



MANSFIELD SHIRE

# Sport Facilities Strategy



  
**INSIGHT**  
Leisure Planning

Final Report – June 2018

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## 1. Introduction

Mansfield Shire Council recognises the health and wellbeing benefits that can be derived from participation in a range of sports and physical activities. Sports facilities not only facilitate physical activity participation opportunities that can contribute to individual health and wellbeing, they also support broader positive community outcomes, including social connections, community belonging, identity, social gatherings and community resilience.

The Sport Facilities Strategy builds on recent Council planning for recreation, leisure, health and wellbeing. Specifically the aim of the project is to build upon the existing Mansfield Shire Sport and Recreation Strategy (2014-2019) to better understand the current and likely future recreational needs of the community and to develop a framework for the effective provision, management and development of sporting facilities over the next ten years.

Whilst the primary focus of the study is on the Mansfield Township as the recognised central hub for the municipality, the strategy also considers the sport facility and infrastructure needs of other townships and settlements.

Quality sport facilities enable broad community use, events, tourism and contribute to the overall economic sustainability of the communities in which they exist. Therefore sport and leisure facilities contribute to physical health, mental health, community connectedness, character, general wellbeing and economic sustainability.

Council is facing a number of significant challenges in relation to existing sports facilities and recreation reserves throughout the Shire, including ageing infrastructure, increasing maintenance and renewal costs, changing community needs, expectations and shifting physical activity participation preferences.

The Sports Facilities Strategy has been developed having regard to a number of influences, including:

- Relevant national, state and local policies, plans and strategies.
- Demographic data and population forecasts.
- Sport and physical activity participation trends.
- Community and stakeholder consultation results.
- Sport facility demand assessment.
- The realistic capacity of Council and stakeholders to implement actions.

This document provides an overview of relevant background material and presents the vision, principles, strategies and actions to guide Council priorities in supporting the sports facility needs of the community over the next ten years.

## 2. Vision, Principles and Roles

### Vision

Having regard to the research and consultation results, the vision for the Sport Facilities Strategy is defined as:

***Enhancing community health and wellbeing through sport, recreation and leisure.***

***Council will contribute to all residents achieving a high level of physical and mental wellbeing by ensuring sport facilities and services reflect community needs and the realistic capacity of key stakeholders to sustainably support.***

### Guiding Principles

The Vision is supported by the following guiding principles:

- **Equity of Access:**
  - Council recognises that all residents should have access to an appropriate range of sport, recreation and physical activity participation opportunities regardless of their socio-economic status, ethnicity, age, gender or ability.
  - All new (or redeveloped) sport facilities and infrastructure will consider opportunities to incorporate *Universal Design* and *Female Friendly Sport Infrastructure* principles as standard practice in order to encourage access for all.
  - Council will strive for an equitable allocation of resources that promotes inclusiveness and a balance between formal sport and informal recreation opportunities that reflect community needs.
- **Diversity and Choice:**
  - Council encourages and supports a variety of physical activity participation options that enable individuals to make choices based on their needs and interests.
- **Lifelong Involvement:**
  - Council will support opportunities for participation in physical activities for individuals and groups across all age groups and life stages, i.e. children, adults and seniors.
- **A Sustainable Approach:**
  - The standard, scale and scope of sport facilities will primarily focus on servicing local Shire residents. Therefore elite, specialist or low participation facilities that are designed to service larger catchments beyond the Shire's population capacity are unlikely to be a priority within the life of this plan.
  - Council encourages and supports the development of sustainable sport and recreation facilities and operational environments having regard to the financial capacity of Council, key stakeholders, demonstrated demand, lifecycle costs and effective asset maintenance capacity.
- **Research and Planning:**
  - Council supports appropriate research and planning that identifies current and future recreation needs and informs sound decision making. An ongoing commitment to community consultation, engagement and relationship building will be critical in this regard.
- **Shared Use and Flexibility:**
  - The provision of open space settings (particularly active / formal sports reserves) and leisure facilities shall maximise opportunities for shared use and in-built flexibility to adapt or change over time in order to respond to potential variations in community needs or aspirations.

- Opportunities for co-location of leisure facilities with other compatible community facilities will be explored in order to create vibrant multi-use community activity hubs.

### Defining Council's Role

Council's role in sport, recreation and leisure provision will vary depending on the issue/s being addressed.

A key challenge (for Council and individual communities) continues to be effective and sustainable asset maintenance and renewal of sports infrastructure.

Communities are increasingly being asked to consider their priorities in order to guide overall resource allocation. Demand for new sport facilities across the Shire is likely to remain relatively low (with some notable exceptions, including indoor sport provision and pavilion upgrades), rather the focus will be on maintaining and improving existing assets to maximise usage, maintain safety and meet contemporary user expectations.

Notwithstanding the challenge associated with ongoing asset maintenance and renewal, there is an opportunity for Council to broaden its role in facilitating community wellbeing through the promotion of active, healthy lifestyles in order to help address wider health objectives, National trends (i.e. obesity, diabetes, heart disease, etc.) and an ageing community profile.

Council also has an ongoing interest in the health and sustainability of local sporting clubs and groups in order to support participation opportunities for the community and maximise effective use of existing facilities. Council's role in supporting local sporting clubs and groups extends beyond infrastructure provision and includes initiatives that promote well-governed, diverse, skilled and sustainable organisations.

In general, Council's role will fall into one of the following four categories:

#### *Plan:*

- Facilitate the planning and renewal of sport and leisure facilities, services and opportunities to address identified (current and future) community needs.

#### *Provide:*

- Support the provision and development of sport and leisure facilities, services and programs to meet the needs of the current and future community.

#### *Partner:*

- Work in partnership with other levels of Government, schools, clubs and community groups to ensure that sport and leisure facilities, programs and services meet the diverse needs of the community.
- Support sporting clubs, groups and communities to help themselves by assisting capacity building and community driven initiatives.
- Support appropriate commercial operators to provide sport and leisure facilities or services in response to market driven demands.

#### *Advocate & Inform:*

- Advocate to other levels of Government and relevant stakeholders regarding issues and opportunities that are likely to impact on physical activity and sport participation opportunities in the Shire.

- Provide information to the community regarding the range of sport and leisure opportunities available to residents, including promotion of the health and wellbeing benefits of participation in physical activity.

### 3. Strategic Context

#### Location

Mansfield Shire is located approximately two hours north east of Melbourne. The landscape is dominated by the Great Dividing Range and includes the alpine resorts of Mt Buller and Mt Stirling. The Shire boasts major river systems, lakes, mountains and broad productive valleys where agriculture and rural living integrate. Lake Eildon is a dominant feature in the southern half of the municipality and is recognised as one of Victoria’s most popular inland waterways for recreational boating activities.

#### Population characteristics

The Shire has experienced consistent population growth over the last decade, growing from approximately 6,631 people in 2001 to an estimated 8,584 in 2016. Forecasts indicate that by 2031, the population is expected to increase by around a further 1,000 people to approximately 9,596 residents<sup>1</sup>.

An increase of this size will not automatically require the provision of new or additional sport and leisure facilities, however the standard, maintenance and capacity of existing facilities may need to be improved in order to cater for modest increases in demand associated with population growth.

The age profile of the community continues to follow an ageing trend. In 2016, the median age of residents in Mansfield Shire was 48 years. However between the 2011 Census and forecast profile in 2031, the proportion of 0-19 year olds and 20-65 year olds will be lower than it is currently, however the proportion of those aged over 65 years will increase.

The ageing profile of the community will influence leisure participation demands. Whilst demand for participation in traditional formal sports can be expected to experience modest growth associated with population increases, demand for informal, non-club based leisure opportunities can be expected to increase associated with the physical activity participation preferences of an ageing community.

#### Planning Influences

##### Council Plan and Strategic Resource Plan

Development of the Sports Facilities Strategy has been influenced by the strategic directions outlined in a range of other higher order Council planning documents, in particular the Council Plan 2017-2021 which includes strategic objectives for supporting community health and wellbeing, sustainability (economic, social and environmental), enhancing existing assets and forward planning to meet the changing needs of the community.

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#### <sup>1</sup> Sources:

- [http://www.censusdata.abs.gov.au/census\\_services/getproduct/census/2016/quickstat/LGA24250?opendocument](http://www.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA24250?opendocument) (accessed 3/7/2017)
- [http://www.mansfield.vic.gov.au/Libraries/Community\\_Development/Mansfield\\_2012.sflb.ashx](http://www.mansfield.vic.gov.au/Libraries/Community_Development/Mansfield_2012.sflb.ashx) (accessed 3/7/17)
- Victoria in Future 2016, Mansfield Shire

The Council Plan also incorporates the organisations Strategic Resource Plan (SRP) which outlines resource requirements to support implementation of key initiatives and ongoing operations. Whilst Council's overall liquidity appears sound, the financial position and operating environment remains significantly challenged. Opportunities for cost savings in services, operations and asset management are actively being explored.

Council's asset renewal deficit and backlog of required maintenance works remain a priority for resource allocation within the capacity of the SRP. There is, on average, a 50:50% split between renewal spend and new/upgrade spend of Council cash reserves. This focus will allow the forecast asset renewal gap to close by 2021.

Therefore, recommendations developed as part of the Sports Facilities Strategy need to be cognisant of the realistic financial capacity of Council and key stakeholders to implement resultant actions. Potential recommendations for major infrastructure investment and new facilities are only likely to be viable if significant external funding and partnerships can be achieved. This may impact on timing of potential delivery (i.e. subject to external influences) and require ongoing advocacy in order to secure funds.

Recommendations that may impact on programs and service delivery will generally be required to be delivered within existing operational resources.

#### Other strategic documents and directions

The Sports Facilities Strategy is also influenced by Federal and State Government directions including the *National Sport and Active Recreation Policy Framework* and *Sport & Recreation Victoria* priority areas – i.e. participation, sustainability and female sport – as these reflect potential external funding opportunities.

Council has already recognised the importance of increasing physical activity and community wellbeing through the *Municipal Public Health and Wellbeing Plan*. Understanding sport and recreation trends, including participation preferences and sport facility needs is therefore integral to targeting initiatives that support increasing participation.

#### Participation trends

A comprehensive review of industry trends is included in the Background Research Report. For example, we know that the average membership per sports club in Mansfield Shire has increased from 108 in 2013 to 140 in 2017. The total combined membership of all clubs that responded to the research survey has increased from 2,055 to 2,809. Increasing membership will continue to contribute to greater demand for appropriate facilities and support infrastructure.

We also know that there are more junior members compared to seniors, i.e. 50% compared to 39%. However, approximately 26% of all members are aged over 50 years. The research confirms that regardless of club membership trends the most popular physical activities in terms of total participation numbers are dominated by informal recreation as opposed to club based sports participation.

Walking for exercise, fitness or recreation remains the most popular physical activity of choice for Victorian adults.

Whilst acknowledging a broader preference for non-club based, informal recreation activities – particularly by older adults - the Sports Facilities Strategy recognises the importance of sustaining local sporting clubs. Sporting clubs not only provide physical activity participation opportunities for

children and young adults, they provide a vital outlet for community expression, identity, belonging and social gathering for all age groups, not just those participating on the field.

Across the State there is burgeoning interest and participation (both as players and officials) in a range of sports by women and girls, including activities traditionally dominated by males, for example Austrian Rules Football, cricket and soccer as well as ongoing participation interest in netball and basketball.

Demand for organised sport opportunities, particularly for children aged 5-15 years and young adults aged 15-24 years, will remain significant, including traditional activities undertaken in the Shire, notably football, cricket, netball, basketball and to a lesser extent tennis and soccer.

## 4. Consultation Activities

The planning process for the Sports Facilities Strategy has involved a range of targeted consultation activities, in particular:

- On-line community survey 159 completed.
- Sports Club / Group survey 30 completed.
- Public submissions 5 individuals / groups.
- School and stakeholder interviews

Key findings from the consultation activities are outlined in the Background Research Report. Consultation findings have informed the vision and actions outlined later in this report. A number notable findings are presented below.

