Wellington Shire
Community Infrastructure Plan
2021 - 2031

Image: Live at the Bundy, Bundalaguah-Myrtlebank Hall

WELLINGTON
SHIRE COUNCIL
The Heart of Gippsland

ACKNOWLEDGEMENT

Wellington Shire Council would like to acknowledge and thank everyone who has contributed to the development of the Community Infrastructure Plan. In particular, we would like to thank everyone who participated in the consultation and engagement program including:

- Representatives from the many committees of management and local community organisations responsible for managing and activating community infrastructure in their local communities

- Community members living in Wellington Shire

- Key agencies and organisations including DELWP, Central Gippsland Health, Yarram and District Health Service, neighbourhood houses, community centres and local schools.

- Council officers.

The Community Infrastructure Plan has been prepared for Council by Planning for Communities Pty Ltd.

VERSION CONTROL

Version	Issued By	Date
Version 1	Michelle Read – Planning for Communities	8 October 2020
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Updated Final	Mark Benfield – Wellington Shire Council	21 December 2021

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Executive Summary

Image: Strzlecki Stringbusters at Valencia Creek Hall

The Plan

The Community Infrastructure Plan has been developed to assess the capacity of existing community infrastructure in Wellington Shire to strengthen community wellbeing, identity and resilience.

Community infrastructure is highly valued by the community and plays a critical role in the life of individuals and communities throughout Wellington Shire, providing opportunities to engage in community life, to access services, activities and programs, and helping to build friendly and safe communities, and to strengthen community identity and resilience.   While this Plan focuses upon

- Public halls
- Neighbourhood houses / community centres
- Men's sheds
- Senior citizens centres
- Clubrooms both sporting and non-sporting
- Museums, theatres and art galleries
- Libraries

it is acknowledged the community uses many different places and spaces throughout Wellington Shire and this is captured in the Plan. It is also important to note while sporting clubrooms are captured through this Plan, they are examined in more detail in the Sporting Infrastructure Plan.

The Community Infrastructure Plan explores the current and future community infrastructure needs across seven districts in the Shire of Wellington including:

- Loch Sport to Seaspray and district
- Heyfield and District
- Maffra and District
- Rosedale and District
- Sale and District
- Stratford and District
- Yarram and District.

Existing Community Infrastructure

In total 179 community infrastructure buildings and facilities have been considered as part of the Community Infrastructure Plan. While public halls and sporting clubrooms make up the vast majority of community infrastructure as defined by this Plan, a number of other facilities have been considered because they have been identified by the community as places where key community activities and programs occur. This includes stadiums, visitor information centres and other facilities such as former Council depot sites, historic buildings, surf clubs, heated swimming pools etc.

Community Infrastructure Type	Number
Public hall	52
Neighbourhood house / community centre	11
Men's shed	9
Senior citizens building	4
Clubrooms – sporting	54
Clubrooms – non-sporting	7
Museums, theatres, art galleries	10
Libraries	6
Other	
Stadium	7
Visitor Information Centre	5
Surf Clubs	2
Other	12
TOTAL	**179**

Community infrastructure is largely managed by community-based committees of management in Wellington Shire and consequently there is significant variability the way they are managed and activated. Volunteer resourcing capacity, the extent of linkages to local communities, and the size and capacity of communities are all key influences. The ability of committees of management to understand and respond to community needs and to plan for the future is highly variable.

Wellington Shire has an extensive array of community infrastructure that supports the community and, in some cases, provides more infrastructure than the community may need. T**here are many opportunities to change or improve infrastructure to respond more effectively to community needs and increase the use and activation of community places and spaces.** Key opportunities involve:

- Improving the functionality and accessibility of buildings to ensure they are fit for purpose and are inclusive for all members of the community.

- Consolidating community infrastructure to central locations.

- Talking with local communities about the future use and management of community infrastructure, particularly where communities no longer have the capacity and interest to support it.

Summary of Key Issues and Findings

The extent of use community infrastructure receives is variable and is linked to the population size, the proximity to other like infrastructure, the condition of the infrastructure and the community interest in activating spaces. **Generally, a population catchment of at least 200 people is required** for community infrastructure to be actively managed and regularly used in Wellington Shire.

Just over 70% of the community infrastructure is considered to be fit for purpose. Nearly 25 percent of buildings are identified as being in poor condition, requiring improvement works to make them fit for purpose, and the remaining 5 percent have secured funding to implement improvement works.

The community values existing community infrastructure and believes it must be maintained, to ensure it does not fall into disrepair and to support its continued use.

The vast majority of community infrastructure primarily has a local role. Around 25 percent have a district role and 6 percent have a regional or Shire wide role. A high number of facilities with a regional or Shire wide role are located in Sale. District level facilities are spread across the 7 districts, with a high proportion located in Yarram and Sale.

Most community infrastructure is managed by community-based committees of management and there is **significant variability in the capacity of communities to manage and activate community infrastructure**. In some communities, focus is needed upon increasing capacity, resilience and collaboration, to help facilitate increased use of community facilities and increase the program and activity offerings.

Older members of the community and people without children are more likely to access activities and facilities in their local community. People with children and those who work or study outside their local community, are more likely to access activities and facilities away from where they live, this is particularly where people live in smaller communities away from regional centres such Sale, Maffra or Yarram.

Many people in Wellington Shire have access to community activities, service and infrastructure in communities within 10 – 15 minutes' drive of their home. But poor public transport and road user safety concerns are key barriers to community members being able to safely access services, community facilities, employment and education opportunities.

Increasing the availability of information about community facilities and the activities they offer to local residents, the wider community and visitors to the community is a key opportunity.

