of Management. It provides a framework for annual maintenance activities and is intended as a tool to enable productive discussion between Council and the Committee of Management in determining the annual priorities for the Hall, as well as outlining estimated costs and responsibility. The plan is to be agreed upon and signed off by both parties at the beginning of each financial year.

## Schedule 4: Community and Neighbourhood Houses Funding

**Community and Neighbourhood Houses will be provided with an annual operational grant for:**

- Rent expenses
- Utilities (electricity, water, gas, phone)
- Cleaning
- Committee expenses
- Administration costs
- Minor maintenance expenses

### Funding guidelines

- Operational grant will be increased by CPI annually
- Grants will be paid in August annually
- Community and Neighbourhood House Committees are required to submit an annual acquittal in July each year, if this acquittal is not submitted the next years grant payment will not be provided until the acquittal is completed

### Funding Agreement

An annual funding agreement will be developed to be signed by the Council and the Community/Neighbourhood House that stipulates the funding guidelines and requirements

### Insurance

The Council will not provide any insurance coverage for Community and Neighbourhood Houses

(\* Note: The Ballan Community House is a part of the Ballan Mechanics Institute and therefore covered for building insurance under their coverage)

### Funding amounts 2014/15 (proposed)

Community/Neighbourhood Houses	2014/15 grant
Darley Neighbourhood House	\$ 9,382
Ballan Community House	\$ 8,132
The Laurels	\$ 16,200
<b>TOTAL</b>	<b>\$ 33,713</b>



## Schedule

### 2. Heritage and Welfare Facilities Funding

**Heritage and Welfare Facilities will be provided with an annual operational grant for:**

- Rent expenses
- Utilities (electricity, water, gas, phone)
- Cleaning
- Committee expenses
- Administration costs
- Minor maintenance expenses
- Rate Rebate (The Neighbours Place only)

Ballan Shire Historical Society is provided with an annual grant to offset water utility expenses, this is due to a past arrangement when the Council was Committee of Management from DEPI for this facility. The Council handed back Committee of Management responsibilities to DEPI in 2011 but continued to support the Historical Society to fund this utility cost.

### Funding guidelines

- Operational grant will be increased by CPI annually
- Grants will be paid in August annually
- Organisations receiving funding are required to submit an annual acquittal in July each year, if this acquittal is not submitted the next years grant payment will not be provided until the acquittal is completed

### Insurance

The Council will provide Building and Contents Insurance and Public Liability Insurance for the Blacksmith Cottage only. All other Heritage and Welfare facilities must provide their own insurance at their own cost.

# Attachment - Item 10.3.5

<b>Policy No.:</b>		<b><i>Recreation Reserve Capital Works Contribution Policy</i></b>
<b>Review Date:</b>		
<b>Revision No.:</b>	03	
<b>Policy Manual Version No.:</b>	03	
<b>Adopted by:</b>		<i>Date: April 2016</i>

## 1. Introduction and Purpose

During the next 15-20 years, to meet the increasing demand for facilities, there will be progressive upgrade of existing sporting facilities across the Shire, as well as the development of new facilities. Council requires a clear delineation and distinction between what might be the Moorabool Shire Council's responsibility to fund, what might be a club's or reserve committee's responsibility to fund. In some instances, there may be shared responsibility and these are identified throughout the Framework, or there may be an opportunity to explore private funding sources, such as public-private partnerships.

Capital development will be guided by the Capital Works Contribution Policy that outlines Council's standard provision for recreation and leisure facilities and potential funding models to drive future development opportunities.

The *Capital Works Contribution Policy (an important component of the Recreation Reserve Management Framework)* applies to all reserves and sporting facilities located within the Moorabool Shire, including outdoor facilities, playing surfaces (ovals, courts, greens), buildings, other supporting infrastructure, such as car parks, floodlights, and perimeter fences, and to the open space areas within a recreation reserve or immediately surrounding a specific sporting facility. It applies to all Council owned and managed facilities and reserves, and all DELWP owned and managed sporting and recreation facilities that are publicly accessible.

Council acknowledges that it has a responsibility for the provision of appropriate infrastructure at public sporting and recreation facilities that is required for the sport to be played+ (i.e. the playing surface/area, change amenities, support infrastructure & training facilities) in order to encourage and support participation in Recreation and Leisure activity.

Sporting and recreation facilities will have a basic provision of core infrastructure (minimum requirement) suitable for a sport to be played at the level consistent with the sport facility's hierarchical classification of either Local, District or Regional, as determined by Councils Recreation & Leisure Strategy 2015-2021 (incorporating the Recreation Facility Hierarchy and classification system). Council supports the provision of standard sporting pavilions and sportsground infrastructure for the use of sporting and community clubs within the municipality.

This policy provides clear delineation and distinction between what is Council's standard provision responsibility and what is a club's or user group's responsibility in relation to the provision of associated infrastructure at Recreation Reserves and sporting facilities within Moorabool Shire.

Consistent with the Reserve Management Framework principles and objectives, Council's primary objective is to increase broad based participation and encourage access for all, in sport and recreation activity to enhance the physical and social wellbeing of the community.

## PURPOSE

Provide guidance to Council and sporting and community clubs about future funding arrangements for the development of new, or improvements to existing sports reserve infrastructure.

Provide a clear direction in relation to the level of financial contribution provided by Council and clubs towards sports reserve infrastructure projects.

Ensure all clubs are treated fairly, equitably and consistently concerning future facility development.

Specify the facility provision standards and level of infrastructure provision at Council sports grounds and reserves.

Effectively communicate the provisions of the draft policy with sporting and community groups and enhance positive user attitudes and a feeling of ownership to Council owned facilities.

## **2. Scope**

This policy directly applies to all future infrastructure development projects that are proposed to be undertaken at Recreation Reserves that will be considered by Council.

Where existing Council owned sports ground infrastructure does not currently meet the proposed standard provision, remedial projects will be referred to Councils capital works development program and future budget processes for upgrading.

The initial focus will be on reserves anywhere in the Shire that are experiencing participation and usage pressures. As the policy evolves and is reviewed, other sporting and community facilities will be included.

## **3. Objectives**

The key objectives of this policy are to:

- clearly outline and communicate to the community Councils standard provision for core sport and recreation infrastructure at recreation reserves; and provide guidelines regarding funding models for future capital works and upgrades on key sporting infrastructure.

The policy will also:

- provide Council with a clear process for determining priorities when allocating capital works funding for the development and upgrading of sports reserve infrastructure. establish effective partnerships with sporting and community groups to provide suitable facilities for the community;
- ensure equity for groups to develop new and/or upgrade existing sports ground infrastructure on Council owned or managed land. Ensure transparency by

improving communication between Council and sporting clubs and community groups concerning expectations and responsibilities in respect to capital works development and funding requirements.

#### 4. Strategic Principles

Sporting and recreation facilities will have a basic provision of infrastructure suitable for a sport to be played at the level consistent with the sport facility's hierarchical classification of Local, District or Regional, as determined by Councils Recreation and Leisure Strategy 2015 - 2021.

All new sporting and recreation facilities will provide access for people of all abilities, and it shall be the aim of Council and user groups to have all existing facilities made accessible.

Council recognises the value of, and may provide incentives for, user group contributions to the capital development of facilities, the maintenance of facilities, and the replacement of artificial (or specialist) playing surfaces.

User groups will be required to finance (in some cases in partnership) any Capital Works that are determined to be above the Provision Standards adopted by Council, or over and above a normal club's operational requirements.

Examples include reserve perimeter fences (for the purpose of charging a ground admittance), extensions to canteens, larger than standard coaching boxes, additional practice facilities and development of and improvements to social club areas.

Council will enhance the long-term viability of sports facilities (and user groups), by ensuring that:

- Clubs are provided with appropriate advice regarding overcapitalising on developments.
- Clubs are able to demonstrate a sound history of fiscal responsibility, and develop appropriate and achievable funding plans, prior to approval being granted for large capital improvement projects. **Council will not support capital development project partnerships with clubs that are in arrears on any user fees and charges or unpaid contributions to previous projects.**
- Facilities are located and designed to strengthen the sport and the existing club membership base.