### Community Survey

Survey respondents identified more than 35 different sports and activities that they regularly participate in. This reflects a good level of diversity and opportunities available in the Shire – many of which reflect the geographic characteristics of the Shire, for example snow sports, hiking, fishing, mountain walking and equestrian activities.

Around half of the activities identified are club-based organised sports – including tennis, netball, AFL football, cricket, basketball and golf as popular examples in Mansfield Shire - however the most popular activities overall reflect a preference for casual and informal participation opportunities, which is consistent with State and National trends, in particular the popularity of walking and cycling.

A lack of facilities was identified as a key reason for non-participation in sport and recreation activities across the Shire (i.e. 39.66% of respondents). Suggested facility gaps primarily related to a lack of indoor courts, indoor aquatic and adequate change room/pavilion facilities. The poor standard of existing facilities was identified by a further 10.34% of respondents – therefore half of all respondents (39.66% + 10.34 = 50%) identified facilities as a major constraint to participation.

There is very strong support for the provision of quality sport and recreation facilities from the survey respondents – over 95% identified them as extremely important or important.

The areas/activities where Council’s performance rated most highly (i.e. Good, Very good or Excellent) included:

- Provision of sport and recreation facilities and infrastructure (72.5%).
- Sports field and court maintenance (72.7%).
- Supporting local sporting clubs and recreation groups (62.9%).
- Improving existing sport and recreation facilities (61.8%).

Areas/activities where Council’s performance rated most poorly (i.e. Poor or Very poor) included:

- Developing new sport and recreation facilities (50.3%).
- Providing a diverse range of sport and recreation facilities (36.6%).
- Improving existing sport and recreation facilities (31.9%).
- Pavilion, club rooms and building maintenance (29.1%).

Approximately 42.1% of respondents indicated that existing sport and recreation facilities usually or always meet their needs. However, slightly over one quarter of respondents (27.1%) suggested that facilities seldom or never meet their needs.

Community survey respondents were asked to suggest priorities for Council in relation to current and future sport and recreation facilities. This was an open ended question which attracted considerable feedback. The most common suggested priorities (in order) included:

- Facility improvements – upgrade, retain and refurbish existing facilities as well as create new facilities where required.
- Establish a year-round indoor aquatic and recreation centre.
- Establish change room facilities at Lords Reserve.
- Establish a new indoor sports facility (i.e. Basketball / Netball stadium).
- Continue to support sports facilities in each major township.
- Complete the soccer fields and facilities adjacent to the Secondary College.
- Additional outdoor netball courts with lighting and shelter.

### Club Survey

A selection of key findings from the Club survey are presented below.

The survey responses confirm club membership has increased in recent years. Increasing club membership will contribute to greater demand for sport facilities and associated infrastructure.

There are slightly more male club members than female (i.e. 51% compared to 42%). Similarly, there are more junior members (under 18 years) compared to seniors (over 18years), i.e. 50% compared to 39%. However, almost one quarter of all members are aged over 50 years (26%) which is reflective of the age profile of the community.

Areas where Council performance rated highest included:

- Responsiveness to user group enquiries/requests.
- Sports field maintenance.
- Keeping user groups up-to-date with information.

Areas where Council performance rated lowest included:

- Developing new sport and recreation facilities.
- Providing club development and management support.
- Supporting initiatives to increase participation.
- Meeting the needs of your club or group.
- Meeting the needs of your sport or activity across the shire.

In addition, 1 in 3 clubs indicated that facilities do not meet their needs and almost half of all club responses (47.6%) indicated that facilities only meet their needs ‘sometimes’ – common suggested reasons for not meeting needs included comments related to the age, condition and standard of existing buildings, with many comments noting their lack of suitability for female use.

Clubs were asked to nominate the biggest challenges they are facing. Common responses generally fell into three themes, specifically – *Facilities and Infrastructure; Club Support and Operations; and Participation.*

Clubs were then asked to nominate the top three priorities for sport and recreation facilities across the entire Shire over the next ten years. This was an open ended question which attracted considerable feedback, however the highest priorities suggested by clubs (in order) were:

- Maintenance and refurbishment of existing facilities;
- Establish pavilion and change room facilities at Lords Oval;

- 2-court indoor multi-use indoor sports stadium at MSC, potentially including a permanent gymnastics area; and
- Complete the Additional Playing Fields at the High School to cater for soccer and potentially junior football/cricket.



Ref.	Facility	Location	Description	User groups	Usage	Asset Approx. Age	Ownership / Management	Recent significant Council capital / renewal costs
				Mansfield Primary School	<p>Approx. 12 hours per week during school term.</p> <p>Approx. 6 hours per week during school term.</p>			
2.	<b>Mansfield Recreation Reserve – Swimming Pool Complex</b>	Highbury Street Mansfield	33m x 6 lane outdoor pool, 10m learners' pool	Swimming club, schools and community.	Pool has approx. 20,000 visits per season.	<p>Change Rooms 30 Years.</p> <p>Main Pool 60 years.</p> <p>Learner Pool 30 years.</p> <p>Kiosk 30 years.</p> <p>Plant Room 23 Years.</p> <p>Toddler Pool 30 Years.</p> <p>Hazchem Shed 15 years.</p> <p>Swim Club Shed 15 years.</p>	Council (facility contracted to the YMCA from November to March)	<p>12/13 - \$265,173 - Whole pool refurb including lining and pipe work for filtration, redirect backwash to sewer</p> <p>13/14 - \$20,673 - Painting of changerooms, preseason and general maintenance.</p> <p>14/15 - \$7,795 - Preseason and general maintenance.</p> <p>15/16 - \$15,281 - Repairs to solar, preseason and general maintenance.</p> <p>16/17 - \$27,942 - Change sand in filters, replace loose tiles in learner pool, new shade sail, solar repairs, preseason and general maintenance.</p> <p>5 year total = \$336,864</p> <p>5 year average = \$67,372 p.a.</p>
3.	<b>Mansfield Recreation Reserve – Sports Oval</b>	Highbury Street Mansfield	Football / cricket oval and associated infrastructure – e.g. clubrooms, electronic scoreboard, timekeepers and corporate box facility.	Mansfield Football-Netball Club	<p>70% weekend oval use year round for football and cricket. 70% usage midweek due to school use, football/cricket training</p> <p>Football Netball Club:</p> <p>Approx. 700 members in 2017, up from 590 in 2013 (includes non-playing members).</p> <p>75% are male, 90% are aged over 18 years.</p> <p>Average 20-30 hours per week In-Season use and 5-10 hours Out of Season.</p>	Not in Council asset register	Council	Approx. 650k for the recreation reserve redevelopment. Total project cost was 2.2m. Works included realigning oval, tiered seating, construction of 2 netball courts and netball pavilion, installation of lighting for oval and netball courts.

Ref.	Facility	Location	Description	User groups	Usage	Asset Approx. Age	Ownership / Management	Recent significant Council capital / renewal costs
				Mansfield Junior Cricket Association  Other users:	30 members (down from 50 in 2015). 95% are male and all aged under 18 years. In 'Season': 5-10 hours per week. Weekday - After 4pm 80-100% of total use.  Mansfield Soccer Club Mansfield Junior Football Club Mansfield Secondary College Mansfield Primary School Auskick			
4.	<b>Mansfield Recreation Reserve – Netball facilities</b>	Highett Street Mansfield	Netball pavilion. 2 outdoor netball courts/one with multipurpose basketball/netball rings	Mansfield Football-Netball Club (senior)  Mansfield Junior Netball Club	Football Netball Club: Football/Netball Club combined membership approx. 700 members in 2017, up from 590 in 2013 (includes non-playing members). 75% are male, 90% are aged over 18 years. Average 20-30 hours per week In-Season use and 5-10 hours Out of Season.  150 (up from 110 in 2013). All aged under 18 years. 99% female. In 'Season': 20-30 hours per week. Out of 'Season': Less than 5 hours per week. Weekday - After 4pm 80-100% of total use Saturday & Sunday 10-20% of total use.	Not in Council asset register	Council	As above

Ref.	Facility	Location	Description	User groups	Usage	Asset Approx. Age	Ownership / Management	Recent significant Council capital / renewal costs
5.	<b>Mansfield Recreation Reserve – Skate Park</b>	Highbett Street Mansfield	Skate park	Community	Informal use	Not in Council asset register	Council	\$100,000 capital for Youth Hub (skatepark) development
6.	<b>Lords Reserve</b>	Cnr. Victoria & Apollo Streets Mansfield	Cricket oval (fenced), basic (old) clubroom and public toilets	<p>Delatite Cricket Club</p> <p>Mansfield Junior Football Club</p> <p>Mansfield District Soccer Club</p> <p>Croquet Club</p> <p>Little Athletics</p> <p>Other uses:</p>	<p>45-55 members. 75% are male and aged over 18 years. In 'Season': 20-30 hours per week. Out of 'Season': 5-10 hours per week.</p> <p>150-165 members. 90% are male. All aged under 18 years. In 'Season': 10-20 hours per week. Out of 'Season': Less than 5 hours per week. Saturday 60-80% of total use.</p> <p>3 hours per week in season, approx. 80 players.</p> <p>60-64 members. 73% are female and aged over 50 years. Usage: 5-10 hours per week year round.</p> <p>3 hours per week in season</p> <p>Mansfield Primary School</p>	Clubroom 30 years, Public toilet 20 years. Oval not in council asset register	Council manage oval, user groups manage clubroom	Nil
7.	<b>Mansfield Bowling Club</b>	Ailsa Street Mansfield	2 greens (1 turf, 1 synthetic), lighting, clubrooms	Mansfield Bowling Club Inc	N/A	Not in Council asset register	Private	Nil

Ref.	Facility	Location	Description	User groups	Usage	Asset Approx. Age	Ownership / Management	Recent significant Council capital / renewal costs
8.	<b>Mansfield Golf Club</b>	Kidston Parade Mansfield	18 hole golf course, licensed bistro & gaming	Member and public access.	452 members. 29 under the age of 18/	Unknown	Private	Nil
9.	<b>Mansfield Tennis Centre</b>	Elvins Street Mansfield	10 sand-filled grass courts (4 with lighting), clubroom	Mansfield Tennis Association	175-185 members. 50% male, 50% female. 70% aged over 18 years. 35% aged over 50 years. In 'Season': 30-40 hours per week. Out of 'Season': 10-20 hours per week. Weekday - After 4pm 60-80% of total use.	25 years for club rooms and toilets	Council. User group CoM	\$20,000 in the 16-17 financial year for development of All-ages development area (Hot shot Courts).
10.	<b>Mansfield Botanic Park</b>	High Street Mansfield	Junior cricket oval (not fenced)	Junior cricket	N/A	Not in Council asset register	Council	Nil
11.	<b>Additional Playing Fields</b>	Reynolds Street Mansfield	Large rectangular playing surface suitable for multiple soccer fields (site partially irrigated).  Joint use with MSC.	Soccer (playing fields not available for use until late 2018)  MSC	N/A  430 students. 50% male, 50% female. Usage: 10-20 hours per week. Weekday - daytime 80-100% of total use.	Not in Council asset register	Dept. of Education / Council	Council contribution to original development works approx. \$500,000. Council contribution to rectification works \$350,000.
12.	<b>Mansfield Showgrounds</b>	Mt Battery Road Mansfield	Pavilions, arenas etc. for A&P Society show	Mansfield Agricultural & Pastoral Society  Mansfield Pony Club	N/A  50 members (down from 65 in 2013). 98% are female and aged under 18	Not in Council asset register	Jointly owned by private owners and Crown / CoM	Nil