Outdoor places and spaces are highly valued and extensively used including parks, sporting reserves, playgrounds, walking and cycling tracks and trails. They are also some of the infrastructure the community would most like to see improved. Activities are trending to being held outdoors while COVID restrictions impact on uses of indoor spaces.

Poor universal accessibility and a lack of inclusion are key barriers for community members accessing places and spaces. Specific issues of concern are a lack of inclusive, safe and welcoming spaces for young people, the limited universally accessible play spaces and experiences for children, and the high cost of fees and charges for some community facilities. Establish a rolling program to improve universal access across all facilities.

The **increasing number of older adults in the community** is likely to result in reduced demand for sporting infrastructure, increased demand universally accessible spaces and for programs and activities to reduce social isolation and support people to remain active.

There is a significant need for improved supports, services and places for children and young people. Particularly improved mental health services, more places that are welcoming, comfortable and safe for young people, and activities that are not sport related and will engage children and young people.

Existing supports for committees of management are valued but increased supports are needed to reduce the administrative burden of managing facilities, strengthen volunteer involvement in communities and **increase the co-operation and networking between committees of management and community organisations** to share resources, facilities and knowledge.

The visitor economy and the impact of the Covid-19 pandemic is a key area of concern for the community. There is also opportunity for greater consideration of how community infrastructure can support the visitor economy in Wellington Shire e.g. improvements, outdoor spaces in communities where high visitation occurs. It is also important to understand any paradigm shift as a result of the COVID-19 pandemic impacting on how facilities are used into the future.

Opportunities to integrate or co-locate facilities and services should be pursued in response to the high provision of community infrastructure, the aging population, and the community outcomes that can be achieved through co-location and integration.

The community would like the **communication between Council and community organisations to be strengthened** and for Council to consult and engage with the community more effectively, actively listening to understand their needs.
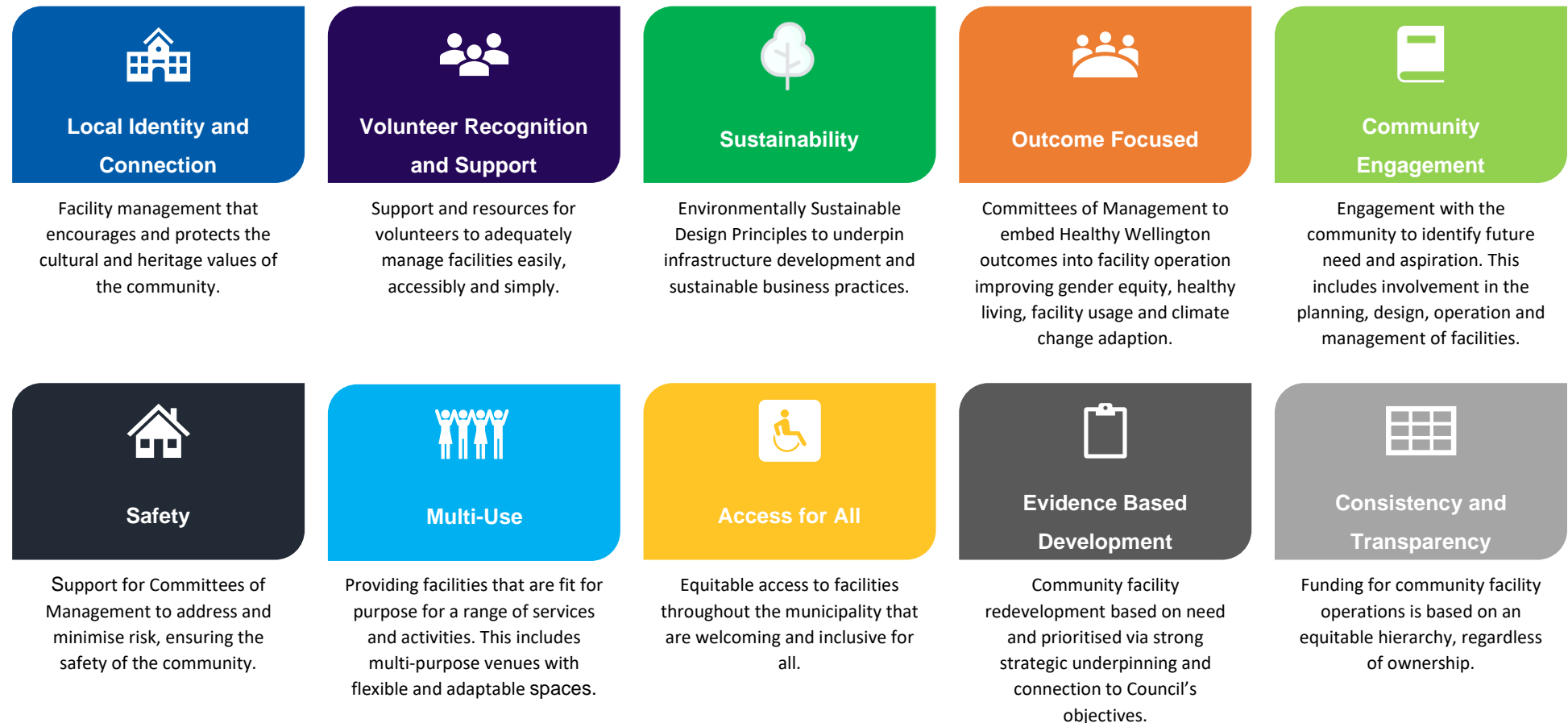
High Level Findings by District