Floodlights will be approved (subject to Town Planning approval) where an increase in sports participation is likely to result and/or to minimise risk of injury through improved management of the use of playing fields. The focus for Sports Lighting will be on provision of lighting that meets the relevant Australian Standards to **training level only** for specific sports. **Clubs will be required to fully fund lighting beyond the Standard Provision Standard.**

All Capital Works development requiring Council partnership should be consistent with Council's primary objective to increase broad based participation in sport and recreation activity to enhance the physical and social wellbeing of the community.

#### 5. Facility Hierarchies

The Recreation and Leisure Strategy 2015-2021 establishes a framework for sports facility provision that recognises that various sports and reserves will be required to provide for different requirements for infrastructure provision. The framework (or *sports facility hierarchy*) will assist to delineate between the different standards of facility provision for each of the nominated sports at each reserve. A three tier hierarchy (regional, District and Local) for sports facilities will guide the future provision and development sporting facilities so the appropriate level of provision can be provided at the appropriate facility.

## 6. Proposed Infrastructure Standards

Council will provide and maintain quality infrastructure to meet the needs of sporting and community clubs. Council's role in encouraging active participation is in the provision of facilities to a standard level, which is suitable for training and / or active competition. In order to provide clarity to clubs on Council's standard infrastructure provision, the Draft Provision Standards, (Appendix 1 page 89 of the Recreation & Leisure Strategy 2015-2021) have been developed to guide this policy.

## 7. Project Management

Management of cooperative capital works projects between Council and a community club/group is the responsibility of Council and will be managed by an internal team in partnership with the community. This will generally involve the establishment of a Project Steering Group with Council and Club/Community representatives. To facilitate communication a prime point of contact for Council and for the club will be agreed. In most circumstances this will be a nominated Council officer and one club representative respectively.

Even if the organisation is contributing significantly to the project Council will be responsible for project management and appointing qualified staff/contractors in collaboration with the Project Steering Group where appropriate.

Any alterations / development of facilities must be approved by Council prior to the work being undertaken. Council will not approve retrospective works or contribute to any works commenced prior to approvals being given. Should this occur, Council may require any works undertaken be removed or reinstated to the original or former condition at the clubs / groups expense. Breaches of this occurring could result in clubs / groups forfeiting their user agreement of the asset.

## 8. Related Documents

- Recreation Reserve Management Framework
- Recreation Reserve Lease and Licence Occupancy Policy
- Moorabool Shire Recreation and Leisure Strategy 2015- 2021

## 9.

## 10. Council Plan Reference – Key Performance Area

<b>Key Result Area</b>	Community Well-Being
<b>Objective</b>	Increase and encourage participation in a range of sport, recreation and leisure activities

**Strategy**

Promote community health and well - being through the provision of recreation facilities, open space, programs and activities

**11. Review**

This policy will be reviewed every five years.

**12. References**

<b>Department</b>	Department
<b>Council</b>	Moorabool Shire Council
<b>LG Act</b>	<i>Local Government Act</i> 1989 and supporting regulations
<b>Section 86</b>	Section 86 of the <i>Local Government Act</i> 1989

**Attachments**

Schedule One . Facility Hierarchy

Schedule Two . Capital Works Contribution Framework

### **Schedule One: Facility Hierarchy**

The Recreation and Leisure Strategy 2015-2021 establishes a framework for sports facility provision that recognises that various sports and reserves will be required to provide for different requirements for infrastructure provision. The framework (or *sports facility hierarchy*) will help delineate between the different standards of facility provision for each of the nominated sports at each reserve. A three tier hierarchy for sports facilities is recommended to guide the future provision and development sporting facilities so the appropriate level of provision can be provided at the appropriate facility.

Some sporting associations are currently undertaking facility planning which will also inform the required level of provision at specific reserves also. This will inform the strategic decision making process for prioritisation of capital works development at reserves across the Shire.

#### **Local level**

Local level sports facilities primarily cater for junior training and competition, and in some instances may be used as overflow facilities for senior teams. Local level sports facilities are generally built and maintained to a basic level, and could be school facilities being used as joint-use facilities with the community.

#### **District level**

District level sporting facilities are designed and maintained to cater primarily for club training and competition, and are usually regarded as the %headquarter+ facility for clubs and/or associations. They usually comprise of playing surfaces and a pavilion or clubroom, and can include a range of supporting infrastructure, such as floodlighting, practice facilities and formal car parking.

District level sporting facilities are typically multipurpose in nature and are generally designed and managed to cater for at least two sports, where appropriate and practical. A majority of the sporting facilities in Moorabool Shire are considered to be District level facilities.

#### **Regional level**

Regional level sporting facilities are designed and maintained to service the whole Shire, and beyond. They are typically specialist sporting facilities catering for one and sometimes two sports and are provided to a sufficient standard to enable them to host regional and State events.

Regional level sporting facilities may support a centralised sporting competition that draws teams or competition from throughout the Shire, and sometimes beyond. Moorabool Shire presently has only a handful of examples of Regional level facilities, including the Bacchus Marsh Lawn Tennis Club and the cross country course at the Bacchus Marsh Racecourse and Recreation Reserve.



## Schedule Two: Capital Works Contribution Framework

Responsibilities for the development, improvement and replacement of recreation and sporting facilities

Infrastructure Component	Responsibility		
	Council (100% of costs)	Community (100% of costs)	Shared Funding
<b>Pavilion and Surrounds</b> (Refer Facility Standards for each specific Association)			
Player change rooms, toilets, showers	✓ Basic provision that meet Association Facility Guidelines		✓ Extensions where change in facility guidelines requires increased amenity
Social Rooms and Bars	✓ Space allowed for in the design and the building footprint	✓ Construction, extensions and fit-out beyond facility guidelines requirements	✓ Extensions (Council may contribute where general community use is a specific outcome)
Canteen	✓ Basic provision to sell packaged foods	✓ Equipment / extensions	
Meeting Room	✓ Basic provision	✓ Fit-out / extensions	✓ Extensions (Council may contribute where general community use is a specific outcome)
Office	✓ Space allowed for in the building footprint design	✓ Construction, extensions and fit-out	
Umpires/ Referees change rooms (provision for males/females)	✓ Basic provision	✓ Extensions	
Player Shelters & Coaches Boxes	Basic provision, Single storey	✓ Supply and installation above standard provision	
Storage	✓ Basic provision	✓ Extensions	
Time Keeping/ Scorers Area	✓ Basic provision	✓ Extensions	
Spectator Areas	✓ Provided in the form of pavilion verandas In Regional facilities covered seating		✓ Other shade and shelters (committees/ clubs 25%)
Public Toilets	✓		

Infrastructure Component	Responsibility		
	Council (100% of costs)	Community (100% of costs)	Shared Funding
Reserve Fencing	✓ In circumstances where personal safety is a consideration, e.g. adjacent to roads, water bodies	✓ Repair and maintenance on non-Council owned reserves	✓ Repair and maintenance on non-Council owned reserves where personal safety is a consideration, e.g. adjacent to roads, water
Scoreboard	✓ Basic provision manual operated	✓ Supply and installation above standard including all electronics	
Off-street car parking	✓ For District and Regional only		✓ Beyond basic provision, where approved by Council e.g. sealing (Sports group 25%)
Sports ovals and rectangular fields (includes irrigation and drainage infrastructure)	✓	✓ Improvements to surface and sub-surface infrastructure beyond hierarchy level	
All sports goal infrastructure	✓ At new ovals/ fields/ courts Renewal / replacement at Council owned	✓ Infrastructure beyond standard requirements	
Outdoor netball courts (as part of new football netball club sites)	✓ District: First 2 courts Regional: First 4 courts	✓ District: additional courts beyond 2 courts Regional: additional courts beyond 4 courts	✓ District: 2nd court (committee/ club minimum 50%)
Tennis courts	✓ District: First 4 courts Regional: First 6 courts	✓ District: all courts beyond 6 Regional: all courts beyond 10	✓ District: courts 5 & 6 Regional: courts 7 . 10 (Committee/ club minimum 50%)
Centre cricket pitch	✓ Installation of concrete slab and synthetic surfaces at new reserves Replacement and maintenance of synthetic surface Renewal of	✓ Turf wicket installation and maintenance	