Ref.	Facility	Location	Description	User groups	Usage	Asset Approx. Age	Ownership / Management	Recent significant Council capital / renewal costs
				MADEC (Mansfield and District Equestrian Club)	<p>years. Usage less than 5 hours per week, year round. Sunday 80-100% of total use.</p> <p>46 members (up from 35 in 2013). 93% are female. 98% are aged over 18 years. Usage less than 5 hours per week, year round. 20% are aged over 50 years. Sunday 60-80% of total use.</p> <p>Other uses: Mansfield District Scouts</p>			
13.	<b>Mansfield Race Course</b>	Mansfield-Whitfield Road, Mansfield	Racecourse, car parking, change rooms	Mansfield Racing Club	<p>200 members (up from 90 in 2013). 60% male, 40% female. 40% aged over 18 years. 60% aged over 50 years. In 'Season': 5-10 hours per week. Out of 'Season': Less than 5 hours per week.</p>	Not in Council asset register	Crown Land / CoM	Nil
14.	<b>St Mary's Primary School (Mercy Centre)</b>	Malcolm St Mansfield	Indoor single court basketball stadium.	Mansfield Basketball Association, suitable for Junior use only	N/A	Not in Council asset register	St Mary's Primary	Nil
15.	<b>Rifle Butts Reserve</b>	Rifle Butts Road, Mansfield	Riflebutts Reserve for MTB. 'Home' facilities for road events is local roads, mainly Mansfield-Whitfield Road. No 'home' facilities at all for BMX.	Mansfield Mt Buller Cycling Club	<p>139 members (up from 89 in 2014). 80% are male. 33% under 18 years. 67% over 18 years. 28% over 50 years. 10-20 hours per week, year round. Weekday - daytime 10-20% of total use. Weekday - After 4pm 60-80% of total use.</p>	Not in Council asset register	Parks Vic	Nil

Ref.	Facility	Location	Description	User groups	Usage	Asset Approx. Age	Ownership / Management	Recent significant Council capital / renewal costs
					Saturday 20-40% of total use. Sunday 20-40% of total use.			
	<b>Other areas</b>							
16.	<b>Bonnie Doon Recreation Reserve</b>	Zimmerman Avenue, Bonnie Doon	Sports oval, 1 netball, 1 tennis court (noncompliant size) and clubrooms.	Football, netball, tennis.	<p>Bonnie Doon Football/Netball Club: 250 members. 37% are female. 6% are under 18 years. 94% are aged over 18 years.</p> <p>Tennis: 31 members (up from 18 in 2013). 70% are female. 60% are under 18 years. 30% are aged over 50 years.</p> <p>In 'Season': 5-10 hours per week. Out of 'Season': Less than 5 hours per week. Saturday 60-80% of total use.</p>	Not in Council asset register	Crown Land / CoM	2015-16 - Council contribution to short term netball court rectification works - approx. \$10k. Netball court project management and investigation work fees paid for by Council approx. \$5k. 2015 Maintenance agreement between Council and CoM \$2k.
17.	<b>Tolmie Recreation Reserve</b>	Old Tolmie Road Tolmie	Multi-purpose grassed field with concrete cricket pitch Wood-chopping area	Annual Tolmie Sports Day Tolmie Riding & Equestrian Committee Farmers Market	Annual Tolmie Sports Day	Not in Council asset register	Crown Land / CoM	Nil

Ref.	Facility	Location	Description	User groups	Usage	Asset Approx. Age	Ownership / Management	Recent significant Council capital / renewal costs
			2 hard surface tennis courts	Tolmie Tennis Club				
18.	<b>Merton Recreation Reserve</b>	Euroa Road, Merton	Racecourse, cricket ground	Merton Racing Club	1 race day per year.	18 years for public toilet	Crown Land / CoM	Nil
19.	<b>Jamieson Tennis Court</b>	Perkins Street Jamieson	Concrete surface tennis court	Casual community and school use	N/A	Not in Council asset register	Crown Land / CoM	Nil
20.	<b>Jamieson Recreation Reserve</b>	Licola Road Jamieson	Sports oval, concrete cricket pitch	Social sports, school programs, community events	N/A	Not in Council asset register	Crown Land / Jamieson Community Group	Nil
21.	<b>Merrijig Primary School</b>	Mt Buller Road, Merrijig	Tennis Courts, located in school grounds	Merrijig Primary and informal community use	N/A	Not in Council asset register	Merrijig Primary	Nil
22.	<b>McCormack Park</b>	McCormack Road, Merrijig	Rodeo grounds; campdrafting.	Merrijig Campdraft Association	230-250 member. 50% male, 50% female. 80% aged over 18 years. 40% over 50 years. In 'Season': 5-10 hours per week. Out of 'Season': Less than 5 hours per week. Saturday & Sunday 80-100% of total use.	Not in Council asset register	Private CoM	Nil

Ref.	Facility	Location	Description	User groups	Usage	Asset Approx. Age	Ownership / Management	Recent significant Council capital / renewal costs
23.	<b>Mansfield Clay Target Club</b>	416 Pikes Rd Mansfield	Trap and other forms of clay target shooting	Mansfield Clay Target Club	40-45 members, 90% male, 95% over 18 years, 50% over 50 years old. Usage 5-10 hours per week year round. 80% weekday (before 4pm) and Sunday use.	Not in Council asset register	Private CoM	Nil
24.	<b>Gough's Bay</b>	Gough's Bay Boat Club	Boating, Fishing	Gough's Bay Boat Sport & Recreation Club	340 members (up from 180 in 2013). 60% male, 40% female. 70% aged over 50 years. In 'Season': 20-30 hours per week. Out of 'Season': 10-20 hours per week. Weekday - After 4pm 40-60% of total use. Saturday 20-40% of total use.	Not in Council asset register	Crown Land / CoM	Nil
25.	<b>Pistol Range</b>	Quarry lane, Mansfield	Pistol range and small clubroom.	Mansfield Pistol Club	Approx. 30 shooters. Activities conducted on weekends.		Crown Land	Nil

## 6. Demand Assessment

In undertaking an assessment of likely future demand for sport facilities, consideration has been given to the *Strategic Context* outlined in the previous section (i.e. population characteristics, forecast growth, sport participation trends and planning influences) as well as the community consultation results.

In addition, existing facility provision for a selection of popular sport facilities has been compared to industry planning ratios and other similar townships. The use of ratios is not an exact science, nor is it a one-size-fits-all approach. However in the absence of any specific industry 'authorised' standards, the use of ratios continue to provide an effective guide to likely future sport facility needs.

The table below identifies ratios that are commonly used across the local government industry and compares current provision in Mansfield to two similar townships in terms of population size, ageing community profile, regional service hubs and towns that receive seasonal or regular tourism influxes similar to Mansfield.

	Benchmark Ratio	Mansfield		Kyneton	Woodend
Sport	facility : population	Population: 8,584	Existing actual ratio	Population: 8,923	Population 7,650
AFL Oval	1:4,500	2	1:4,292	2	2
Cricket Oval	1:3,000	3	1:2,861	3	2
Tennis courts	1:1,500	10 (4 lit)	1:858	10 (4 lit)	12 (7 lit)
Outdoor netball court	1:5,000	2	1:4,292	1	3
Indoor courts	1:7,500	1	1:8,584	2	1
Soccer	1:5,000	3 (inc MSC and Additional Fields)	1:2,861	2	0
Lawn Bowls Green	1:10,000	2	1:4,292	3	2
Aquatics	1:50,000 (indoor)	1 (outdoor)	1:8,584	1 (indoor)	1 (outdoor)
BMX track	N/A	0	0	1	0

Analysis of the table highlights that with the exception of indoor courts, the level of core sport facility provision within Mansfield is higher than benchmark ratios. The level of provision is also directly comparable to both Kyneton and Woodend which both have similar populations and characteristics.

Analysis reinforces that Mansfield is well serviced by existing facilities and that these generally have the capacity to accommodate additional use, however this will require ongoing asset renewal, refurbishment and careful management and maintenance in order to ensure all facilities are capable of accommodating future demands for community use.

With the possible exception of indoor courts – which are operating at or near capacity - existing sport facilities (with appropriate refurbishment or renewal) should be capable of accommodating the community's needs over the next ten years.

However, when coupled with an ageing community profile and changing participation preferences, demand for activities that cater for adults and indoor activities can be expected to increase, including non-club based, informal recreation participation opportunities.

## 7. Strategic Action Plan

The Sports Facilities Strategy has been developed to build on the existing Mansfield Shire *Sport and Recreation Strategy (2014-2019)* to better understand the current and likely future sport facility needs of the community and to develop a framework for future management and resource allocation.

Appendix 1: *Sport and Recreation Management Framework* outlines Council's recommended role in supporting sport and recreation and defines asset maintenance, development, improvement and replacement responsibilities.

Appendix 2: *Draft Funding Framework* outlines a recommended approach for the assessment and prioritisation of sport or recreation based Capital Works projects in order to assess relative priority and outlines a number of potential external funding sources.

The following section provides a prioritised Action Plan to guide future capital resource allocation above and beyond existing ongoing operational maintenance activities. The Action Plan outlines potential investment of in excess of \$8.6million in community sport facilities over the next ten years – subject to availability of both internal and external funding.

Two 'major' sport facility projects are included as priorities in the Action Plan, specifically development of a new multi-use sports pavilion to service Lords Oval (@ \$750k) and joint development of a new 2-court indoor sports stadium in partnership with Mansfield Secondary College (@ \$7.5mil) – both of these projects have the capacity to attract external funding and therefore these figures do not represent the total cost to Council.

The existing facilities servicing Lords Oval are grossly inadequate, are nearing the end of their useful asset life and fail to meet contemporary provision standards. It is recommended existing assets (i.e. public toilets and club room) be replaced with a new shared use pavilion (i.e. single building) on the same site. The same site is preferred as it allows for effective connection to existing services; provides close proximity to the primary school, enhances reserve functionality and allows retirement of outdated assets.

Development of a new 2-court sports stadium is recommended (subject to detailed feasibility study) as the existing single court facility is at capacity. Basketball and school activities dominate existing usage. Development of a 2-court facility will increase programming flexibility and operational sustainability - for basketball and other sports - including freeing space at the existing single court stadium to allow new programming options to service community needs.

The Action Plan on the following pages outlines the recommended sport facility improvement projects over the next ten years.

Council's Sport and Recreation Officer will play a lead role in leading the implementation of these actions, however a collaborative approach to implementation is likely to be required depending on specific projects, including internal and external partnerships. This includes other Council departments, community clubs, groups, service providers and agencies of state and possibly federal government.

Council will need to actively pursue internal and external funding opportunities to support implementation as required. Ultimately funding and timing of implementation will be subject to Council's financial capacity, competing demands, partnership opportunities and availability of

external grants. Individual projects will be considered each year for resource allocation as part of Council's annual budget preparation process.