Loch Sport to Seaspray and district	With a small and aging population, the opportunity to respond more effectively to community needs in the Loch Sport to Seaspray and district lies in consolidating or upgrading some infrastructure and taking a different approach to the management and activation of some community facilities.
Heyfield and District	With a steadily growing population there is likely to be increased demand for community infrastructure and services in Heyfield and District. While there is an extensive range of existing community infrastructure, key opportunities to respond more effectively to the needs and capacity of the community will be through pursuing initiatives to upgrade existing infrastructure to ensure it is fit for purpose, co-locating and consolidating services, activities and facilities, increasing the capacity of services where needed, and investing in community development and capacity building initiatives.
Maffra and District	While there is extensive community infrastructure across Maffra and District, the quality and location of the infrastructure means changes will be needed to ensure it responds more effectively to the needs and capacity of the community. Opportunities lie in pursuing initiatives to co-locate and consolidate services, activities and facilities, and investing in community development and capacity building initiatives.
Rosedale and District	With very modest population growth projected for Rosedale and District, having quality, accessible community infrastructure will be critical to supporting population retention. The district has a substantial range of community infrastructure and there is significant opportunity to increase its activation and use. In addition, there is a need to strengthen the capacity of the Rosedale community to be more actively engaged in community life and increase co-operation between community organisations and committees.
Sale and District	The Sale, Wurruk and Longford Structure Plan identifies key residential developments in Longford and Wurruk that will drive increased demand for community infrastructure in these communities, but they will be of a local scale, because of the size of the community and the close proximity to Sale. The North Sale Development Plan also identifies key residential developments in North Sale, that will drive increased demand for community infrastructure in Sale. With an extensive array of existing facilities in Sale, opportunities to better respond to community need both in Sale and across the wider district lie in pursuing co-location, integration and consolidation of infrastructure and supporting increased activation of existing infrastructure.
Stratford and District	With consistent population growth, there is likely to be increased demand for community infrastructure. Stratford and District has an extensive range of existing community infrastructure much of which is underutilised, particularly in Stratford itself. This means the key opportunity for Stratford and District is to explore co-location, consolidation and integration options.
Yarram and District	Yarram and District has an extensive array of community infrastructure which is important because of the distance from other district or regional level services and facilities, and the high levels of disadvantaged in Yarram and many of the smaller communities. With modest population growth projected, there is likely to be minimal increase in the overall demand for community infrastructure, and with a significant increase in older adults and declining younger populations projected, the viability of community infrastructure will be impacted, especially in smaller communities. Opportunities to respond more effectively to community needs in Yarram and District include exploring co-location, consolidation and integration options, increasing the capacity, accessibility and inclusiveness of services, programs and infrastructure in Yarram, and identifying ways to respond to the transport disadvantage people living in the district experience.

Strategic Framework

Future decision making about the provision, management, activation, and investment in community infrastructure will be guided by:

- Guiding Principles
- Priority Areas
- Facility Hierarchy
- Risk and Maintenance Subsidy Model
- Project Prioritisation Model.

The Guiding Principles are:

Local Identity and Connection

Facility management that encourages and protects the cultural and heritage values of the community.

Volunteer Recognition and Support

Support and resources for volunteers to adequately manage facilities easily, accessibly and simply.

Sustainability

Environmentally Sustainable Design Principles to underpin infrastructure development and sustainable business practices.

Outcome Focused

Committees of Management to embed Healthy Wellington outcomes into facility operation improving gender equity, healthy living, facility usage and climate change adaption.

Community Engagement

Engagement with the community to identify future need and aspiration. This includes involvement in the planning, design, operation and management of facilities.

Safety

Support for Committees of Management to address and minimise risk, ensuring the safety of the community.

Multi-Use

Providing facilities that are fit for purpose for a range of services and activities. This includes multi-purpose venues with flexible and adaptable spaces.

Access for All

Equitable access to facilities throughout the municipality that are welcoming and inclusive for all.

Evidence Based Development

Community facility redevelopment based on need and prioritised via strong strategic underpinning and connection to Council's objectives.

Consistency and Transparency

Funding for community facility operations is based on an equitable hierarchy, regardless of ownership.

PRIORITY AREAS	
Priority Area 1	**Inclusive Community Places** Prioritise infrastructure, program and service improvements which will increase the inclusiveness and accessibility of community places and spaces.
Priority Area 2	**Sustainable Communities** Prioritise initiatives which will improve the social, environmental, and economic sustainability of community infrastructure and communities.
Priority Area 3	**Community capacity and engagement** Actively support committees of management, facilitate volunteering and have transparent discussions with communities about aspirations and planning for community infrastructure.
Priority Area 4	**Advocacy and partnerships** Take an active role in advocating for and partnering with others to deliver initiatives and changes which will improve access to community infrastructure and strengthen communities.
Priority Area 5	**Diverse settings and experiences** Prioritise community infrastructure that supports diverse activities, services and experiences and responds to the needs of local communities and catchments.

Recommendations

Priority Area 1 Inclusive Community Places	Prioritise infrastructure, program and service improvements which will increase the inclusiveness, accessibility and safety of community places and spaces.

1.1	Upgrade community facilities where the physical condition and accessibility has been identified as a key constraint in responding to community need.
1.2	Support Committees of Management to make it easier for the community to use and activate community facilities.
1.3	Support Committees of Management to implement inclusive practices responding to the diversity within communities.
1.4	In partnership with young people, facilitate increased access to spaces that are free, safe and welcoming for young people.
1.5	Improve the quality, accessibility and safety of play experiences in Wellington Shire.
1.6	Develop pathways and linkages that support people to be physically active and move easily and safely around local communities and between towns.

Priority Area 2 Sustainable Communities	Prioritise initiatives which will improve the social, environmental, and economic sustainability of community infrastructure and communities.