Infrastructure Component	Responsibility		
	Council (100% of costs)	Community (100% of costs)	Shared Funding
	concrete slabs		
Cricket practice nets	✓ First 3 practice wickets at new reserves, including concrete slab, synthetic surfaces and netting  Renewal of concrete slabs	✓ Additional practice wickets  Turf wicket installation and maintenance	
Athletic Tracks (grass)	✓ 8 Lane track	✓ Line-marking	Beyond 8 lane where demand benefits community
Athletic Field Event Facilities	✓ Discuss, Shot put . 2 Long jump pits -2 Javelin -1	✓ Beyond standard provision	✓
Lawn Bowls Green		✓ Additional greens beyond 2	✓ 1st green (committee/ club minimum 25%) 2nd green (committee/ club minimum 75%)
Infrastructure Component	Responsibility		
	Council (100% of costs)	Reserve Committee/ User Group (100% of costs)	Shared
Floodlighting  All Floodlighting to comply to Australian Standard 2560 Series	<b>For District level facilities, all upgrades for floodlighting from training standard to competition standard will be 100% responsibility for reserve committees and sports groups to fund</b>		
	<u>Football</u> Main oval at new reserves, floodlights to training standard (50 lux)	<u>Athletics</u> Training and competition standard  <u>Football</u> Upgrades to competition standard  <u>Baseball</u> Upgrades to competition standard  Additional fields to training and/or	<u>Baseball</u> Main field to training standard (Club minimum 15%)

Infrastructure Component	Responsibility		
	Council (100% of costs)	Community (100% of costs)	Shared Funding
		<p>competition standard</p> <p><u>Cricket</u> Installation of floodlights on practice nets</p> <p><u>Lawn Bowls</u> 1<sup>st</sup> green to pennant competition standard (Club 100%) 2<sup>nd</sup> &amp; 3<sup>rd</sup> greens to training or competition standard</p> <p><u>Netball</u> 1<sup>st</sup> &amp; 2<sup>nd</sup> courts to competition standard</p> <p><u>Soccer</u> Upgrades to competition standard</p> <p><u>Tennis</u> District: Additional courts beyond 4 to competition standard  Regional: Additional courts beyond 6 to competition standard</p>	<p><u>Lawn Bowls</u> 1<sup>st</sup> green to training (social competition) standard (Club minimum 30%)</p> <p><u>Netball</u> Upgrades to existing floodlights and 2<sup>nd</sup> court at new reserves to training standard (Club minimum 15%)</p> <p><u>Soccer</u> Floodlights for 2<sup>nd</sup> field to training standard (Club minimum 15%)</p> <p><u>Tennis</u> District: Courts 3 &amp; 4 to competition standard (Club minimum 25%)  Regional: Courts 5 &amp; 6 to competition standard (Club minimum 75%)</p>
	<p><u>Netball</u> 1<sup>st</sup> court at new reserves, floodlights to training standard</p> <p><u>Soccer</u> Main field at new reserves, floodlights to training standard</p> <p><u>Tennis</u> District: First 2 courts at new reserves to competition standard  Regional: First 4 courts to competition standard</p>		

# Attachment - Item 10.3.6

<b>Policy No.:</b>		<b>Recreation Reserve Leases and Licenses Occupancy Policy</b>
<b>Review Date:</b>		
<b>Revision No.:</b>	03	
<b>Policy Manual Version No.:</b>	03	
<b>Adopted by:</b>		<i>Date: April 2016</i>

## 1. Introduction and Purpose

In September 2015, Council adopted the **Moorabool Recreation & Leisure Strategy 2015-2021**. The strategy provides a framework for the future planning, development and management of recreation and sporting facilities, open space and services within the Shire.

The strategy recommended the development of the **Recreation Reserve Management Framework**. The framework documents and reviews existing recreation and leisure facility management arrangements for Council owned and managed facilities, and recommends a management framework model that encourages equitable maintenance responsibilities and cost recovery principles for the various tenancy arrangements, including commercial and community leases, seasonal allocations/licences, and school use across all reserves.

The purpose of this policy is to provide a consistent and sustainable approach to the management and usage of Council recreation reserve facilities that is equitable, easily understood and maximises available resources. This policy is consistent with principles outlined in the Recreation and Leisure Strategy 2015-2021 and the Recreation Reserve Management Framework.

## 2. Scope

This policy directly applies to all Council owned / and or managed Recreation Reserves.

### DEFINITIONS

**Casual Usage** - Casual usage is typically a one off allocation of Council's sports fields and pavilions. However casual use may be for a number of dates provided that the use is not on a consistent and regular basis.

**Committees of Management** . Section 86 Committees appointed by Council or DELWP appointed committees, undertaking the management and maintenance of recreation reserves.

**In-competition sports** - Traditional seasons for competition of sport, e.g. AFL, netball and soccer competition during winter season and cricket competition during summer season.

**Lease Agreement** . A lease agreement is a right to use the property exclusively on an ongoing basis for the term of the agreement.

**Licence Agreement** . A licence agreement is a right to use the property on dates and times specified, but is not ongoing exclusive access.

Pavilions - Buildings associated with sports fields to support the provision of activity. Includes clubrooms, change rooms, grandstands.

Seasonal Usage - Seasonal Usage is either 1 April . 30 September (winter season) or 1 October - 31 March (summer season).

Recreation Reserve . Open space containing facilities for recreational opportunities, such as sportsground ovals, courts, pavilions, practice facilities gardens and playgrounds.

Sports fields . Recreation reserve area used for active recreation, such as AFL, soccer, cricket, equestrian, netball, fitness activities etc.

Sports Facility . Sports Fields and associated facilities such as pavilions, practice facilities.

### 3. Objectives

The objective of this policy is to provide a management and usage model for the recreation reserve facilities across the Moorabool Shire consistent with the key principles and objectives of the Moorabool Shire Reserve Management Framework. The policy aims to:

- ~ Support Reserve Managers (Council and Committees of Management) in the management and allocation of usage at reserves;
- ~ Provide a consistent equitable approach to the management of reserve facilities;
- ~ Minimise Councils and user groups risk exposure;
- ~ Provide user groups with a tenure for usage of facilities, and
- ~ Outline roles and responsibilities for all parties relating to use of facilities

### 4. Strategic Principles

#### Management of Facilities

The Recreation Reserve Management Framework establishes the principles for the implementation of standardised tenancy agreements for users at all reserves. The agreements will outline the conditions of use, times of use, fees & charges and responsibilities of the user group.

Three types of tenancy agreements will be considered depending on the specific circumstances of the user group and reserve that they use.

#### 1: Leases

A lease agreement is used to provide sports clubs and/or associations with **exclusive occupancy** of a sports facility for an agreed period. The lessee has use of the leased facility under clearly stated terms and conditions. Lease periods will be subject to negotiation, although the club/s is generally issued a 5 . 10 year period.

Under a Lease Agreement the Lessee pays all costs associated with the operation of the facilities it leases including minor and major maintenance, utility charges, water

costs, rates, garbage charges, and any other costs associated with the normal operation of that leased space. Due to the exclusive nature of this agreement, a Lease Agreement is only recommended to be issued in exceptional circumstances or for single purpose activities E.g. Bowling Clubs, Golf Clubs and Tennis Clubs and the lessee must be able to demonstrate / evidence a clear financial and technical expertise capacity to manage and maintain the facility at an acceptable standard.