**Mansfield Shire Sport Facilities Strategy - Action Plan**

Ref.	Facility	Recommended directions	Summary Rationale	Priority	Indicative Council Capital Costs - beyond existing/ongoing maintenance											Comment	
					2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total		
1	<b>Mansfield Secondary College</b>	Undertake a feasibility study, including design concept, site master plan and joint use agreement arrangement with Mansfield Secondary College / Department of Education for development of a multi-use 2-court indoor stadium adjacent to the Additional Playing Fields (potentially incorporate change rooms and storage facilities to service the playing fields).	The existing single court facility is at capacity. Basketball dominates existing usage. 2-courts will increase programming flexibility and operational sustainability (for basketball and other sports). Freeing space at the existing single court stadium will allow new programming options to service community needs.	High	\$40,000		\$4,000,000	\$3,500,000								\$7,540,000	External funding opportunities noted where relevant  Subject to feasibility study outcomes and detailed designs. Possible funding mix: Council - \$2-\$2.3mil DEET - \$2.25mil SRV - \$3mil
2	<b>Mansfield Recreation Reserve (Netball Courts)</b>	Retain and maintain the existing facilities. No major new works proposed.	Work with the club to address minor request, e.g. storage and surface protection. Additional courts are not supported having regard to site spatial constraints and overall demand (additional use of the existing stadium court for training may be available if a new joint use 2-court facility established).	High	\$5,000	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$5,000	Allowance for surface protection and possibly additional storage (pending confirmation with Netball club). Undertake works as required as part of existing asset maintenance programs.	
3	<b>Lords Reserve</b>	Develop a multi-use sports pavilion to service Lords Reserve (demolish and replace existing club room and public toilets and replace with an all new facility on the same site) - High priority. Upgrade/replace cricket nets - Low priority.	Existing facilities are grossly inadequate, are nearing the end of their useful asset life and fail to meet contemporary provision standards. Replace the existing assets with a new shared use pavilion (i.e. single building) on the same site. The same site is preferred as it allows for effective connection to existing services; provides close proximity to the primary school, functionality and allows retirement of outdated assets. Existing cricket nets are adequate, however will require replacement in the longer-term.	High	\$400,000	\$350,000	N/A	N/A	N/A	N/A	N/A	\$60,000	N/A	N/A	\$810,000	Spread pavilion construction over two years. Potential external funding (SRV) \$300k. Cricket net replacement in 2025/26.	
4	<b>Additional Playing Fields</b>	Complete establishment of the Additional Playing Fields.	Soccer to be relocated to the Additional Playing Fields from Lords Reserve.	High	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	\$0		
5	<b>Mansfield Showgrounds</b>	Improve the surface of the grass arena / oval (i.e. top dressing, leveling). Support club efforts for building maintenance (refer to responsibilities in Appendix), including establishment of joint-use facilities for the Pony Club and MADEC. Investigate options to improve water facilities and toilet block refurbishment.	Support female participation sports/activities.	High	N/A	\$25,000	\$50,000	\$50,000	N/A	N/A	N/A	N/A	N/A	N/A	\$125,000	Allowance for arena re-surfacing, water facilities, toilet block refurbishment and minor works to existing buildings to allow joint use.	
6	<b>Mansfield Race Course</b>	Facilitate discussions with the CoM to support the Cycling Club use of the reserve, including establishment of a BMX track, start/finish for road racing and club room facility as part of broader pavilion improvement works. Work with the CoM to scope power and water (irrigation) upgrade requirements and explore possible funding sources.	Support facility upgrades that encourage multi-use. Cycling has a high participation rate and adds to the diversity of opportunities to participate in physical activities in the Shire.	High	\$20,000	\$50,000	\$15,000	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$85,000	Allowance for BMX track, pavilion renovations and service upgrades. Undertake works as required as part of existing asset maintenance programs.	
7	<b>Riffle Butts Reserve</b>	Advocate / partner with Parks Vic to establish appropriate public toilet and trail head facilities at Riffle Butts reserve to support ongoing MTB use.	Riffle Butts Reserve provides a unique MTB facility servicing the region. Appropriate support facilities and basic infrastructure is required to support use and discourage environmental damage from inappropriate activity.	High	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$0	Ongoing maintenance will be required by Parks Vic.	
8	<b>Bonnie Doon Recreation Reserve</b>	Support CoM efforts to implement the Strategic Plan, in particular development of a Master Plan for the entire reserve; tennis/netball court renewal; and ongoing maintenance of the oval and surrounds.	Support multi-use facilities and community recreation/social hub.	High	\$15,000	\$60,000	\$60,000	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$135,000	Allowance (\$15k) for contribution to development of a Master Plan for the reserve. Allowance (\$120k) for tennis / netball court upgrade /replacement over two financial years. Undertake works as required as part of existing asset maintenance programs. Future asset development costs to be determined via the Master Planning process.	

Ref.	Facility	Recommended directions	Summary Rationale	Priority	Indicative Council Capital Costs - beyond existing/ongoing maintenance											Comment	
					2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total		
																	External funding opportunities noted where relevant
9	Gough's Bay Sport & Recreation Club	Consider options to improve external lighting and building security. Work with the club to scope facility upgrade requirements and suitability of the project for possible external funding (e.g. SRV, RDV), including roads, car parking and access improvements as required.	Strong club membership. Mixed gender use. High proportion of older age groups.	High	\$5,000	N/A	N/A	N/A	\$100,000	N/A	N/A	N/A	N/A	N/A	\$105,000	Allowance for immediate security lighting/improvements and refurbishment of kitchen/social facilities in future years. Undertake works as required as part of existing asset maintenance programs.	
10	Mansfield Swimming Pool	Retain and maintain the existing aquatic facilities for broad community use. Undertake modest upgrade of existing change room facilities to help extend the asset life and improve user amenity. Undertake a feasibility study (and concept plan) for future asset renewal or replacement. Explore options with the venue operator (i.e. YMCA) to improve play options and appeal - e.g. inflatables and programming for youth.	Despite development of an indoor aquatic facility being identified as a community priority in current and previous planning projects, it is beyond the current financial capacity of the Shire to provide. Capital development and ongoing operating costs associated with contemporary indoor aquatic facilities are significant and generally require catchment populations of in excess of 50,000 people to provide a level of financial return (whilst still operating at significant ongoing cost to Councils). Closely monitor useful asset life - Council should start planning (i.e. establish capital reserve fund) for complete asset replacement in the foreseeable future (e.g. 10-15 years). Future replacement will need to consider contemporary aquatic facility needs (e.g. warm water, indoor) having regard to the organisations financial capacity to develop and operate.	Medium	\$20,000	\$20,000	\$20,000	\$20,000	\$120,000	\$25,000	\$25,000	\$25,000	\$75,000	\$25,000	\$375,000	Based on existing average annual maintenance costs. Allowance (\$100k) for change room renewal in 5-years, plus allowance (\$50k) for new facility planning commencing in 2026.	
11	Lords Reserve	Install lights for sports training - Medium priority.	Training lights will help spread wear and tear from the main recreation reserve. As a winter sport, opportunities for club training are limited without lighting.	Medium	N/A	N/A	N/A	N/A	\$40,000	\$40,000	N/A	N/A	N/A	N/A	\$80,000	Allowance for training lights.	
12	McCormack Park	Work with the Campdraft Association to scope options for power upgrade and basic amenities provision. Explore possible external funding support. Ensure the access road is included on Council's maintenance program and consider additional service before and after major events.	Strong club membership and profile (age and gender). Equestrian activities remain popular in the Shire. Ensure there are appropriate legal arrangements (e.g. lease, license) securing appropriate tenure/access to the site for ongoing use for rodeo and campdrafting prior to considering asset development or financial support on private land.	Medium	N/A	N/A	N/A	N/A	N/A	\$15,000	\$15,000	N/A	N/A	N/A	\$30,000	Allowance for contribution to power and toilet provision. Undertake works as required as part of existing asset maintenance programs.	
13	Mansfield Tennis Centre	Retain and maintain the existing facilities. Establish Hot-Shots Court area. Upgrade/formalise car parking - Low priority. Upgrade toilets / amenities - Medium/Low priority.	Despite changing participation preferences, tennis remains a popular sport for both males and females in the Shire and is suitable for all ages. Existing toilets/amenities are ageing and require refurbishment to meet contemporary expectations and standards.	Low	N/A	N/A	N/A	N/A	N/A	N/A	\$100,000	\$50,000	N/A	N/A	\$150,000	Allowance for amenities and car parking refurbishment.	
14	Mansfield Clay Target Club	The club advised that they have recently received a Govt. grant of \$20,000 to undertake a number of small improvements. Council to meet with the club to confirm future priorities for possible Council support - including encouraging participation.	Shooting sports remain popular within the Shire, particularly for older males - thereby providing an avenue for ongoing involvement in community sport. Ensure there are appropriate legal arrangements (e.g. lease, license) securing appropriate tenure/access to the site for ongoing use for shooting club activities prior to considering asset development or financial support on private land.	Low	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$10,000	\$10,000	N/A	\$20,000	Allowance to support facility improvements. Undertake works as required as part of existing asset maintenance programs.	
15	Mansfield Sports Complex	Retain and maintain the existing sports complex for multi-purpose use.	Facility is suited to servicing the ageing population profile and changing participation preferences (i.e. indoor activities, less formal sport).	Ongoing	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$225,000	Based on existing average annual maintenance costs.	
16	Mansfield Sports Complex (Gymnastics)	Pending outcomes from the feasibility study, relocate basketball to a new joint-use 2-court facility, thereby increasing flexibility for alternative uses and programming of the existing stadium (including gymnastics).	Consideration could be given to including a dedicated space for gymnastics at the new stadium, however gymnastics usage is currently fairly low (i.e. 65 members, approx. 2.5 hours per week) and unlikely to increase significantly associated with population growth or demographic profile of the community. Therefore it is recommended that gymnastics remain at the existing Sporting Complex and continue to share space with other activity programming.	Ongoing	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	It is acknowledged that packing up and setting up equipment can be a constraint to further usage and programming options at the existing shared use venue.	

Ref.	Facility	Recommended directions	Summary Rationale	Priority	Indicative Council Capital Costs - beyond existing/ongoing maintenance											Comment	
					2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total		
17	Mansfield Recreation Reserve (Social and Change Rooms)	Retain and maintain the existing facilities. No major new works proposed during the life of this strategy.	Redevelopment/renewal of the social room and change rooms are not considered a financial priority for Council contribution during the life of this plan (i.e. investment is required in other facilities to service community needs having regard to Council's overall financial capacity).	Ongoing	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	External funding opportunities noted where relevant
18	Mansfield Bowling Club	No works proposed.	Provide Club development and training support as required.	Ongoing	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Undertake works as required as part of existing asset maintenance programs.
19	Mansfield Golf Club	No works proposed.	Provide Club development and training support as required.	Ongoing	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Undertake works as required as part of existing asset maintenance programs.
20	Mansfield Botanic Park	Retain and maintain the existing facilities. No major new works proposed.	Provide Club development and training support as required.	Ongoing	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Undertake works as required as part of existing asset maintenance programs.
21	Tolmie Recreation Reserve	No works proposed. Provide support to the CoM for the Annual Sports Day as required.	Provide Club development and training support as required.	Ongoing	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Undertake works as required as part of existing asset maintenance programs.
22	Merton Recreation Reserve	Retain and maintain the existing facilities. No major new works proposed.	Provide Club development and training support as required.	Ongoing	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Undertake works as required as part of existing asset maintenance programs.
23	Jamieson Tennis Court	Retain and maintain the existing facilities. No major new works proposed.	Provide Club development and training support as required.	Ongoing	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Undertake works as required as part of existing asset maintenance programs.
24	Jamieson Recreation Reserve	Retain and maintain the existing facilities. No major new works proposed.	Provide Club development and training support as required.	Ongoing	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Undertake works as required as part of existing asset maintenance programs.
25	Mansfield Recreation Reserve	Retain and maintain the existing facilities. No major new works proposed.	Provide Club development and training support as required.	Ongoing	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Undertake works as required as part of existing asset maintenance programs.
					\$525,000	\$525,000	\$4,165,000	\$3,590,000	\$280,000	\$105,000	\$165,000	\$170,000	\$110,000	\$50,000	\$9,685,000		

## 8. Appendices

The following appendices are included:

- **Appendix 1: Sport and Recreation Management Framework**
  - Outlines capital development, improvement and replacement responsibilities.
  - Defines maintenance responsibilities for sports facilities and playing fields.
- **Appendix 2: Draft Funding Framework**
  - Outlines Council's approach for the assessment and prioritisation of sport or recreation based Capital Works projects and potential external funding sources.
- **Appendix 3: Priority Project Indicative Concepts**
  - Illustrative concepts to be developed – confirmation of *functional brief* required.

## Appendix 1: Sport and Recreation Management Framework

The following appendix outlines a management framework to guide Council's future involvement in sport and recreation facility, infrastructure and service provision.

### Infrastructure Development and Maintenance Guide

The following section has been developed as a template to guide Council service levels and responsibilities for sport and recreation facility management having regard to industry best practice and the realistic capacity of key stakeholders, community groups and reserve users.

The guide recognises that there are shared responsibilities between Council and the community for the development and maintenance of sporting and recreation facilities.

The guide also assists to enhance positive user attitudes, responsibility and ownership towards publicly-owned sport facilities, especially where users have contributed to their development and maintenance.

The service guide applies to all publicly-owned sporting and recreation facilities or spaces located within Mansfield Shire, including outdoor facilities, playing surfaces (ovals, courts, greens), buildings, other supporting infrastructure (car parks, flood lights, fences, etc.) and the open space areas within or immediately surrounding the designated sport or recreation facility.

The following statements provide a framework, or context, for the establishment and application of the *Infrastructure Development and Maintenance Guide*.