2.1	Actively pursue projects which will deliver co-located or integrated facility, activation and service outcomes.
2.2	Consider closing facilities or ceasing to support the operation of facilities where community infrastructure is in poor condition, receives limited use and community capacity to activate the facility is low.
2.3	Facilitate stronger collaboration between health services providers and Community Centres and Neighbourhood Houses.
2.4	Encourage and support co-operation between committees of management and between community organisations to share resources, facilities and knowledge, and undertake joint programming initiatives.
2.5	Invest in projects which will increase the financial viability, environmental outcomes and the use and activation of community infrastructure.
2.6	When investing in new or upgraded community infrastructure, fully assess and understand the impact upon like infrastructure in the surrounding area, and identify strategies to respond to these impacts.
2.7	When investing in the development or activation of community infrastructure, pursue initiatives which will support or strengthen the local or regional economy.

Priority Area 3 **Community Capacity and Engagement**	Actively support committees of management, facilitate volunteering, encourage activation, and have transparent discussions with communities about aspirations and planning for community infrastructure.

3.1	Examine options for resourcing committees of management to support the activation of community infrastructure in response to identified community needs.
3.2	Identify strategies to reduce the administrative burden for committees of management and community organisations.
3.3.	Develop Facility Management Plans to capture the aspirations of local communities and identify priorities for community infrastructure.
3.4	Actively involve the community in decision making about the future of community infrastructure.
3.5	Examine options to integrate or consolidate committees of management where duplication is evident and volunteer capacity is declining.
3.6	Take an active role in strengthening the capacity of communities and committees of management to increase the activation of community facilities and respond effectively to community needs.
3.7	Improve the availability and quality of information about community facilities and the activities they offer to local residents, the wider community and visitors to the community.
3.8	Develop strategies to improve the communication between Council and community organisations and committees of management.

Priority Area 4 **Advocacy and Partnerships**	Take an active role in advocating for and partnering with others to deliver initiatives and changes which will improve access to community infrastructure and strengthen communities.

4.1	Advocate to State and Federal Governments to increase the availability and flexibility of the public transport network in Wellington Shire.
4.2	In partnership with government and community agencies, strengthen the community transport options available to the Wellington community.
4.3	Advocate to State and Federal Governments to improve the road network between towns (particularly between Yarram and Sale).
4.4	Advocate to State and Federal Governments (particularly DELWP) to increase funding for the upgrade and development of community places and spaces in response to community need.
4.5	Advocate to State and Federal Governments to improve the telecommunications network in Wellington Shire with a focus on communities where connectivity is poor or non-existent.

Priority Area 5 Diverse Settings and Experiences	Prioritise community infrastructure that supports diverse activities, services and experiences and responds to the needs of local communities and catchments.
5.1	Encourage and facilitate activities for children and young people in Wellington that are not sport related.
5.2	Support committees of management to develop unique or niche offerings to attract use and visitation from outside their local community.
5.3	Enable, support and advocate for small and isolated communities to receive the right support to allow them to respond effectively to community needs.
5.4	Support increased use of community infrastructure owned or managed by community agencies and organisations and school sites.
5.5	Invest in high quality outdoor community infrastructure including parks, playgrounds, sporting reserves, walking and cycling tracks and trails in recognition of their importance to the Wellington community and their value in supporting health and wellbeing.

SECTION 1: Introduction

Image: Briagolong Mechanics Institute Hall

1.1 What is Community Infrastructure?

In broad terms **community infrastructure** is any public place or space the community chooses to spend time to recreate, exercise, play, learn, socialise with family or friends, practice a hobby or skill, watch a performance or activity, see an exhibition, or attend a meeting, function or event.

There are many public places and spaces in Wellington Shire where these activities occur including parks and playgrounds, beaches, walking and cycling trails, swimming pools, neighbourhood houses and community centres, libraries, sporting facilities, arts and cultural venues, early years facilities, schools, cafes, restaurants or pubs, community halls and men's sheds.

While the Community Infrastructure Plan has focused upon particular types of public places and spaces, there is very clear acknowledgement the community participates in activities, and accesses services and programs in many different places and spaces throughout Wellington Shire and the region. The Community Infrastructure Plan focuses upon:

- Public halls
- Neighbourhood houses / community centres
- Men's sheds
- Senior citizens centres
- Clubrooms both sporting and non-sporting
- Museums, theatres and art galleries
- Libraries.

1.2 Why a Community Infrastructure Plan?

The preparation of a Community Infrastructure Plan demonstrates Council recognises **the important role of community infrastructure in enhancing community life and in strengthening community resilience and identity.** Council has a strong commitment to empowering communities to manage and activate community buildings and places, and in recent years have undertaken extensive consultation and planning to ensure community infrastructure responds effectively to the needs of the community.

The Community Managed Facilities Strategy 2020 – 2025 provides important guidance about how Council will support the management and operation of community facilities. The Community Infrastructure Plan, along with the Sporting Infrastructure Plan and the Early Years Infrastructure Plan, provide Council with a clear assessment of existing infrastructure and the value and importance of it to local communities. Vitally, the Community Infrastructure Plan identifies how public places and spaces may need to be changed or improved:

- To increase activation
- To support the community more effectively
- To deliver more sustainable approaches to the provision and management of community infrastructure.

1.3 Scope of the Plan

The Community Infrastructure Plan is **underpinned by extensive research** about:

- The strategic and policy context for the provision and operation of community infrastructure in Wellington Shire

- Best practice approaches to community infrastructure

- The demographic profile of the Wellington community

- The community infrastructure available in Wellington Shire, its condition, activation and location

- An assessment of current and future demand for community infrastructure in Wellington Shire

- The results of an extensive program of consultation and engagement with the Wellington community and key stakeholder agencies to understand what and how the community accesses community infrastructure, what they value about it, what impacts on their ability to access it, and their aspirations, ideas and priorities for improving community infrastructure.