### 2: Licences

A licence agreement provides a sports club and/or association with a permit to use a sports facility for an agreed purpose for an agreed period of time providing certainty of tenancy. Licences do not provide user groups with exclusive occupancy rights to a facility except on dates and times specified in the licence. Licence periods will be subject to negotiation although a maximum term of up to three years is recommended.

Under a Licence Agreement the licensee pays sportsground and pavilion fees and charges as scheduled, utility charges and may be required to pay some maintenance cost where appropriate.

This type of use is non-exclusive to encourage multi use of facilities including by the general public at times outside those stated in the agreement. This agreement allocates usage on a consistent basis at specific dates and times during the period of the agreement.

Typically a licence agreement will apply to facilities that have an annual schedule of activities.

To be eligible to enter into a licence agreement for use of Council's recreation reserve facilities user groups must be a registered business or incorporated identity, as per the Associations Incorporation Act 2014 and have Public Liability Insurance to the value of \$10,000,000 or as otherwise determined by Council's insurers.

As the terms of licence agreements are negotiable, many users will be allocated use of facilities on a seasonal licence basis.

Seasonal sports ground allocations will be made on a 6-monthly or sport season basis for both training and match play purposes. A Seasonal Allocation does not provide clubs with exclusive use of sports facilities and recognises the shared multi-use nature of recreation facilities outside those times stated in the agreement.

Seasonal Allocation applies to the following dates in each year.

Winter Season: 1 April . 30 September  
Summer Season: 1 October . 31 March

This type of use is non-exclusive and allocated on a consistent basis at specific dates and times during a **seasonal** period. Typical use would be Tuesday and Thursday evenings for training and Saturday/Sunday afternoons for competition. This allocation also includes club events and representative matches.

To be eligible to enter into a licence agreement for use of Council's sports fields and pavilions, user groups must:



- Be a registered business or incorporated identity, as per the Associations Incorporation Act 1981;
- Have public liability insurance to the value of \$10,000,000 or as otherwise determined by Council's insurers; and
- Not be in arrears with fees and charges or payments stipulated in an agreed repayment plan.

Unless a longer term is agreed under a Licence Agreement, Seasonal Allocation of sportsgrounds is not guaranteed from year to year and will be subject to the Seasonal Application process or terms of the Licence Agreement. Seasonal Allocations are subject to sportsground fees and charges as scheduled, utility charges and costs relating to supporting infrastructure specific to their sport i.e. floodlighting, turf wickets.

### 3: Casual Use Agreement (CUA)

A CUA is generally issued to a school, casual user, an event or user groups, to confirm a particular ground for specified activities, times, sportsground and pavilion fees and charges as scheduled. These agreements are normally best used for one off usage or a sequence of one off uses that are not permanent in nature.

Casual or one off use will be managed via a Casual Use Agreement. Casual use applicants must hold current public liability insurance to the value of \$10,000,000 or as otherwise determined by Council's insurer.

When allocating casual usage of Council's sports fields and pavilions the following criteria will be considered:

- ~ Applicant's history within the municipality;
- ~ Applicant's history of use and treatment of requested facilities; and
- ~ Not-for-profit organisations will have preference above commercial agencies.

Applications for casual usage will be assessed on a case by case basis.

School usage refers to use of Council's sports fields and pavilions by schools or school sporting associations located within or external to Moorabool Shire and will be managed via a Casual Use Agreement.

Schools must hold current public liability insurance to the value of \$10,000,000 or as otherwise determined by Council's insurer. Priority for allocation will be given to schools located within or school sporting associations servicing the Moorabool Shire area.

### **Reserve Committees of Management including Non-Council Owned Reserves**

Council appointed Reserve Committees of Management will be provided with the suite of user agreements required to implement user agreements for the users of the reserves. Copies of user agreements should be made available upon request as Council is regularly audited to ensure usage agreements are in place.

Council appointed Committees of Management on Non Council Owned reserves are also required to enter into tenancy agreements with reserve users as per the terms and conditions of their appointment. On all Crown Land Reserves the Department of Environment Land Water and Planning Lease and Licence Agreements are required to

be used to confirm tenancy and usage at a reserve as per the Crown Land Reserves Act 1989. These agreements include terms consistent with Council agreements. A Standard template for these agreements is provided in Attachment 2.

Recreation Reserve Committees at Non Council owned or Managed reserves, are still encouraged to utilise the standardised tenancy processes and to establish fees and charges outlined in Council's Recreation Reserve Management Framework (Recreation Reserve User Fees and Charges Policy) as this is a vital process in funding model for reserve management.

It should be noted that Council's Casual User Agreement has been approved for ALL reserves regardless of ownership or management. The Council process has been modelled on the requirements of the Crown Land Reserves Act 1989, so that there is consistency between Council managed reserves and non-Council reserves.

## 5. Related Documents

- Recreation & Leisure Strategy 2015-2021
- Recreation Reserves Management Framework
- Recreation Reserve User Fees & Charges Policy
- Recreation Reserves Capital Works Contributions Policy
- Community Facilities Funding Policy
- Appointment and Delegations Policy

## 6. Council Plan Reference – Key Performance Area

<b>Key Result Area</b>	Community Well-Being
<b>Objective</b>	Increase and encourage participation in a range of sport, recreation and leisure activities
<b>Strategy</b>	Promote community health and well - being through the provision of recreation facilities, open space, programs and activities

## 7. Review

The Recreation Reserve Leases and Licence Occupancy Policy will be reviewed consistent with the review of the Recreation Reserve Management Framework in partnership with the Moorabool Shire Recreation and Leisure Strategic Advisory Committee with any recommendations improvements referred to Council for amendments and updates to the policy.

## 8. References

<b>Department</b>	Department
<b>Council</b>	Moorabool Shire Council
<b>LG Act</b>	<i>Local Government Act</i> 1989 and supporting regulations
<b>Section 86</b>	Section 86 of the <i>Local Government Act</i> 1989

# Attachment - Item 10.3.7

<b>Policy No.:</b>		<b><i>Draft Recreation Reserve User Fees and Charges Policy</i></b>
<b>Review Date:</b>		
<b>Revision No.:</b>	03	
<b>Policy Manual Version No.:</b>	03	
<b>Adopted by:</b>		<i>Date: April 2016</i>

## 1. Introduction

The Recreation Reserve User Fees and Charges Policy outlines the principles and objectives for fees collected from users of Recreation Reserves within Moorabool Shire for the purposes of recreation, sport, events and other community activities. The principles and rationale for the development of the User Fees and Charges Policy are derived from the *Recreation & Leisure Strategy 2015-2021*, and the *Draft Recreation Reserves Management Framework*.

The Moorabool Shire Council is committed to supporting the management and operation of community facilities across the Shire. The user fees and charges collected by Reserve Managers contributes towards the operation funding required to support these facilities being managed and operated efficiently and effectively.

### DEFINITIONS

The following definitions are referred to throughout this Policy:

**Casual Hirer:** refers to a body of people united for sporting or recreation purposes for one-off or irregular use that have a Casual Hire Agreement with Council for City Reserve use and with the Committee of Management for the Regional Recreation Reserve use.

**Committee of Management (S.86):** Reserve Committees of Council appointed by Council

**Council:** refers to the Moorabool Shire Council.

**Facilities:** refers to the clubrooms building, sportsgrounds or other support infrastructure at a Recreation Reserve which is made available for use to the regular user group and casual hirers as per the use agreement.

**Non Council Committee of Management:** Reserve Committees of Management appointed by agencies other than Council.

**Recreation Reserve:** refers to the nominated reserve as detailed in the agreement.

**Regular User Group:** refers to a body of people united for sporting or recreation purposes including sports clubs, community organisations, sport associations and other groups that have an agreement with Council permitting use of the nominated Reserve or an agreement with the Committee of Management for the use of the Recreation Reserve. Typically, a regular user group is based at the nominated ground for a specific season or period of tenure.

## 2. Scope / Strategic Context

This Policy applies directly to all Community Facilities receiving operational facility funding from Council.