- i. Council acknowledges that it has a responsibility for the provision of core infrastructure at public recreation reserves that supports community participation in a range of sports and physical activities. In this context, core responsibility areas relate to the playing surface/area, change amenities and safe access to/from the facility.
- ii. Council will aim to maintain playing surfaces to a level commensurate with the level of competition that the user group(s) participates in, and the level of use that the ground receives.
- iii. Sporting and recreation facilities will have a basic range of infrastructure suitable for a sport to be played at the level consistent with local sport association requirements or relevant standards.
- iv. All new (or modified) sporting and recreation facilities will incorporate Universal Design Principles.
- v. 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 periodic replacement of playing surfaces over the asset lifecycle.
- vi. User groups will generally be expected to (at least partially) finance any approved Capital Works designed primarily for the clubs to raise revenue as a result of that infrastructure. Examples may include reserve perimeter fences (for the purpose of charging a ground admittance), advertising or sponsor signage, extensions to canteens beyond basic robust kitchen facilities or the development or upgrade of club social areas.
- vii. Council will enhance the long term viability of sports facilities (and user groups), by ensuring that:

- Clubs do not over-capitalise on developments.
  - Clubs are able to demonstrate a sound history of fiscal responsibility and provide evidence of appropriate financial planning prior to approval being granted for large capital improvement projects.
  - Facilities are located and designed in order to maximise opportunities for broad community use where appropriate to do so.
  - Facilities are developed and maintained in a safe state.
- viii. Clubs undertaking minor maintenance works must comply with relevant building codes and regulations.
- ix. Prior to commencement of any significant capital improvement projects, user groups will require written approval/support from all other regular users of the reserve/facility and from Council.
- x. The responsibility of curating turf cricket wickets and practice pitches (where available) will be the sole responsibility of the user group, and shall be undertaken in accordance with relevant industry guidelines.
- xi. Council may choose to close any sports field as a result of wet weather or hard surfaces (or for other safety reasons) if damage to the ground or injury is likely to occur as a result of use, and/or if additional cost will be incurred by Council by that use.
- xii. 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 following table identifies infrastructure items and the group(s) with the whole or partial responsibility for their initial provision, and for their subsequent development and improvement. The capacity of Council to deliver its infrastructure components will be dependent upon annual budget allocations.

As such, Council will place a priority on meeting its obligations to provide basic sporting and recreation infrastructure as outlined below – “Council only” before assisting with “Shared” or “User Group” responsibilities.

For infrastructure where Council has no whole or partial responsibility for its provision or funding, Council may support an application by a user group to an external funding source where there will be demonstrable community benefits.

General conditions for all development projects:

- No fixtures, alterations or additions may be made to any part of a pavilion, playing surface or surrounding open space without written consent of Council.
- All works and improvements to any part of a pavilion, playing surface or surrounding open space must be authorised in writing by Council.

## Capital Development, Improvement and Replacement Responsibilities

Infrastructure Component	Council Only	User Group Responsibility	Shared Responsibility
<b>Pavilion and surrounds</b>			
Player change rooms, toilets, showers	✓ Basic provision as determined by Council having regard to industry standards	✓ Additions / extensions	
Social Rooms	✓	✓ Additions / extensions	✓ Club contributions encouraged
Canteen & Equipment	✓ Basic provision of facility (not equipment) as determined by Council	✓ Equipment and consumables	
Meeting Room			✓ Council may contribute where general community usage may be applicable
Office		✓	
Umpires/Referees change room (provision for males/females)	✓ Basic provision as determined by Council	✓ Additions	
Storage room	✓ Basic provision as determined by Council	✓ Beyond basic provision	
Covered area for spectators	✓ Basic provision to be included in design as determined by Council		
Public toilets	✓		
Reserve fencing	✓ As determined by Council	✓ In circumstances where tenant club is sole beneficiary of works	✓ In circumstances where personal safety is a consideration, e.g. roads
Access paths and car parking	✓		
<b>Playing Area</b>			
Sports fields (includes basic sub-surface irrigation and drainage infrastructure)	✓		
Centre cricket pitch	✓ For new cricket oval developments	✓ Surface replacement	✓ As determined by Council, e.g. renewal, relocation, extension
Cricket practice nets			✓

Infrastructure Component	Council Only	User Group Responsibility	Shared Responsibility
Perimeter fencing on sports fields	✓ For new oval developments as determined by Council	✓ For existing ovals where a fence is required by a club	✓ Replacement of existing fences as determined by Council.
Scoreboard	✓ Initial basic level of provision	✓ Asset upgrade and renewal	
Coaches boxes	✓ For new playing field developments as determined by Council	✓ Maintenance and renewal of existing	
Goal posts/nets	✓ For new playing field developments as determined by Council	✓ Maintenance and replacement as required Goal post padding as required.	
Tennis courts/netball association courts (i.e. that hold weekly multi-club competition)	✓ New courts as determined by Council		✓ Maintenance and renewal
Flood lighting – training standard	✓ New multi-use locations		✓ Upgrades to meet recommended standards
Flood lighting – competition standard		✓	✓ Council may consider a contribution where broad community benefit is achieved
Outdoor netball courts at football grounds	✓ As determined by Council		✓ Additional courts, or conversion to synthetic surface
Equestrian Facilities		✓ Jumps and arena, etc.	✓ Basic club room and secure storage facilities
All other sporting facilities			✓ Considered on a case by case basis

### *Delineation of Responsibilities for the Maintenance of Sports Infrastructure*

The following table clarifies and refines existing maintenance responsibilities for sporting and recreation infrastructure and equipment. Council’s responsibilities are subject to resource and program allocations.

A general condition for all maintenance projects is that no fixtures, alterations or additions may be made to any part of a pavilion, playing surface or surrounding open space without written consent of Council.

#### **Sports Pavilions - Club Rooms & Change Rooms**

ITEM	COUNCIL RESPONSIBILITY	USER GROUP RESPONSIBILITY
<b>ELECTRICAL **</b>		
<i>Any works undertaken must have written Council approval prior to works beginning and be carried out by a qualified contractor</i>		
Electric wiring and fittings in building	<ul style="list-style-type: none"> <li>All building wiring from the main supply to and including the switchboard</li> </ul>	<ul style="list-style-type: none"> <li>No responsibility</li> </ul>
Light fittings and globes	<ul style="list-style-type: none"> <li>Repair or replace faulty fittings</li> </ul>	<ul style="list-style-type: none"> <li>Keep clean</li> <li>Replace globes/lamps (energy efficient ‘bulbs’ recommended)</li> <li>Cost of repairs if damage caused by misuse</li> <li>Cost of any additional light fittings required by group</li> </ul>
Ceiling fans	<ul style="list-style-type: none"> <li>No responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Purchase, maintenance, installation, repair and replacement costs</li> </ul>
Exhaust fans	<ul style="list-style-type: none"> <li>Initial installation of basic equipment only</li> </ul>	<ul style="list-style-type: none"> <li>Keep clean and maintain in operable condition</li> <li>Cost of repair and replacement as required</li> </ul>
Power Points	<ul style="list-style-type: none"> <li>Repair or replace faulty power points</li> </ul>	<ul style="list-style-type: none"> <li>Cost of any additional power points required by group</li> </ul>
Tag & Testing of non-hardwired electrical equipment	<ul style="list-style-type: none"> <li>No responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Tag &amp; Testing as per legislation by a licensed contractor</li> </ul>
<b>PLUMBING**</b>		
<i>Any works undertaken must have written Council approval prior to works beginning and be carried out by a qualified contractor</i>		
Internal toilets	<ul style="list-style-type: none"> <li>Installation, maintenance, repair and replacement costs due to unit age or fault</li> </ul>	<ul style="list-style-type: none"> <li>Internal repairs due to misuse</li> <li>Keep clean and maintain in operable condition</li> <li>Supply toilet paper</li> </ul>
Plumbing and fixtures, including hot water services	<ul style="list-style-type: none"> <li>Major maintenance</li> <li>Repair or replacement due to item age or fault</li> </ul>	<ul style="list-style-type: none"> <li>Internal repairs due to misuse, includes shower drains blocked by dirt, grass clippings and other debris</li> <li>All costs associated with additional fixtures not standard within the building</li> </ul>
<b>ESSENTIAL SERVICES</b>		
Fire Extinguishers, hydrants and hose reels	<ul style="list-style-type: none"> <li>Initial installation and servicing</li> </ul>	<ul style="list-style-type: none"> <li>Cost of replacement due to misuse</li> </ul>
Emergency and exit lighting	<ul style="list-style-type: none"> <li>Installation, maintenance, repair and replacement costs</li> </ul>	<ul style="list-style-type: none"> <li>Report any faults to Council</li> </ul>

ITEM	COUNCIL RESPONSIBILITY	USER GROUP RESPONSIBILITY
Essential Services <i>(incl. smoke alarms, fire exit doors)</i>	<ul style="list-style-type: none"> <li>Maintenance of essential safety measures to an operational level</li> <li>Ensure emergency floor plans are current</li> </ul>	<ul style="list-style-type: none"> <li>Induction of facility users</li> <li>Ensure emergency floor plans are visible at all times</li> </ul>
<b>SECURITY</b>		
External Locks and Keys	<ul style="list-style-type: none"> <li>Require access to the building</li> <li>Require access to electrical switchboard and meter boxes</li> </ul>	<ul style="list-style-type: none"> <li>Purchase, installation, maintenance, repair and replacement costs</li> <li>Cost of additional and replacement of lost keys</li> <li>Ensure Council is provided a key to access the building, switchboard and meter boxes</li> <li>Any change to external locks/ door hardware must be approved in writing by Council prior to works to ensure that Building Code requirements are met</li> </ul>
Security System	<ul style="list-style-type: none"> <li>No responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Purchase, installation, service and maintenance</li> <li>Key or PIN number must be supplied to Council</li> </ul>
Security lighting around pavilion	<ul style="list-style-type: none"> <li>Initial installation in new ore redeveloped facilities</li> <li>Maintenance, repair or replacement due to age or structural fault</li> </ul>	<ul style="list-style-type: none"> <li>Cost of any enhancements</li> </ul>
Vandalism (internal)	<ul style="list-style-type: none"> <li>No responsibility except where damage exceeds Council's excess (approx. \$3000). Council to submit claim</li> </ul>	<ul style="list-style-type: none"> <li>Cost of all repairs up to Council's insurance excess</li> </ul>
Vandalism (external)	<ul style="list-style-type: none"> <li>Structural repairs</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance, cleaning and painting as required</li> </ul>
<b>BUILDING FABRIC</b>		
Windows	<ul style="list-style-type: none"> <li>Major structural maintenance</li> <li>Repair or replacement due to item age or fault</li> </ul>	<ul style="list-style-type: none"> <li>Keep clean</li> <li>Repairs due to misuse</li> </ul>
Painting of ceilings, walls and other surfaces	<ul style="list-style-type: none"> <li>Initial painting as part of pavilion construction</li> <li>External painting</li> </ul>	<ul style="list-style-type: none"> <li>Internal painting</li> </ul>
Ceilings	<ul style="list-style-type: none"> <li>Major structural maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Repairs due to misuse</li> </ul>
Doors	<ul style="list-style-type: none"> <li>Major structural maintenance (excluding cupboard doors and fittings)</li> <li>Maintenance, repair and replacement of all external doors</li> <li>Replacement of all internal doors due to age</li> </ul>	<ul style="list-style-type: none"> <li>Regular cleaning and repair due to misuse</li> <li>Maintenance and repair of all internal doors including cupboard and storeroom doors</li> <li>Any change to external locks/ door hardware must be approved in writing by Council prior to works to ensure that Building Code requirements are met</li> </ul>
Floor surfaces and coverings	<ul style="list-style-type: none"> <li>Initial installation of floor covering as part of pavilion construction</li> <li>Major structural maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Any repair, maintenance, upgrade and replacement costs subject to Council approval</li> </ul>