A summary of the research outcomes is provided as part of this document, and a Consultation Report and a Background Report are provided as separate documents.

The Plan considers the current and future community infrastructure needs across seven districts in the Shire of Wellington. These are:

- Loch Sport to Seaspray and district

- Heyfield and District

- Maffra and District

- Rosedale and District

- Sale and District

- Stratford and District

- Yarram and District.

The Plan identifies guiding principles, five priority areas and recommendations to assist Council to respond to current and emerging community needs for community infrastructure.

SECTION 2: Strategic and Community Context

Image: Cowwarr Hall

2.1 Best Practice in Community Infrastructure Planning

Local government has placed increased emphasis in recent years on community infrastructure planning and management. This has been for several reasons including:

- It represents prudent financial management as property and buildings along with roads comprise the majority of a Council's assets. There have also been increased requirements in asset management and reporting from the sector by State and Federal Governments.

- Active management of community infrastructure contributes to a Council's overall financial and environmental sustainability objectives.

- growth and change results in changing community needs and it is a fundamental role of local government to ensure that services and facilities meet community needs.

- Broader societal change in Australia including changing work patterns resulting in different patterns of volunteerism e.g. more families where both parents are working and have less time available to volunteer, increased use of digital technology in booking and managing facilities and higher expectations about the quality of facilities and experiences available for communities.

The approach of local governments is highly variable with some taking a sophisticated and responsive approach, particularly in growth areas, where many focus on development contributions plans. Others see infrastructure management in purely financial terms. The significant variability is influenced by a range of factors including the approach of State Government authorities towards planning for community infrastructure, the size and growth patterns of communities, the location of communities (i.e. metropolitan, peri urban or regional settings), the financial capacity and the strategic priorities of local governments and communities.

Wellington Shire Council has invested significantly in planning for community infrastructure in recent years, ensuring decisions are based upon evidence and are consistent with Council priorities. Council's strategic approach considers community needs and aspirations along with environmental and financial factors. It acknowledges the needs of different communities depending on their size and location, the specific profile and circumstances of the community, and the proximity to other towns and regions.

Typically, where community infrastructure plans or frameworks have been developed by councils, they involve:

- An audit of existing infrastructure including its effectiveness in meeting community needs

- An assessment of the current and future demographic profile of the community

- Application of a hierarchy to define the quality, use and capability of various facilities

- An assessment of provision and need for community infrastructure by geographic precinct.

- Preparation of guiding principles to assist in setting priorities.

Examples of the guiding principles applied by councils in relation to community infrastructure include:

- Planning precincts based on communities of interest / a place-based approach.

- Shared use of facilities / integrated service and facility offerings.

- A network approach i.e. considering how facilities are designed, located and managed to complement existing community facilities and spaces.

- Integrated planning with other levels of government, the private sector, community organisations and the community.

- Enhancing community experience and the activation of spaces.

These principles are very consistent with the approach Wellington Shire Council has taken in planning for community infrastructure and will underpin this Community Infrastructure Plan.

2.2 Strategic Context

The Community Infrastructure Plan supports the directions of key Council plans and strategies such as Wellington 2030, the Council Plan 2017 - 2021, Healthy Wellington, and the Access and Inclusion Plan. Throughout these and other Council plans and strategies, there is consistency in the priorities Council and the community have identified and a strong acknowledgement of the importance of community infrastructure to the health and wellbeing of the Wellington community. Wellington Shire Council has:

- A broad commitment to enhancing community life, the provision of services and facilities that respond to community needs, and a commitment to principles of equity.

- A consistent awareness of the important role community facilities play in building a friendly and safe community and in strengthening community identity.

- A clear understanding of the role of community facilities in building community resilience in small towns and in communities experiencing change, by providing places for community activity and celebration.

- A strong commitment to the principles of access and inclusion and valuing diversity within the community. Council recognises that factors such as location, access and functionality of community facilities must be considered in a consistent way to ensure equity.

In addition to these broad priorities and acknowledgement of the value of community infrastructure, Council has undertaken extensive planning about community infrastructure in recent years including development of a Community Managed Facilities Strategy, a Sporting Infrastructure Plan and Early Years Infrastructure Plan. These, along with plans such as the Public Open Space Strategy provide important guidance about priorities for community infrastructure including:

- A preference for shared use of facilities and / or the promotion of co-location and services integration to both manage resources effectively, and to enhance the accessibility of community services.

- The need to maximise the potential of existing assets prior to seeking to develop new facilities, and the use of business cases to assess the current and potential use of a facility, its role in the community, proximity and alternatives available.

- Clarity about governance arrangements including land tenure, occupancy agreements, maintenance accountabilities, fees and charges and decision-making processes.

- An awareness of the challenges associated with seasonal facilities and the need for Council to support community managed facilities.

- The application of hierarchies to structure different levels of facility provision. Factors such as the location of existing infrastructure, residential population densities and the nature and extent of use occurring or envisaged, are key determinants of how facilities are categorised.

- A high level of commitment to the natural environment and the challenges posed by climate change is evident, along with the broader notion of sustainability and the necessity to use scarce community resources wisely.