In regards specifically to Recreation Reserves, the *Moorabool Recreation & Leisure Strategy 2015- 2021* is the guiding strategic document for recreation and leisure provision and management. The strategy provides the principles and strategic rationale for Councils reserve management policies.

### Recreation Reserve Management Framework

The *Reserves Management Framework* has been formalised as a direct recommendation from the Recreation & Leisure Strategy recommendations and outlines the management and operational procedures regarding the management and use for Moorabool Shire recreation reserves.

Council recognises that there is a mix of management models in operation at Recreation Reserves across the municipality. This policy seeks to provide a strategic approach to the levying of user contributions toward the maintenance of facilities, consistent with all elements within the framework.

### Recreation Reserve Facility Maintenance

Council recognises that different activities and differing levels of participation influence maintenance requirements on facilities. Council will develop an annual management and maintenance plan for all active recreation reserves to ensure that reserves meet particular user requirements and are maintained in a safe, fit for purpose+condition in accordance with their intended use.

The level of maintenance works within the annual plan will be commensurate with the reserve classification (hierarchy) and demand/level of use outlined in Councils Recreation and Leisure Strategy, and specific to each Recreation Reserve.

User fees and charges are an integral component of the Recreation Reserve Funding Model that provides for reserve maintenance.

## 3. Objectives / Purpose

The purpose of the Policy is to provide Council and Recreation Reserve stakeholders with clarity regarding the fees and charges applied for the use of the Recreation Reserves within the Shire. The Recreation and Leisure Strategy 2015-2021 recommended that a *Reserve Management Framework* be developed to ensure that there is a coordinated, integrated, consistent approach to the management and operation of recreation reserves across Moorabool Shire. The User Fees & Charges Policy is a vital component of the Reserve Management Framework.

## 4. Strategic Principles

Council has an expectation that users of facilities will contribute towards the cost of maintaining and operating facilities via user fees.

### 5.1 Principles.

The following principles, used in best practice policy implemented by other local governments and endorsed through the Recreation and Leisure Strategy 2015-2021 underpin the user fees and charges policy for the Moorabool Shire Council.

- I. Council should manage all costs associated with the maintenance and renovation of sportsgrounds and pavilions to agreed standards for which it is responsible.
- II. Council should manage the setting and collection of fees and charges at Council managed reserves, and they should be reviewed annually via Council's budget process.
- III. All user groups on Council-owned or Council-managed reserves should be levied appropriate fees and charges.
- IV. Sportsground and associated infrastructure user fees be based on recovering 10% of the operational maintenance costs.
- V. Consider providing reduced fees and charges for selected target groups that use reserves as a means to encourage participation in physical participation. For example, to encourage junior or female participation. Conversely, it is expected that additional fees be applied for use of council facilities by commercial groups or other for-profit organisations.
- VI. Reserves/sportsgrounds have a residual benefit to the community as open space, and as a consequence, the cost of providing the resource should be shared between Council, sports clubs and ratepayers where the general public have access to the reserve.
- VII. Costs to be contributed by the community should focus on a percentage contribution towards the direct costs of maintaining the sportsground and associated infrastructure resulting from usage.
- VIII. The cost of capital works to upgrade playing fields and pavilions should not be taken into consideration in determining annual reserve user fees and charges.
- IX. Seasonal fees and charges levied for use of a sportsground and pavilion should be levied consistently and equitably between tenants, when more than one seasonal user group shares a facility.
- X. Users of a higher standard sportsgrounds and pavilions that require a higher level of maintenance, should contribute more than users of lower standard grounds and facilities (links to the sports facility hierarchy described in Section 3.3), to ensure equity and access for all to facilities.
- XI. Seasonal fees and charges at Council owned reserves will be developed by Council and should be consistent for the same grade and quality of sportsgrounds and pavilions across the Shire.
- XII. Casual user fees at Council owned reserves will be developed by the reserve manager and should ensure cost recovery of any impact of the nature of the facility hire.
- XIII. Commercial organisations, semi-commercial clubs, or user groups generating revenue from Council-owned or Council-managed sportsgrounds and pavilions should be required to pay a negotiated rate for use of the facilities.

Council's method for determining an annual pavilion charge is based on the insured value of the asset. This method is considered the most equitable for levying a charge as the higher the value of the asset, presumably the better the quality of the facility and higher level of maintenance, so it should incur a higher fee. The annual fee be calculated at minimum 0.50% of the insured value of the pavilion.

### 5.2 Council Managed Reserves

User fees and charges at Council managed reserves will consider the following:

- Maintenance requirements for Council at the Reserve to provide a facility that meets its demand for usage
- Reserve Hierarchy, maintenance classification
- Level and type of use including what infrastructure is included in the usage

User group fees consist of the following components:

#### 1: Ground Use Fee

The ground fee is calculated based on the annual maintenance cost to Council for that type of facility. Facilities are categorised reflective of their demand for use and User groups required to contribute 10% of maintenance costs for that type of facility (Category of Facilities are attached based on existing demand for use and maintenance requirements). The user fee contributes directly toward sportsground specific maintenance, general maintenance, water supply and management, court/practice area maintenance.

#### 2: Pavilion / Facility Use Fee

The pavilion fee is calculated from the insured value of the building (recommended minimum 0.50% of the insured value). The facility user fee contributes to essential services, proactive and reactive building maintenance.

#### 3: Subsidies and Incentives

Council has a number of Health and Well Being objectives for the community which active sport participation largely contributes toward. Therefore, a discount (subsidy) to the gross (normal) user fee will be granted to junior clubs and clubs in the first three years of their establishment to support them growing into a stable club. A 20% reduction in the gross user fees will be applied for these clubs in year 1, a 15% reduction in year 2, and a 10% reduction in year 3.

Council heavily subsidises predominately facilities predominantly used by the general community. Where a commercial organisation wishes to use a community facility, an additional 20% of the gross user fee will be added.



### 5.3 Utility Costs

Council does not make any contribution toward direct utility consumption cost by users at Reserves as this is seen as a responsibility of user groups in managing their ongoing operations and use of facilities. This position is outlined further in the User Group Tenancy Agreements.

It is recommended that non Council land managers adopt this system to ensure consistency and equity at reserves across the Shire. Non Council committees will be encouraged to commit to this principle in their maintenance and management agreement to support the efficient implementation of the Reserve Management Framework. Council funding is not provided for payment of utility costs.

### 5.3 User Fees / Council Funding to Non Council Managed Reserves

Council has no direct management or maintenance responsibilities at non council owned and managed reserves. However, at active recreation reserves receiving operational funding toward the maintenance of community facilities, Council will assist and encourage other Reserve Managers to develop standardised fees and charges that are consistent across facilities to promote access and equity.

Committees will be encouraged to adopt the same or similar system as Council to determine user group fees and charges to ensure fairness and consistency across the Shire, regardless of the management governance structure in operation at the reserve. It is important to note the collection of user fees and charges is a vital component in the facility funding model (how Council determines funding levels for recreation reserves) for the ongoing maintenance of facilities.

*Council financial contributions* to Reserve Committees of Management are made based on the following terms and conditions:

1. The Committee has signed a Recreation Reserve Committee of Management Agreement with Council.
2. The Committee works collaboratively with Council to develop the annual maintenance plan.
3. All user groups have an appropriate Tenancy/Occupancy Agreement in place.
4. Fees and charges levied by Committees are fair, equitable and consistent at all reserves.
5. Committees provide annual reporting to Council with audited financial statements outlining how the contribution was expended.

Council will support volunteers in the Committees of Management model to ensure that the above terms and conditions are in place and management processes and procedures are developed and implemented.



## 6. Related Legislation

This Policy and the associated appendices relate to the *Crown Land (Reserves) Act 1978* as some reserves are located on Crown Land and managed by either Council or a delegated community Committee of Management.

This Policy is strategically supported by the Moorabool Recreation & Leisure Strategy 2015-2021 and should be implemented in the strategic context of the Recreation Reserves Management Framework.