ITEM	COUNCIL RESPONSIBILITY	USER GROUP RESPONSIBILITY
Roofs	<ul style="list-style-type: none"> <li>All maintenance and repair costs</li> </ul>	<ul style="list-style-type: none"> <li>No responsibility</li> </ul>
Skylights	<ul style="list-style-type: none"> <li>Maintenance, repair or replacement due to age or structural fault</li> </ul>	<ul style="list-style-type: none"> <li>Repair if damaged through misuse</li> </ul>
Guttering	<ul style="list-style-type: none"> <li>Maintenance, repair or replacement due to age or structural fault</li> </ul>	<ul style="list-style-type: none"> <li>No responsibility</li> </ul>
External & internal walls	<ul style="list-style-type: none"> <li>Structural maintenance</li> <li>External painting</li> </ul>	<ul style="list-style-type: none"> <li>Regular cleaning</li> <li>Internal repainting as required</li> <li>Repair if damaged through misuse</li> </ul>
Building alterations	<ul style="list-style-type: none"> <li>Assessing all requests and if approved, ensuring satisfactory completion of work, even when totally funded by the user group</li> </ul>	<ul style="list-style-type: none"> <li>Scope and document the specific requirements of project associated with building or facility alterations</li> <li>Seek Council approval</li> </ul>
<b>INTERNAL FITTINGS</b>		
Window coverings	<ul style="list-style-type: none"> <li>No responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Purchase, installation, cleaning, repair and replacement</li> </ul>
Heating /Cooling fixtures	<ul style="list-style-type: none"> <li>Initial installation as part of capital development or major renewal</li> </ul>	<ul style="list-style-type: none"> <li>Installation of additional (or new) heating or cooling</li> <li>Repair, replacement and maintenance costs including annual inspections</li> <li>Payment of all running costs</li> </ul>
Other permanent fixtures	<ul style="list-style-type: none"> <li>Initial installation of basic equipment as part of pavilion construction</li> </ul>	<ul style="list-style-type: none"> <li>Regular cleaning of all fixtures and repair/replacement</li> </ul>
<b>CANTEEN / KITCHENS (where applicable)</b>		
Food handling areas	<ul style="list-style-type: none"> <li>Initial installation of basic cupboards, sink and bench tops as part of pavilion construction</li> </ul>	<ul style="list-style-type: none"> <li>Keep clean and maintain in accordance with the Health Act</li> <li>Upgrade and replacement costs</li> </ul>
Stoves and cooking equipment	<ul style="list-style-type: none"> <li>Initial installation of basic equipment as part of pavilion construction</li> </ul>	<ul style="list-style-type: none"> <li>Keep clean and maintain in operable condition</li> <li>Repairs, maintenance, upgrade and replacement costs</li> </ul>
Refrigerators and dishwashers	<ul style="list-style-type: none"> <li>No responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Purchase, installation, repair, replacement and maintenance costs</li> </ul>
<b>UTILITIES</b>		
Water	<ul style="list-style-type: none"> <li>Initial installation of water supply as part of pavilion construction</li> <li>Any required maintenance, repair, replacement or upgrade to the facilities water supply</li> </ul>	<ul style="list-style-type: none"> <li>All usage and supply costs</li> </ul>
Electrical	<ul style="list-style-type: none"> <li>Initial installation of electrical supply as part of pavilion construction</li> <li>Any required maintenance, repair, replacement or upgrade to the facilities electrical supply (including main switchboard)</li> </ul>	<ul style="list-style-type: none"> <li>All usage and supply costs</li> </ul>
Gas	<ul style="list-style-type: none"> <li>Initial installation of gas supply as part of pavilion construction</li> </ul>	<ul style="list-style-type: none"> <li>All usage and supply costs</li> </ul>

ITEM	COUNCIL RESPONSIBILITY	USER GROUP RESPONSIBILITY
	<ul style="list-style-type: none"> <li>Any required maintenance, repair, replacement or upgrade to the facilities gas supply</li> </ul>	
Telephone and communications	<ul style="list-style-type: none"> <li>No responsibility</li> </ul>	<ul style="list-style-type: none"> <li>All installation, connection, maintenance, repair, replacement, upgrade and usage/equipment costs</li> </ul>
Rubbish <i>(within Council garbage collection district)</i>	<ul style="list-style-type: none"> <li>Weekly emptying of reserve rubbish bins as part of Council's waste services</li> </ul>	<ul style="list-style-type: none"> <li>Picking up of rubbish around the pavilion and reserve</li> <li>Putting out bins for collection</li> <li>All costs associated with garbage collection including any additional bins</li> </ul>
Rubbish <i>(outside Council garbage collection district)</i>	<ul style="list-style-type: none"> <li>No responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Picking up of rubbish around the pavilion and reserve</li> <li>Removal of all rubbish</li> <li>All costs associated with garbage collection</li> </ul>
<b>OTHER</b>		
Pavilion cleaning	<ul style="list-style-type: none"> <li>No responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Regular cleaning of the facility including all associated costs</li> </ul>
Covered areas for spectators – attached to building	<ul style="list-style-type: none"> <li>Maintenance responsibility as per rest of building</li> </ul>	<ul style="list-style-type: none"> <li>Cleaning</li> </ul>
Signage	<ul style="list-style-type: none"> <li>Install, maintain and replace all essential signage</li> <li>Install, maintain and replace all Council branded signage</li> </ul>	<ul style="list-style-type: none"> <li>Seek Council approval before installation of signage</li> <li>Install, maintain and replace all Club branded signage</li> </ul>
Pest Control	<ul style="list-style-type: none"> <li>All structural pest control i.e.: termites</li> </ul>	<ul style="list-style-type: none"> <li>All other pest control as required i.e.: mice, spiders, wasps etc.</li> </ul>
Other equipment / facilities added to pavilion by a Group <i>(incl. furniture)</i>	<ul style="list-style-type: none"> <li>No responsibility</li> </ul>	<ul style="list-style-type: none"> <li>All maintenance, repair and replacement costs</li> <li>Insurance of equipment and contents</li> </ul>
No Smoking	<ul style="list-style-type: none"> <li>Advise user groups of Council's No Smoking Policy</li> </ul>	<ul style="list-style-type: none"> <li>Ensure no smoking occurs in the building or within 5m of any doorway or window</li> </ul>

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- **Qualified trades:** Any approved works undertaken must be carried out by a suitably qualified contractor approved by Council.
- **Asset maintenance:** If Clubs allow any installations to deteriorate to a condition that is a danger to the community or is inappropriate for a built structure in a Council reserve, it will be removed by Council and the Club will be charged accordingly.

## OVAL AND GENERAL RESERVE

ITEM	COUNCIL RESPONSIBILITY	USER GROUP RESPONSIBILITY
<b>SPORTING OVAL</b>		
Oval fencing	<ul style="list-style-type: none"> <li>Fences around playing surface</li> <li>Preference for black powder coated cyclone fences</li> <li>Major and minor maintenance where funds allow</li> </ul>	<ul style="list-style-type: none"> <li>Undertake regular inspection of oval fencing during season</li> <li>Report any major structural damage to Council</li> <li>Damage caused by misuse</li> <li>Fencing around reserve</li> </ul>
Sponsorship signage	<ul style="list-style-type: none"> <li>Approval of location and type</li> </ul>	<ul style="list-style-type: none"> <li>Seek Council approval before installation</li> <li>Purchase, maintenance, repair and replacement costs</li> <li>Costs for installation and removal</li> </ul>
Coaches boxes	<ul style="list-style-type: none"> <li>Approval of location and design</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance, repair and replacement costs</li> </ul>
Scoreboards	<ul style="list-style-type: none"> <li>Approval or location and design</li> </ul>	<ul style="list-style-type: none"> <li>Seek Council approval before installation</li> <li>Purchase, installation, maintenance, repair and replacement costs</li> <li>All utility costs where applicable</li> </ul>
Goal posts / goals	<ul style="list-style-type: none"> <li>No responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Purchase, installation, maintenance, repair and replacement costs</li> </ul>
Netting behind goals	<ul style="list-style-type: none"> <li>No responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Purchase, installation, maintenance, repair and replacement costs</li> </ul>
Cricket pitches – covering and uncovering	<ul style="list-style-type: none"> <li>Covering and uncovering of the pitches between seasons</li> </ul>	<ul style="list-style-type: none"> <li>Notify Council of the end/start of their season</li> <li>Levelling of soil during the season and matches to maintain safety</li> <li>Storage of covers at Council approved location</li> </ul>
Synthetic cricket pitches	<ul style="list-style-type: none"> <li>Installation and removal of rubber fleck required for all season synthetic covers</li> </ul>	<ul style="list-style-type: none"> <li>Purchase, installation of pitch/cover, maintenance, repair and replacement costs</li> </ul>
Turf cricket pitches	<ul style="list-style-type: none"> <li>No responsibility</li> </ul>	<ul style="list-style-type: none"> <li>All maintenance, including shaving of turf tables if required</li> </ul>
Ground lighting and poles	<ul style="list-style-type: none"> <li>Some assistance with funding first set of training lights</li> <li>Some assistance with funding upgraded set of training lights</li> <li>No maintenance responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Purchase, installation, maintenance, repair and upgrade costs. Any works are to have prior written approval from Council and be undertaken by professional contractors in accordance with all legislation and Council requirements.</li> <li>All utility costs</li> <li>Any structural concerns or cracking should be reported to Council immediately</li> </ul>
Oval playing surface	<ul style="list-style-type: none"> <li>Grass cutting – to support playability</li> <li>Turf restoration works</li> <li>Top dressing</li> <li>Weed control</li> <li>Sports Ground Suitability Checks at the beginning of the Summer and Winter sports seasons</li> </ul>	<ul style="list-style-type: none"> <li>Undertake inspection of playing surface before each use</li> <li>Report any safety issues to Council</li> <li>In partnership with Council preserve the oval playing surface during periods of extreme weather conditions</li> </ul>

ITEM	COUNCIL RESPONSIBILITY	USER GROUP RESPONSIBILITY
		<ul style="list-style-type: none"> <li>Additional mowing or maintenance to improve playing surface</li> <li>Ensure no vehicles (other than emergency vehicles) are permitted on the playing area unless prior permission is obtained from Council</li> </ul>
Irrigation & drainage	<ul style="list-style-type: none"> <li>Installation, upgrade, repairs and maintenance</li> <li>Operation of irrigation system</li> </ul>	<ul style="list-style-type: none"> <li>Report any malfunctions to Council immediately</li> </ul>
Line marking of sports field	<ul style="list-style-type: none"> <li>No responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Purchase and application (suitable non-toxic, non-permanent materials only)</li> </ul>
<b>RESERVE GROUNDS (Area surrounding Oval)</b>		
Landscaping	<ul style="list-style-type: none"> <li>Develop, install and maintain</li> </ul>	<ul style="list-style-type: none"> <li>Club / community projects to improve general amenity – subject to Council approval</li> </ul>
Grass Cutting	<ul style="list-style-type: none"> <li>Basic maintenance to support amenity and safety</li> </ul>	<ul style="list-style-type: none"> <li>Additional grass cutting</li> </ul>
Pathways	<ul style="list-style-type: none"> <li>Develop, install and maintain</li> </ul>	<ul style="list-style-type: none"> <li>No responsibility</li> </ul>
Trees	<ul style="list-style-type: none"> <li>Tree inspections</li> <li>Any tree works as required</li> </ul>	<ul style="list-style-type: none"> <li>Report any dangerous trees to Council</li> </ul>
Rubbish	<ul style="list-style-type: none"> <li>Weekly emptying of reserve rubbish bins as part of Council’s service contract</li> </ul>	<ul style="list-style-type: none"> <li>Picking up of rubbish around the pavilion and reserve</li> <li>Putting out bins for collection</li> <li>All costs associated with garbage collection including any additional bins</li> </ul>
Reserve roads and car parks	<ul style="list-style-type: none"> <li>Development, upgrade, repairs and maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Reporting maintenance issues to Council</li> </ul>
Public toilets	<ul style="list-style-type: none"> <li>Cleaning of public toilets as part of Council service schedule</li> <li>Development, upgrade, repairs and maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Club to advise Council of any additional requirements due to large crowds – additional cleaning may be required</li> </ul>
<b>HARD COURTS (Tennis, Netball, Basketball)</b>		
Hard courts	<ul style="list-style-type: none"> <li>Consideration of assistance with funding initial development of courts, surface upgrade and repair of structural defects</li> </ul>	<ul style="list-style-type: none"> <li>Seek Council approval for development of any new courts or upgrade of existing court</li> <li>Installation, maintenance, repair, resurfacing and upgrade costs</li> <li>Inspect and sweep court surface before use</li> </ul>
Coaches boxes	<ul style="list-style-type: none"> <li>Initial installation as part of capital development</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance, repair and renewal as required</li> </ul>
Scoreboards	<ul style="list-style-type: none"> <li>No responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Seek Council approval before installation</li> <li>Purchase, installation, maintenance, repair and replacement costs</li> <li>All utility costs where applicable</li> </ul>
Goal posts / nets	<ul style="list-style-type: none"> <li>Initial installation as part of capital development</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance, repair and renewal as required</li> </ul>