WELLINGTON SHIRE COUNCIL PLAN 2017 – 2021

Healthy Wellington 2017 - 2021

KEY STRATEGIC DOCUMENTS

Age Friendly Communities Strategy 2018 - 2022	Access and Inclusion Plan 2017 – 2022	Community Managed Facilities Strategy 2020 - 2025

KEY SUPPORTING PLANS

Sporting Infrastructure Plan 2020 - 2031	Community Infrastructure Plan 2020 - 2031	Early Years Infrastructure Plan 2020 – 2031

2019 Wellington Shire Council Community Managed Facilities Survey	2020 Community Infrastructure Plan Consultation	Community Facilities Priorisation Model
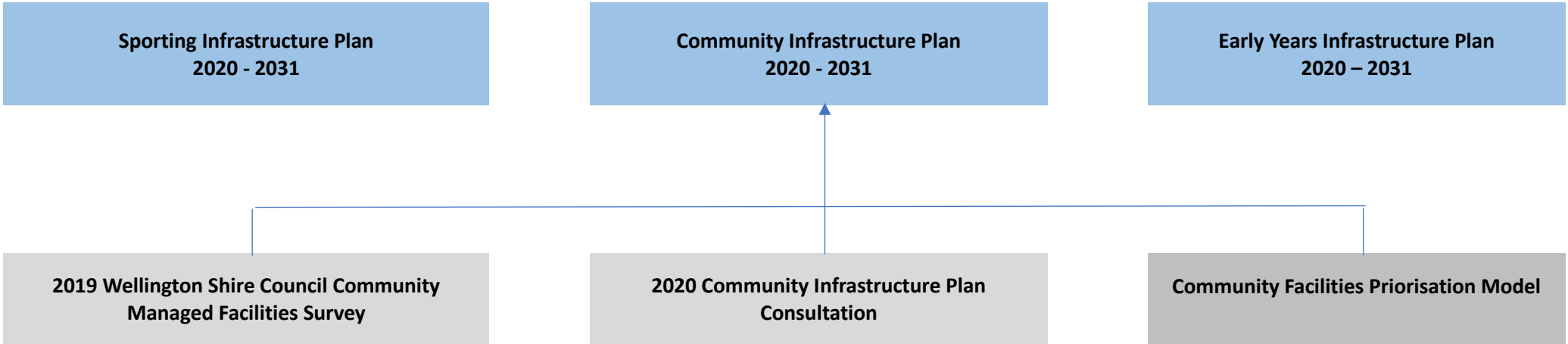
2.3 Community Profile

Located in the Gippsland region of Victoria, the Shire of Wellington covers an area of 10,924 square kilometres and is made up of over 30 different communities. The Shire extends from the Great Dividing Range and Victoria's High Country, through rich irrigated flats and some of the most productive grazing land in Australia to the internationally significant Gippsland Lakes and Wetlands and the Ninety Mile Beach and Bass Strait.[1] As notes previously, the Community Infrastructure Plan examines community needs across 7 districts shown in .
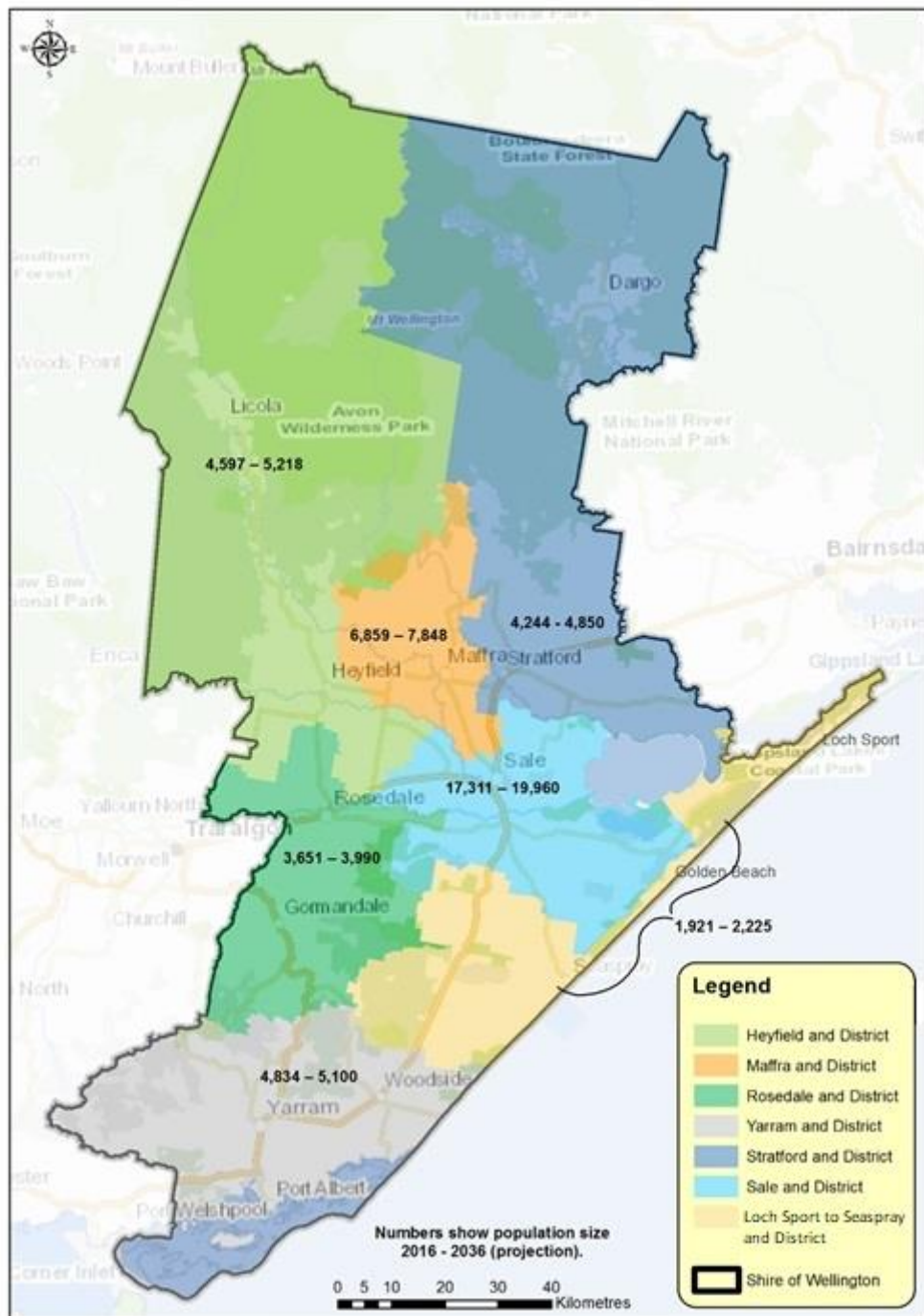
Diagram 1: Map of Wellington Shire and the 7 planning districts, and population size 2016 - 2036