## 7. Council Plan Reference – Key Performance Area

<b>Key Result Area</b>	Community Well-Being
<b>Objective</b>	Increase and encourage participation in a range of sport, recreation and leisure activities
<b>Strategy</b>	Promote community health and well - being through the provision of recreation facilities, open space, programs and activities

## 8. Implementation and Review of Policy

The collection of fees and charges will be undertaken by the Reserve Manager (Council or Reserve Committee of Management). Where a reserve is managed by a Reserve Committee of Management CoM, consistent with principles of the Reserve Management Framework, the CoM will be required to show evidence of the fees and charges model in place.

At all Non Council directly managed reserves collecting user fees, the user fees total will be deducted from the Gross Reserve Facility Funding allocated to a reserve as user fees form part of the money allocated toward reserve management and maintenance.

The Moorabool Recreation & Leisure Strategic Advisory Committee acts as the driving group in relation to the implementation of the Recreation and Leisure Strategy 2015 - 2021, and plays a significant role in the development and review of Council Recreation & Leisure Policy.

The committee will make recommendations to Council for amendments and updates to the Fees & Charges Policy on an annual basis.

## 9. References

<b>Department</b>	Department
<b>Council</b>	Moorabool Shire Council
<b>LG Act</b>	<i>Local Government Act 1989</i> and supporting regulations
<b>Section 86</b>	Section 86 of the <i>Local Government Act 1989</i>

## Attachments

Schedule 1:	Council owned / managed active recreation reserves
Schedule 2:	Council owned / managed active recreation reserves facility categorisation

## Schedule 1: Council Owned / Managed Active Recreation Reserves Categorisation

### Council Facilities - Active Open Space Assets

Category	Facilities	Current Funding	Total	What this means for Council							
				10%	15%	20%					
Category A	Civic Hub Sportsground	\$ 38,000.00	\$ 116,000.00	\$ 11,600.00	\$ 17,400.00	\$ 23,200.00					
	Darley Park Sportsground	\$ 40,000.00									
	Maddingley Park Sportsground 1	\$ 38,000.00									
			Ave fee per facility	\$ 2,900.00	\$ 4,350.00	\$ 5,800.00					
			Ave fee per season	\$ 1,450.00	\$ 2,175.00	\$ 2,900.00					
Category B	Dunnstown Sportsground	\$ 17,650.00	\$ 98,325.00	\$ 9,832.50	\$ 14,748.75	\$ 19,665.00					
	Wallace Sportsground	\$ 17,650.00									
	Masons Lane Oval 1	\$ 22,600.00									
	Masons Lane Sportsground 2	\$ 15,255.00									
	Siberia Sportsground	\$ 15,000.00									
	Masons Lane Athletics Track	\$ 10,170.00									
			Ave fee per facility	\$ 1,966.50	\$ 2,949.75	\$ 3,933.00					
			Ave fee per season	\$ 983.25	\$ 1,474.88	\$ 1,966.50					
Category C	Greendale Reserve Sportsground	\$ 4,500.00	\$ 17,175.00	\$ 1,717.50	\$ 2,576.25	\$ 3,435.00					
	Masons Lane Baseball Field	\$ 8,475.00									
	Elaine Sportsground 1	\$ 4,200.00									
			Ave fee per facility	\$ 572.50	\$ 858.75	\$ 1,145.00					
			Ave fee per season	\$ 286.25	\$ 429.38	\$ 572.50					
Cricket Nets	Darley Civic Hub x 2	\$ 1,000.00	\$ 10,000.00	\$ 100.00	\$ 150.00	\$ 200.00					
	Darley Park x3	\$ 1,500.00									
	Masons Lane x 3	\$ 1,500.00									
	Maddingley Park x5	\$ 2,500.00									
	Wallace Recreation Reserve x2	\$ 1,000.00									
	Dunnstown Rec Reserve x2	\$ 1,000.00									
	Masons Lane Batting Cage	\$ 500.00									
	Masons Lane Discuss Cages x 2	\$ 1,000.00									
								Ave per season	\$ 150.00	\$ 225.00	\$ 300.00
									\$ 100.00	\$ 150.00	\$ 200.00
				\$ 150.00	\$ 225.00	\$ 300.00					
				\$ 150.00	\$ 225.00	\$ 300.00					
				\$ 100.00	\$ 150.00	\$ 200.00					
				\$ 100.00	\$ 150.00	\$ 200.00					
Courts	Darley Park (1 netball - 3 tennis)	\$ 1,500.00	\$ 6,000.00	\$ 100.00	\$ 150.00	\$ 200.00					
	Maddingley Park x 1 netball - 2 Tennis	\$ 1,000.00									
	Wallace Rec Reserve x 2 netball - 3 Tennis	\$ 1,500.00									
	Dunnstown Rec Reserve x 1 netball - 2 Tennis	\$ 1,000.00									
	Elaine Tennis Courts x 2	\$ 1,000.00									
			Ave per season	\$ 150.00	\$ 225.00	\$ 300.00					
				\$ 100.00	\$ 150.00	\$ 200.00					
				\$ 150.00	\$ 225.00	\$ 300.00					
				\$ 100.00	\$ 150.00	\$ 200.00					
				\$ 100.00	\$ 150.00	\$ 200.00					
<b>TOTAL</b>			<b>\$ 247,500</b>	<b>\$ 24,750.00</b>	<b>\$ 49,500.00</b>	<b>\$ 49,500.00</b>					

This table above requires updating annually to reflect the maintenance and funding required at each recreation reserve. These figures are used as a guide to determine the appropriate fees and charges for users at each recreation reserve.

**Schedule 1: Council Owned / Managed Active Recreation Reserves Facility  
Categorisation**

**Facility and Sum Insured Values to be inserted**

Category of Facility	Facilities	Total
Greater than \$2m		A user fee of 0.6% will be applied.
Greater than \$1.5m but less than \$2m		
Greater than \$1m but less than \$1.5m		
Less than \$1m		

This table above requires updating annually to reflect any capital upgrade that has been undertaken at a reserve which impacts the sum insured value and the maintenance required to maintain. These figures are used as a guide to determine the appropriate fees and charges for users at each recreation reserve.

# Attachment - Item 10.3.8

<b>Policy No.:</b>	HS005	<b><i>HS005 – Appointment and Delegations Policy 2015 (Section 86 Delegated Committees of Council for Public Halls, Heritage facilities and Recreation Reserves)</i></b>
<b>Review Date:</b>		
<b>Revision No.:</b>	03	
<b>Policy Manual Version No.:</b>	03	
<b>Adopted by:</b>		<i>Date: April 2016</i>

## 1. Introduction and Purpose

The purpose of this Policy is provide a policy statement about the Council's section 86 Delegated Committees of Council established pursuant to Section 86 of the *Local Government Act 1989 (Act)*.

The Policy applies to section 86 Special Committees (referred to as **Committees of Management**) established for the purpose of managing:

- Public Halls;
- Recreation Reserves; and
- Heritage Facilities (**Facilities**).

The Policy will ensure that the Committees of Management manage and operate the Facilities efficiently and effectively.

## 2. Objectives

The objectives of this Policy are to:

- support the Committees of Management to manage the Facilities.
- ensure that community facilities are managed in accordance with the Act; and

## 3. Schedules

To ensure that this Policy is relevant to each of the Facilities, the following schedules are attached:

- Schedule One - Recreation Reserves
- Schedule Two - Public Halls and Heritage Facilities

Each schedule outlines the specific requirements for that type of facility under the policy.

## 4. Policy conditions that apply to all Committee

The following policy conditions apply to the Committees of Management for Public Halls, Heritage Facilities and Recreation Reserves operating under Instrument of Delegation from Council.

This Policy has been developed for the guidance of: Special Committees of Council established under section 86 of the Act to which special functions and powers have

been delegated by Council to assist in the management and operation of community assets and Council activities.