ITEM	COUNCIL RESPONSIBILITY	USER GROUP RESPONSIBILITY
Netting behind goals	<ul style="list-style-type: none"> <li>Initial installation as part of capital development – if considered necessary for public safety</li> </ul>	<ul style="list-style-type: none"> <li>Purchase, installation, maintenance, repair and renewal as required</li> </ul>
Sponsorship signage	<ul style="list-style-type: none"> <li>Approval of location and type</li> </ul>	<ul style="list-style-type: none"> <li>Seek Council approval before installation</li> <li>Purchase, maintenance, repair and replacement costs</li> <li>Costs for installation and removal as required</li> </ul>
Court lighting	<ul style="list-style-type: none"> <li>Initial installation as part of capital development</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance, repair and upgrade as required.</li> <li>All utility costs</li> <li>Any structural concerns or cracking should be reported to Council immediately</li> </ul>
<b>OTHER ASSOCIATED SPORTING FACILITIES</b>		
Cricket practice nets	<ul style="list-style-type: none"> <li>Approval of location and design</li> <li>Some assistance with funding initial installation</li> </ul>	<ul style="list-style-type: none"> <li>Seek Council approval before development</li> <li>Purchase, installation, maintenance, repair and renewal as required</li> </ul>
Other equipment / facilities added to the reserve grounds by a group	<ul style="list-style-type: none"> <li>No responsibility</li> </ul>	<ul style="list-style-type: none"> <li>All maintenance, repair and renewal as required</li> <li>Insurance of equipment and contents</li> </ul>

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## Appendix 2: Draft Funding Framework

### Introduction / Purpose

The Sport and Recreation Facility Development Funding Framework has been established to provide a strategic and transparent approach for the assessment and prioritisation of sport or recreation based Capital Works projects either generated internally or submitted to Council for consideration by a club, community group, Councillor or other means.

Requests for Capital Works will be reviewed, evaluated, prioritised and implemented having regard to the criteria outlined below and Council's long-term strategic goals, operational requirements and overall financial capacity.

### Definitions

1. Capital Works for Council-owned assets with a Council contribution >\$5,000:
  - Purchase or construction of new assets.
  - Capital renewal of existing assets which increases the service potential or extends the life of an asset.
  - Capital expansion which extends the standard and service capability of an existing asset.
2. Capital Works for Non Council-owned asset with a Council contribution >\$5,000:
  - Contribution to another organisation's (public or private) capital project, where such a project provides tangible benefits to the Mansfield Shire community.

### Scope

This funding framework will apply to all requests for Council funds required to partially or wholly fund Capital Works projects (as defined above) to create, establish or improve sport and recreation facilities or spaces, including open space areas, recreational or sporting buildings, sports playing areas and associated infrastructure.

### Requests for Capital Works Projects

Requests for projects to be considered for inclusion in Council's Capital Works Program may be generated by one of the following ways:

- By resolution of Council.
- From a Councillor.
- Internally from Council based on recommendations or principles outlined in adopted planning documents.
- From the community, either by a resident or by a community organisation.
- As a result of mutually beneficial partnerships or funding opportunities.

### **Preliminary Review**

All submissions will be initially reviewed to establish whether a project proposal:

- Is a Mansfield Shire Council responsibility.
- Is consistent with the definition of a Capital Works project.

### **Formal Review of Eligible Submissions**

Eligible projects will be reviewed and prioritised by Council's Recreation Office (or equivalent) and relevant senior management using the following evaluation criteria and weightings.

1. Fit with Endorsed Corporate Planning Strategies and Reports 25%
  - Does the project help Council achieve its Vision?
  - Is the project consistent with the Vision, Objectives and Principles outlined in the Sport Facilities Strategy (2017)?
  - Is the specific project identified in an endorsed Strategy, Master Plan or other relevant Council document, and what is its priority?
  - Will the project enhance operational efficiency and sustainability?
  - Is the project a responsibility of Council?
  
2. Participation / Involvement 25%
  - Will the project improve opportunities for residents to increase participation in physical activity?
  - Will the project allow additional participation programming or activities to be undertaken?
  - Will the project increase opportunities for complementary multi-use?
  - Will the project improve opportunities for participation in governance, management or involvement in sporting clubs or community groups?
  - Will the project increase the capacity for spectators and other non-player/participants (i.e. contribute to social and community development benefits)?
  - Will the project cater for disadvantaged groups and/or target groups including females, juniors and older adults?
  
3. Identified Need 25%
  - Is there evidence of community demand?
  - Is there evidence of a facility gap that the project addresses?
  - Does the project address issues of safety, risk management, Universal Design Principles and/or Environmentally Sustainable Design?
  - Does the project maximise opportunities for multi-use, including by women, girls and older adults?
  - Are there other community or private facilities nearby that could satisfy the identified need?
  - Will the project add value to existing facilities and improve the capacity to address identified demands?
  
4. Financial Issues 15%
  - Is external funding committed, or is the likelihood of attracting future external funding high, including government and non-government sources?
  - What is the cost/benefit of the project having regard to recurrent income, expenditure and ongoing operational costs to Council?
  - Does an economic analysis of the project confirm viability (where applicable)?
  - What impact will the project have on the life of an asset?
  - What impact will the project have on ongoing maintenance obligations for Council and community groups?
  - Does the project demonstrate adequate planning/consideration for eventual asset renewal and lifecycle replacement?
  - Have any significant project risks been identified?

- What is the funding mix for the project? Does the project maximise leveraging opportunities in the funding mix, including community contributions?

5. Urgency 10%

- Is the project urgent due to contractual, safety or legislative requirements?
- Will the project satisfy a government initiative or attract external support funding?
- Is there an existing Council commitment to the project?
- Does the project respond to environmental considerations or a natural disaster?

### Potential Funding

At the conclusion of the formal review process, a priority listing of all potential projects will be established. Priority projects (based on the assessment results) will be considered for possible external funding opportunities including the State Government *Sport and Recreation Victoria (SRV)* annual Community Sports Infrastructure Fund (or equivalent).

The remaining projects and their priority order will be referred to Council's annual budget process for consideration for inclusion in Council's annual Capital Works Program.

### Appendix 3: Priority Project Indicative Concepts

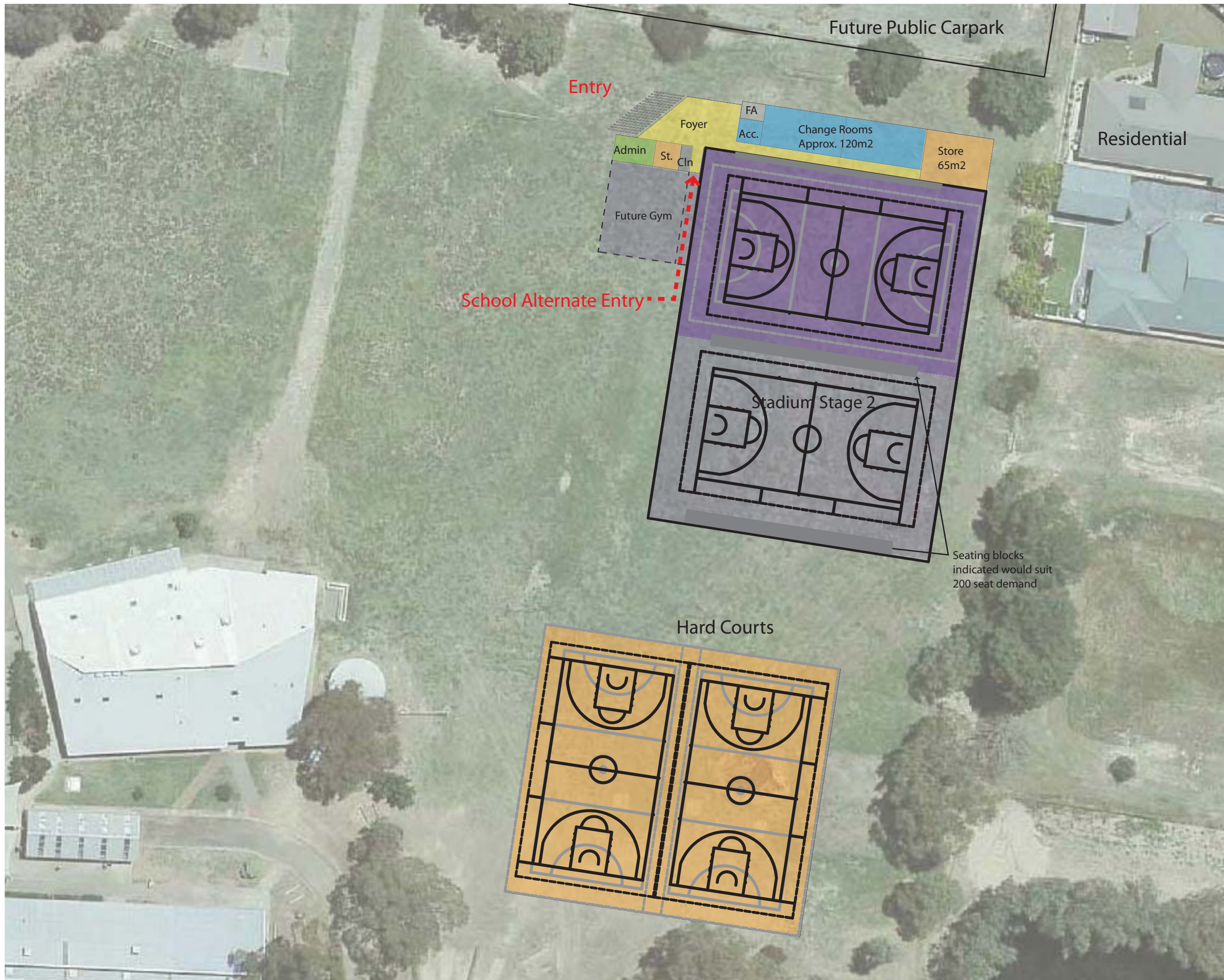
High level schematic concept plans have been developed for the recommended pavilion/change rooms at Lords Reserve – allowing potential staging of construction if required – and proposed two-court stadium in collaboration with Mansfield Secondary College.

The concept plans are indicative / illustrative only with the primary purpose of supporting possible external funding applications. More detailed site and facility specific planning will be required prior to implementation.

Costs for construction of the stadium has been estimated at approximately \$6.58mil, however this excludes car parking, landscaping, external security lighting or escalation beyond 12 months. Completed construction is not likely until at least 2022, therefore a total project cost of \$7.5million is included in the Action Plan.

Lords Pavilion has been costed in two stages in line with the indicative concept design. Initial cost estimates have been provided for each stage based on traditional on-site commercial construction. The indicative costs are \$754,000 for stage one (i.e. change rooms and amenities) and \$664,000 for stage two (i.e. social/club rooms). The Action Plan includes an allowance of \$750,000 for Lords Pavilion as a high priority item. Future stages will be subject to available funding and/or opportunities to deliver the project at a lower cost.

Recent industry experience from other LGA's (e.g. City of Moreland) has seen success in the use of modular, pre-fabricated sport pavilions and change room facilities being delivered for significantly lower cost than traditional building approaches (i.e. 50-60% lower cost). Council may wish to further investigate the possible use of modular construction options for the proposed facilities at Lords Reserve. Such facilities have been shown to meet community need in the City of Moreland without compromising on quality, functionality and asset life (i.e. buildings reportedly come with a 30 guarantee).