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[1] Wellington Shire Council, 2020, Our Organisation. Available online: https://www.wellington.vic.gov.au/category/our-organisation

Overall, Wellington Shire is characterised by:

- **Consistent population growth** with the largest growth expected to occur in Sale (including Wurruck and Longford), Stratford, Maffra, Heyfield and some of the Coastal communities.

- **An increasing number of people aged 70 years and older**, with the number of people in this age cohort expected to almost double between 2016 and 2036.

- **A declining number of younger people** particularly those aged 0 – 9 and 20 – 24 years, although there is some variation in the different districts. For example, there is notable decline projected in Yarram and District population aged between 0 and 29 years, whereas in Heyfield and District, the decline is expected to be highest for those aged 0 – 9 and 55 – 64 years.

- **An increasing number of people living alone** and, in some communities, **a high proportion of people with a disability**. This is consistent with the increasing number of older people in the community.

- **An increasing number of single parent families**, particularly in Rosedale and district.

- **Variable levels of disadvantage across different districts and townships**. For example, nearly 70 percent of the towns in Yarram and District experience high levels of disadvantage, whereas in Stratford and District, only one small community experiences high levels of disadvantage.

Wellington Shire

43,417 – 48,922	**Older Persons**	**Younger Persons**
Wellington Shire population 2016 - 2036	**The no. of residents aged 70 years or older to increase by 84%**	**Especially those aged 0 - 9 years and 20 – 24 years**

Lone Person Households	**Single Parent Families**	**Disadvantage**
Projected to increase by 33%	**Projected to increase by 16.5%**	**Wellington experiences similar levels of disadvantage to regional Victoria**

Area	SEIFA
Wellington	**974.0**
Regional Vic	**977.0**
Victoria	**1046.3**

District	Total Population	Increases in Specific Age Groups	Decreases in Specific Age Groups	Lone Person Households	Single Parent Families	SEIFA Index of Disadvantage
						Wellington 974.0
Loch Sport to Seaspray and district	**1,921 – 2,225** 15.2 % pop. growth between 2016 - 2036	**Older Persons** No. of residents aged 70 years or older projected to increase by 83%	**25 – 34 Yrs** Pop. decline expected to be most notable in those aged 25 – 34 years	**Increasing Notably** Single person households projected to increase by 32%	**Increase** Projected to increase by *more* than Wellington Shire (20% v 16.5%)	**Loch Sport** 816 **Paradise B.** 824 **Golden B.** 830 **Seaspray** 926 High levels of disadvantage
Heyfield & District	**4,597 – 5,218** 13.9 % pop. growth between 2016 - 2036	**Older Persons** No. of residents aged 70 years or older projected to increase by 86%	**0 – 9 & 55 – 64 Yrs** Pop. decline is expected to be highest for those aged 0 – 9 and 55 – 64 years	**Increasing Notably** Single person households projected to increase by 34%	**Increase** Projected to increase by *more* than Wellington Shire (21.6% v 16.5%)	**Heyfield** 929 **Heyfield** township has higher levels of disadvantage than Wellington Shire
Maffra & District	**6,859 – 7,848** 13.9 % pop. growth between 2016 - 2036	**Older Persons** No. of residents aged 70 years or older projected to increase by 84%	**0 – 9 and 20 – 24 Yrs** Pop. decline expected to be highest for those aged 0 – 9 and 20 - 24 years	**Increasing Notably** Single person households projected to increase by 35%	**Increase** Projected to increase by *more* than Wellington Shire (20.4% v 16.5%)	**Maffra** 955 **Maffra** township has higher levels of disadvantage than Wellington Shire
Rosedale & District	**3,651 – 3,990** 8.9 % pop. growth between 2016 - 2036	**Older Persons** No. of residents aged 70 years or older projected to increase by 94%	**5 – 9 & 50 – 54 Yrs** Pop. decline expected to be most notable in those aged 5 - 9 and 50 – 54 years	**Lower Increase** Single person households projected to increase by 26.6%	**Large Increase** Projected to increase by *more* than Wellington Shire (24.6% v 16.5%)	**Rosedale** 955 **Rosedale** township has slightly higher levels of disadvantage than Wellington Shire
Sale & District	**17,311 – 19,690** 13.3 % pop. growth between 2016 - 2036	**Older Persons** No. of residents aged 70 years or older projected to increase by 86%	**Younger Persons** Pop. decline expected to be most notable in those aged 0 – 9, 20 – 24 and 30 – 34 years	**Increasing Notably** Single person households projected to increase by 36%	**Small Increase** Projected to increase by *less* than Wellington Shire (13.4% v 16.5%)	**Sale** 970 All towns in the district have similar or lower levels of disadvantage than Wellington Shire
Stratford & District	**4,244 – 4,850** 13.4 % pop. growth between 2016 - 2036	**Older Persons** No. of residents aged 70 years or older projected to increase by 89%	**0 – 9 and 20 – 24 Yrs** Pop. decline expected to be highest for those aged 0 – 9 and 20 - 24 years	**Increasing Notably** Single person households projected to increase by 35%	**Increase** Projected to increase by *more* than Wellington Shire (18.5% v 16.5%)	**Dargo** 925.0 **Dargo** township has higher levels of disadvantage than Wellington Shire
Yarram & District	**4,834 – 5,100** 5.3 % pop. growth between 2016 - 2036	**Older Persons** No. of residents aged 70 years or older projected to increase by 71%	**Younger Persons** Pop. decline expected to be most notable in those aged 0 – 29 years	**High** 34.3% of existing are single person households and this is projected to increase by a further 24%	**Small Increase** Projected to increase by *less* than Wellington Shire (11.4% v 16.5%)	**High** High levels of disadvantage across the district with Yarram itself experiencing the highest disadvantage