#### **4.1 Role of the Committee of Management**

The role of the Committee of Management is to:

- Manage the operation of the Facilities on behalf of the Council;
- Act in accordance with this Policy and the Instrument of Delegation;
- Communicate with facility users and the broader community regarding the management and access of the Facilities; and
- Generally act in the best interest of the user groups.

#### **4.2 Powers and Responsibilities**

The Committee of Management acts as an agent of Council (not as an independent entity) in managing the Council assets entrusted in the Committee's care by:

- Undertaking the management of the Facilities on Council's behalf;
- Undertaking improvements to the Facilities subject to the Council's approval;
- Ensuring the Facilities are available for public use;
- Collecting rentals and charges from the users of the Facilities for casual hire;
- Expending funds on maintaining and improving the Facilities for the better use and enjoyment by the community and public; and
- Consult and collaborate with Council on all major works and capital works development to ensure compliance with legislative requirements.

#### **The Committee may not:**

- Borrow money;
- Enter into contracts for an amount exceeding an amount previously determined by Council;
- Incur an expenditure exceeding an amount previously determined by Council;
- Employ staff without Council approval;
- Declare a rate or charge outside the principles of Council User Fees and Charges Policies; or
- Delegate any of its responsibilities to others, including a single committee member or employee.

In the event of an emergency or natural disaster (i.e.; flood, fire, earthquake), Council will assume management of all facilities at a reserve for a non-defined period.

#### **Committees are required to adhere to the following Council policies, in particular:**

- Councillor Code of Conduct;
- Procurement Policy;
- Bullying and Harassment Policy;
- Code of Conduct for Council Staff;
- Occupational Health and Safety;
- Working during Fire Danger Days & Flood & Storm Events
- Recreation Reserve Management Framework and all associated Policies

### **4.3 Committee members:**

The members of the Committee are exempted pursuant to section 81(2A) of the Act, from being required to submit a primary return or ordinary return.

### **4.4 Committee Processes**

**4.4.1 Establishing a new Committee** . New Committees are established by a Council Resolution, in the form of a template Resolution, which is attached at Schedule Three. The Resolution establishing a Committee can be made at either an ordinary or special meeting of Council.

**4.4.2 Removing an existing Committee** – Council may determine at the Annual Statutory Meeting of Council or at an Ordinary Meeting of Council to remove an existing committee.

#### **Reasons for removal could include:**

- Council deems that it would be more beneficial to the community to have Council staff manage directly the role previously undertaken by the Committee;
- Council is unable to manage the risks associated with the activity being undertaken by the Committee;
- there is evidence of support for disbandment of the Committee at a local level;
- the Committee is not performing the required function or adhering to the reporting requirements;
- an incorporated body approaches Council about undertaking the role of the Committee;
- the function previously undertaken by the Committee is no longer required.

#### **Removal of a Committee Member**

The Council may remove individual members of the Committee at any time for reasons including if it is deemed they are acting outside the best interests of the Committee, or outside the powers that have been delegated to the Committee.

### **4.4.3 Confirmation of appointment of existing Committees**

- At the annual Statutory Meeting of Council, Council will decide whether to resolve to re-appoint each Committee.
- Following each Committee's biennial general meeting, a report will be presented to the Council with the updated Instrument of Delegation to appoint new or re-appoint existing members of each Committee.

**4.4.4. Monitoring the performance of a Delegated Committee** - The operating performance of a Committee will be monitored through the following report:

The Committee must submit to Council no later than the third week of September each year:



- Annual Reports and Financial Statements (to include details of all income and expenditure) to be reviewed by the Council's Finance Department.
- The Committee must submit to Council, through the Nominated Council Liaison Officer, the minutes (inclusive of financial statements) of any meeting of the Committee within 10 business days following confirmation of the minutes of such meeting at the following Committee meeting.
- Council may also monitor the performance of a committee through the Audit and Risk Committee of Council and the Internal Audit Process.

#### **4.4.5 Committee Size and Term**

- Committee Members shall be appointed for a term of two years at the biennial general meeting. There is no restriction on the number of terms a Committee Member may serve.
- Committees shall generally consist of a minimum of five and a maximum of 11 representatives.
- Please refer to Schedules One and Two for additional conditions.

#### **4.4.6 Appointment of Committee Members**

- Please refer to Schedules One and Two for specific conditions for the composition of a committee.
- General conditions:
  - A Councillor may be appointed to each Committee of Management as a non-voting advisory member only.
  - Only those who reside or work within the municipality may be appointed to a Committee, except where Council has granted approval of a particular person.

#### **4.4.7 Nomination process:**

Prospective committee members must complete a nominee declaration form to qualify to be a member of the Committee. Each nominee for Committee membership will be required to confirm that they:

- Have not been convicted of any indictable offence;
- Have not been convicted of fraud;
- Have not been disqualified from acting as a director or acting in the management of a company; and
- Are not facing court proceedings for any criminal proceedings, including bankruptcy.

#### **4.4.8 Councillors and Council Officers**

Councillors may act as a temporary chairperson for a defined period in the event that an elected chairperson is absent for an extended period, or has resigned and a suitable replacement is not available from within the committee.

If a Committee member is elected as a Councillor during their term on a committee, that individual must resign their membership.

Council officers are not permitted to hold office or be considered a voting member on a committee. Council may appoint an officer to be a supportive non-voting member of the Committee for a specified period of time if a position becomes vacant for an extended period.

#### **4.4.9 Appointment of a new Committee member outside the biennial general meeting process:**

If a Committee wishes to fill a vacant committee position outside the biennial general meeting schedule, then the following process must be followed:

- Proposed committee member to complete a nomination form;
- Form to be provided to Committee secretary for the agenda of the next meeting;
- Committee to consider the nomination and make a recommendation to the Council in the minutes of the meeting;
- Forward the nomination form to Council;
- Council Officers to submit confirmed minutes to the next Council Agenda, and include in the agenda a recommendation to Council in relation to the new nomination; and
- New Committee members will be appointed until the next biennial general meeting.

#### **4.4.10 Biennial General Meeting**

Committees will hold a biennial general meeting to:

- Elect a new committee and appoint committee office bearers.
- To receive the annual report;
- To receive a report on the programme of activities proposed for the following year;
- To receive and adopt the annual financial statement;
- Confirm the recommended casual fees and charges for the next financial year;
- Set the meeting dates for the coming year;
- Review facility occupancy agreements (if relevant);
- Plan and discuss the annual building maintenance program.
- The biennial meeting must be advertised to the community at least 2 weeks prior to the meeting date.

The Biennial general meeting shall be held by the third week of September, according to the following schedule:

### Year 1 – starting 2016

• Bacchus Marsh Racecourse Reserve
• Bacchus Marsh Public Hall
• Navigators Community Centre
• Bungaree Public Hall
• Wallace Recreation Reserve
• Elaine Recreation Reserve
• Millbrook Community Centre

### Year 2 – starting 2017

• Maddingley Park
• Greendale Recreation Reserve
• Dunnstown Recreation Reserve
• Lal Lal Soldiers Memorial Hall
• Gordon Hall
• Wallace Hall
• Blacksmith Cottage and Forge

Following the receipt of minutes of the biennial general meetings, Council officers will prepare a report updating the Instrument of Delegation for the Annual Statutory Meeting of Council.

Please refer to Committee of Management Guidelines (under development) for further information about biennial general meeting procedures.

#### 4.4.11 **Appointment of Committee Office Bearers** . Please refer to Schedules One and Two.

- **Committee meetings:**

##### General Meetings

- The Committee shall hold at least four other meetings during the year on such dates as determined at the biennial or annual general meeting.
- Committee of Management meetings must be advertised to the public at least 2 weeks prior to the meeting (including Council page of the local papers).
- The secretary must submit copies of meeting minutes to Council at [info@moorabool.vic.gov.au](mailto:info@moorabool.vic.gov.au), once they have been confirmed by the Committee.