## Mansfield Secondary College(For Discussion)

Mansfield Secondary College - Indoor Stadium

Preliminary - Opinion of Probable Cost

**28-May-18**

### Preliminary Areas Analysis

	AREA	RATE	ALLOWANCE	
ZONE 1	128.00	\$3,000.00	\$384,000.00	
ZONE 2	88.00	\$2,500.00	\$220,000.00	
ZONE 3	2,042.00	\$1,800.00	\$3,675,600.00	
ZONE 4	0.00	\$2,800.00	\$0.00	
ZONE 5 SPARE	0.00	\$0.00	\$0.00	
ZONE 6	14.00	\$2,800.00	\$39,200.00	
Wall Grossing	113.60	\$2,800.00	\$318,080.00	
Circulation	43.00	\$2,800.00	\$120,400.00	
<b>Sub-Total</b>	<b>2,428.60</b>		<b>\$4,757,280.00</b>	Rate : \$1,958.86

Demolition		\$0.00
Car Parking (?? Spaces)	allow	\$0.00
Covered Spetator Area	0	\$750.00
Mech plant platforms	45	\$750.00
Landscaping		\$0.00
Audio Visual Equip		\$5,000.00
Furniture & Equip		\$25,000.00
Lift & Stairs (Optional)	If req'd?	
Site Service		\$100,000.00
Authority		\$10,000.00
<b>Sub-total</b>		<b>\$173,750.00</b>

Design Contingency (5%)	\$246,551.50
Professional Fees (12%)	\$591,723.60
Construction Contingency (10%)	\$493,103.00
Escalation (12 month only 3%)	\$183,409.74
ESD Allowance (3%)	\$142,718.40

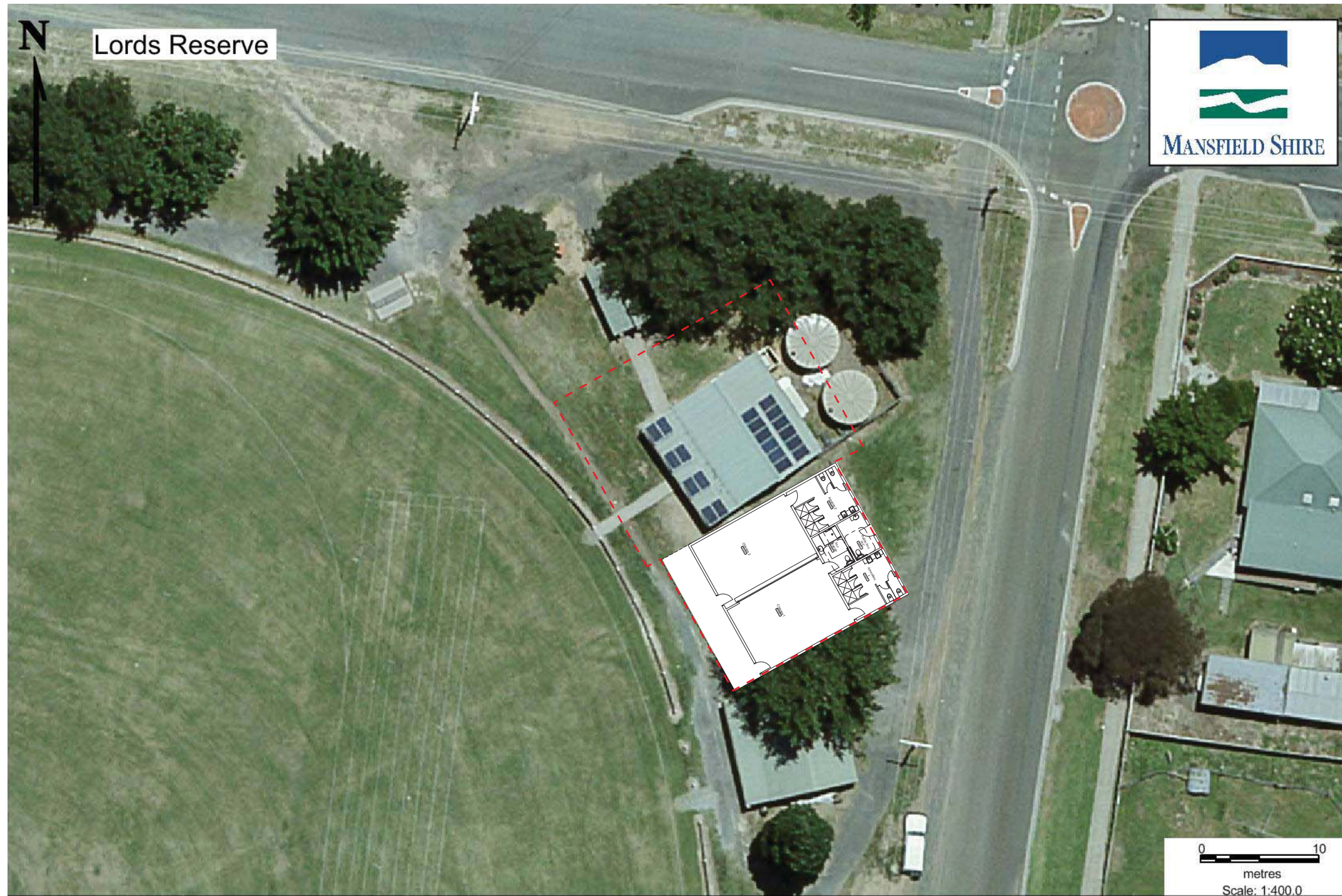
<b>Construction Total</b>	<b>\$6,588,536.24</b>	Rate : \$2,712.89
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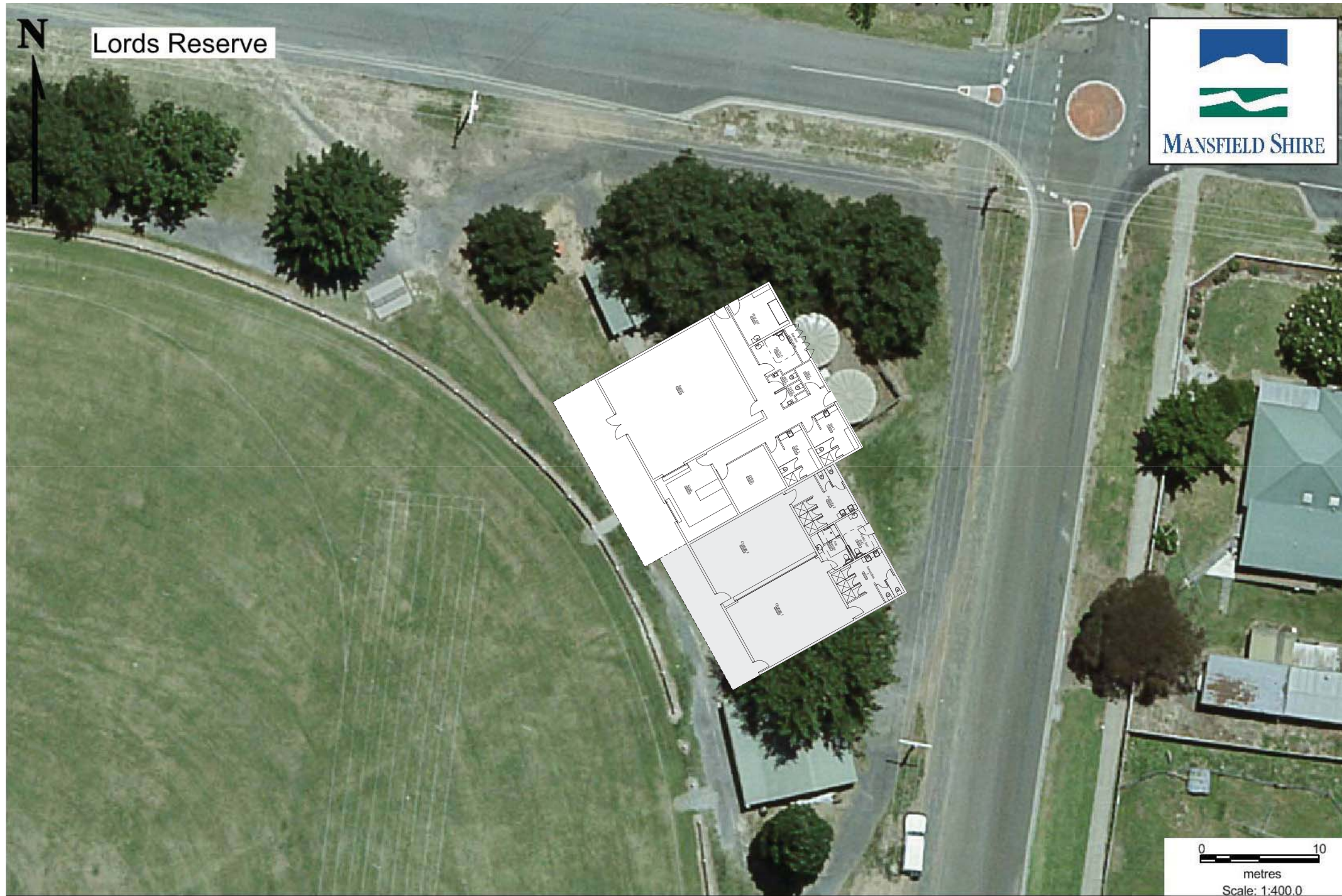
### Exclusions:

GST	Demolition
Bored Piers & piles	Hazardous Material Removal
Retaining wall	Contaminated Soil
Up-grade to site service	
Works beyond site	

### Qualification

The above opinion of probable cost has been prepared for initial discussion and budgetting only. Further investigation and design analysis is required to verify this opinion. Verification should be undertaken by a suitably qualified Quantity Surveyor.





## Mansfield Shire Council (For Discussion)

Lords Pavilion Feasibility

Preliminary - Opinion of Probable Cost

28-May-18

### Preliminary Areas Analysis

	AREA	RATE	ALLOWANCE	Stage 1	Stage 2
ZONE 1	0.00	\$0.00	\$0.00		
ZONE 2 Stage 1	166.00	\$3,000.00	\$498,000.00	\$498,000.00	
ZONE 3 Stage 2	147.00	\$2,500.00	\$367,500.00		\$367,500.00
ZONE 4 Stage 2	94.00	\$0.00	\$0.00		
ZONE 5 SPARE	0.00	\$0.00	\$0.00		
ZONE 6 Stage 2	10.00	\$2,500.00	\$25,000.00		\$25,000.00
Wall Grossing	20.85	\$2,500.00	\$52,125.00	\$29,190.00	\$22,935.00
Circulation	0.00	\$2,500.00	\$0.00		
<b>Sub-Total</b>	<b>437.85</b>		<b>\$942,625.00</b>	<b>\$527,190.00</b>	<b>\$415,435.00</b>
Undercover area	33	\$1,200.00	\$39,600.00	\$39,600.00	
Undercover area stage 2	64	\$1,200.00	\$76,800.00		\$76,800.00
Car Parking (40 Spaces)	Excluded		\$0.00		
Furniture & Equip			\$25,000.00		\$25,000.00
Professional Fees (15%)			\$149,336.44	\$83,628.41	\$65,708.03
Authority	Excluded		\$0.00		
Design Contingency (5%)			\$52,951.25	\$29,652.70	\$23,298.55
Construction Contingency (10%)			\$94,262.50	\$52,787.00	\$41,475.50
Escalation (12 month only 3%)			\$37,925.26	\$21,238.14	\$16,687.11
ESD Allowance (6%)			\$0.00		
<b>Construction Total</b>			<b>\$1,418,500.44</b>	<b>\$754,096.25</b>	<b>\$664,404.19</b>

#### Exclusions:

GST	Demolition
Landscaping	Hazardous Material Removal
Hard Paving & retaining wall	Contaminated Soil
Up-grade to site service	
External Works	

#### Exclusions:

The above opinion of probable cost has been prepared for initial discussion and budgeting only. Further investigation and design analysis is required to verify this opinion. Verification should be undertaken by a suitably qualified Quantity Surveyor.