- A quorum for the Committee is half of the appointed committee members plus one member.
- All members of each Committee have voting rights on the Committee, and each member has the right to one vote. The Chairperson shall have a casting vote as well as a vote as a member of the Committee.
- Committee meetings must be open to the public, unless relating to the following matters:
  - personnel matters; (b) the personal hardship of any resident or ratepayer; (c) industrial matters; (d) contractual matters; (e) proposed developments; (f) legal advice; (g) matters affecting the security of Council property; (h) any other matter which the Council or special committee considers would prejudice the Council or any person; (i) a resolution to close the meeting to members of the public.
- The reason for taken from the above list, for closing the meeting to the public must be recorded in the minutes of the meeting.
- Notwithstanding anything else contained herein, a Committee member who is absent from three consecutive committee meetings without approval by the Committee shall cease to be a member of the Committee.

#### **4.4.12 Insurance and Risk Management**

- The Committee members are insured under Council's Public Liability Insurance Policy.
- The facility/building is covered under Council's Building Insurance Policy.
- Council owned contents should be covered by Council's Contents Insurance Policy however specific coverage should be clarified to ensure correct level of coverage is in place.
- The Committee must ensure that all hirers have their own public liability insurance, or that casual hirers take up the Council's one-off public liability insurance program by correctly booking the facility.
- All activities shall be undertaken in a manner which reduces the risk of harm or material loss occurring to the users or Council owned assets.

#### **4.4.13 Conflict resolution**

- Please refer to the Councillor Code of Conduct for conflict resolution procedures. Those procedures also apply to delegated Committees of Council.

#### **4.4.14 Support for Delegated Committees:**

- Council shall nominate a Council Liaison Officer to be the primary point of contact for the committee to the Council.
- Council shall provide the Committee of Management Guidelines (under development) to the members of Committees.
- Council shall provide an induction for all new and existing Committee members, in accordance with the Volunteer Policy.
- Council shall provide relevant training to Committees (subject to Council budget processes).

## 5. Related Legislation/policies/Guidelines

- Local Government Act 1989 and supporting regulations
- Committee of Management Guidelines (under development)

## 6. Council Plan Reference – Key Performance Area

<b>Key Result Area</b>	Community Well-Being
<b>Objective</b>	Community Self Reliance and Resilience
<b>Strategy</b>	Actively support Committees of Management in the management of community assets.

## 7. Review

This policy will be reviewed every five years.

## 8. References

<b>Department t</b>	Department
<b>Council</b>	Moorabool Shire Council
<b>LG Act</b>	<i>Local Government Act</i> 1989 and supporting regulations
<b>Section 86</b>	Section 86 of the <i>Local Government Act</i> 1989

## Attachments

Schedule One - Recreation Reserves

Schedule Two - Public Halls and Heritage Facilities

Schedule Three - Council Resolution and Schedule

Schedule Four - Instrument of Delegation

## **Schedule One: Recreation Reserves**

The following schedule items only apply to Recreation Reserve Committees of Management:

**Annual User Fees** . Council will set annual user fees for all recreation reserves consistent with the principles and objectives of the Recreation Reserve Management Framework - User Fees and Charges Policy.

**Committee size and term** – Each recreation reserve committee will consist of one representative of each of the main users of the facility (main user refers to the organisation(s) that is/are regular users of facilities), plus up to three general representatives, to a committee size of a maximum of 11 people. However, where additional user groups are present at a reserve, the Committee will reflect representation of all user groups of that reserve, even if this exceeds the maximum committee size of 11 persons.

**Appointment of Committee Office Bearers** . Each Delegated Committee shall at the Biennial General Meeting appoint from its own members, office bearers to the positions of Chairperson, Secretary and Treasurer. The Committee may also appoint members to other positions that the Committee chooses from time to time for the better operation of the Committee, i.e. Vice-chairperson, promotions, bookings.

If necessary the Delegated Committee shall appoint from its own members a replacement office bearer to fill a casual vacancy. That office bearer so appointed will serve in that office until the subsequent Biennial General Meeting of the Delegated Committee.

## **Schedule Two: – Public Halls and Heritage Facilities**

- **Committee size and term** – Each committee will consist of community representatives to a committee size of a maximum of 11 people. However where additional suitable nominations are received the Committee, the committee may appoint additional members, even if this exceeds the maximum committee size of 11 persons
- **Appointment of Committee Office Bearers** . Each Delegated Committee shall at the Biennial General Meeting appoint from its own members, office bearers to the positions of Chairperson, Secretary and Treasurer. The Committee may also appoint members to other positions that the Committee chooses from time to time for the better operation of the Committee, i.e. Vice-chairperson, promotions, bookings.

If necessary to fill a casual vacancy the Delegated Committee shall appoint from its own members a replacement office bearer. That office bearer so appointed will serve in that office until the subsequent Biennial General Meeting of the Delegated Committee.

**Schedule Three - – Council Resolution  
Appointments and Delegations (Special Committees)**

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**In exercise of the powers conferred by sections 86 of the *Local Government Act 1989* (the Act), Council resolves that:**

- 1. From the date of this resolution, there be established as a Special Committee, the **[Name]** Special Committee known as the **[Name] (~~the Committee~~)**.
- 2. The purposes of the Committee are those set out in the schedule to this resolution.
- 3. The members of the Committee are:

**Chairperson**

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**Secretary**

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**Treasurer**

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**TOTAL**

- 4. There be delegated to the Committee the powers, duties and functions set out in the attached Instrument of Delegation (**the Instrument**).
- 5. The Instrument:
  - 5.1 comes into force immediately; and
  - 5.2 remains in force until Council determines to vary or revoke it.
- 6. The members of the Committee must adhere to the conditions contained in the Council's Policy -HS005 . Section 86 Delegated Committees of Council for Public Halls, Heritage facilities and Recreation Reserves Policy 2015 (attached)
- 7. The powers, duties and functions conferred on the Committee by the Instrument must be exercised in accordance with any guidelines or policies Council may from time to time adopt.
- 8. Committees will be appointed for a term of 2 years.



# Schedule Four - – Instrument of Delegation and Schedule (Special Committee)

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## Moorabool Shire Council Instrument of Delegation [Name] Special Committee

Moorabool Shire Council delegates to the Special Committee established by resolution of Council passed on **[date]** and known as the "**[Name]** Special Committee" (or [Name] Committee of Management) (**the Committee**), the powers and functions set out in the Schedule, and declares that:

1. this Instrument of Delegation is authorised by a resolution of Council passed on **[date]**;
2. the delegation:
  - 2.1 Comes into force immediately;
  - 2.2 Remains in force until Council resolves to vary or revoke it; and
  - 2.3 Is to be exercised in accordance with HS005 . Section 86 Delegated Committees of Council for Public Halls, Heritage facilities and Recreation Reserves Policy 2015 and other guidelines or policies which Council from time to time adopts; and
3. all members of the Committee will have voting rights.

CHIEF EXECUTIVE OFFICER:  
PRINT NAME:  
**DATE:**

DRAFT

# SCHEDULE TO INSTRUMENT OF DELEGATION

## Powers and functions

To exercise Council's functions and powers to perform Council's duties in relation to the management of the **[Name]** facility, and for those purposes:

1. To do all things necessary or convenient to be done for or in connection with the performance of those functions, duties and powers in accordance with the Council Resolution and associated Schedule and all guidelines as amended from time to time.
2. Facilitate the entering into user agreements with users of the Facility.
3. To manage the facility on a day to day basis and to resolve any disputes between various users of the facility.
4. To prepare draft forward plans for the development and improvement of the facility for consideration by Council when approving its budgets.

## Exceptions, conditions and limitations

The Committee must adhere to the Council's Appointments and Delegations Policy  
The Committee is not authorised by this Instrument to:

5. Enter into contracts, or incur expenditure, for an amount which exceeds in total the amount approved in Council's annual budget and allocated to the **[Name]** Committee of Management as an annual operating grant together with other income including grants, sponsorship, unless done so with prior approval in writing by the Council.
6. Exercise the powers which, pursuant to Section 86(4) of the Act, cannot be delegated.
7. Enter into any employment agreement with any individual without prior approval from Council.