Preliminary Implications

While the demand analysis later in this Plan will assess the implications of these characteristics in more detail, key implications are:

- Possible increased demand for community infrastructure in those communities where population growth is most substantial, particularly Sale and surrounds, Stratford, Maffra and Heyfield.

- Likely reduced demand for sporting infrastructure and increased demand for community infrastructure to be universally accessible to support the increasing older population. In addition, there will be increased need for programs and activities to reduce social isolation and support people to remain active within their local community. The lack of public and community transport in Wellington Shire means that having access to local community places and spaces becomes more critical as people age, particularly if they are no longer able to drive.

- Possible reducing levels of volunteers to manage and activate community infrastructure because of the increasing number of older people and the declining number of younger people, especially in communities such as Yarram where the decline in the younger population is expected to be significant.

- Likely increased demand for community places and spaces that are welcoming, free to access and deliver social support services for all community members but particularly people experiencing disadvantage. In Wellington this is most likely to be people living in Yarram and District and some of the coastal communities.

2.4 Covid Impacts on Community Facilities

The impact of COVID-19 on the use, activation and management of community infrastructure has and will continue to be significant. Communities have not been able to use many community places and spaces for much of 2020 and may be reluctant to recommence using them due to health concerns. For committees of management this will mean reduced revenue to maintain, activate or upgrade facilities, as well as increased costs because of cleaning requirements in a post COVID-19 environment.

Council's ongoing support for committees of management and local communities in the post COVID-19 environment will be critical. Areas committees of management may need support are:

- Information and training to manage the safe use and activation of community infrastructure, consistent with health and government requirements.

- Financial assistance to operate and activate facilities.

- Marketing and communication to encourage activation and use of facilities.

- To encourage committees of management to work together to promote and activate facilities.

It will be important for Council to work closely with committees of management over the next 1 – 2 years, monitoring their ongoing viability and the activation they are able to support or facilitate in their local communities.

SECTION 3: Community Infrastructure in Wellington Shire

Image: Giffard West Hall Centenary Celebration

3.1 Existing Community Infrastructure

Table 3.1 below provides a summary of the different types of community infrastructure in Wellington Shire and shows that public halls and sporting clubrooms make up the vast majority of community infrastructure as defined by this Plan.

In addition to the community infrastructure focused upon in this Plan, a number of 'other' facilities have been identified including:

- Stadiums, as they are used for a wide range of purposes and are considered by the community to be key public indoor spaces

- Visitor information centres as they are often co-located with other community infrastructure and / or there is opportunity to co-locate them with other infrastructure

- Other facilities such as former Council depot sites, historic buildings, surf clubs, heated swimming pools etc, because they have been identified by the community as places where key community activities and programs occur.

Asset Type	Number
Public hall	52
Neighbourhood house / community centre	11
Mens shed	9
Senior citizens building	4
Clubrooms – sporting	54
Clubrooms – non-sporting	7
Museums, theatres, art galleries	10
Libraries	6
Other	
Stadium	7
Visitor Information Centre	5
Surf Clubs	2
Other	12

Table 3.1: Summary of Community Infrastructure in Wellington Shire, September 2020

Sections 3.1.1 – 3.1.7 provide a summary of the existing community infrastructure by district, outlining the type of infrastructure and where it is located, a broad description of the extent of use facilities receive, their primary role (local, district, regional) and their condition. More detailed information about each of the facilities can be found in Attachment C.

Overall:

- **The extent of use community infrastructure receives is variable** and is linked to the population size, the proximity to other like infrastructure, the condition of the infrastructure and the community interest in activating spaces.

- **The vast majority of community infrastructure is recognised as having primarily a local role**, with around 25 percent having a district role and 6 percent having a regional or Shire wide role. A high number of facilities with a regional or Shire wide role are located in Sale. District level facilities are spread across the 7 districts, with a high proportion located in Yarram and Sale.

- **Just over 70 percent of the community infrastructure is considered to be fit for purpose**. In some instances, the buildings may be very high quality and in excellent condition because they have a regional or district level role, while in others, they may be very basic buildings, but are suitable for the type of activities they support and low level of use they receive. Nearly 25 percent of buildings are identified as being in poor condition or requiring improvement works to make them fit for purpose, and the remainder have secured funding to implement improvement works.

- **While major community infrastructure such as the Port of Sale is managed by Council, overwhelmingly most is managed by community-based committees of management.** The extensive contribution of volunteer committees in managing and activating community infrastructure is recognized and highly valued by Council. But it is also acknowledged there are significant differences across communities in relation to volunteer resourcing levels, how facilities are managed and used, the knowledge committees have of local community needs and the capacity to plan for the future.

3.1.1   Loch Sport to Seaspray and district
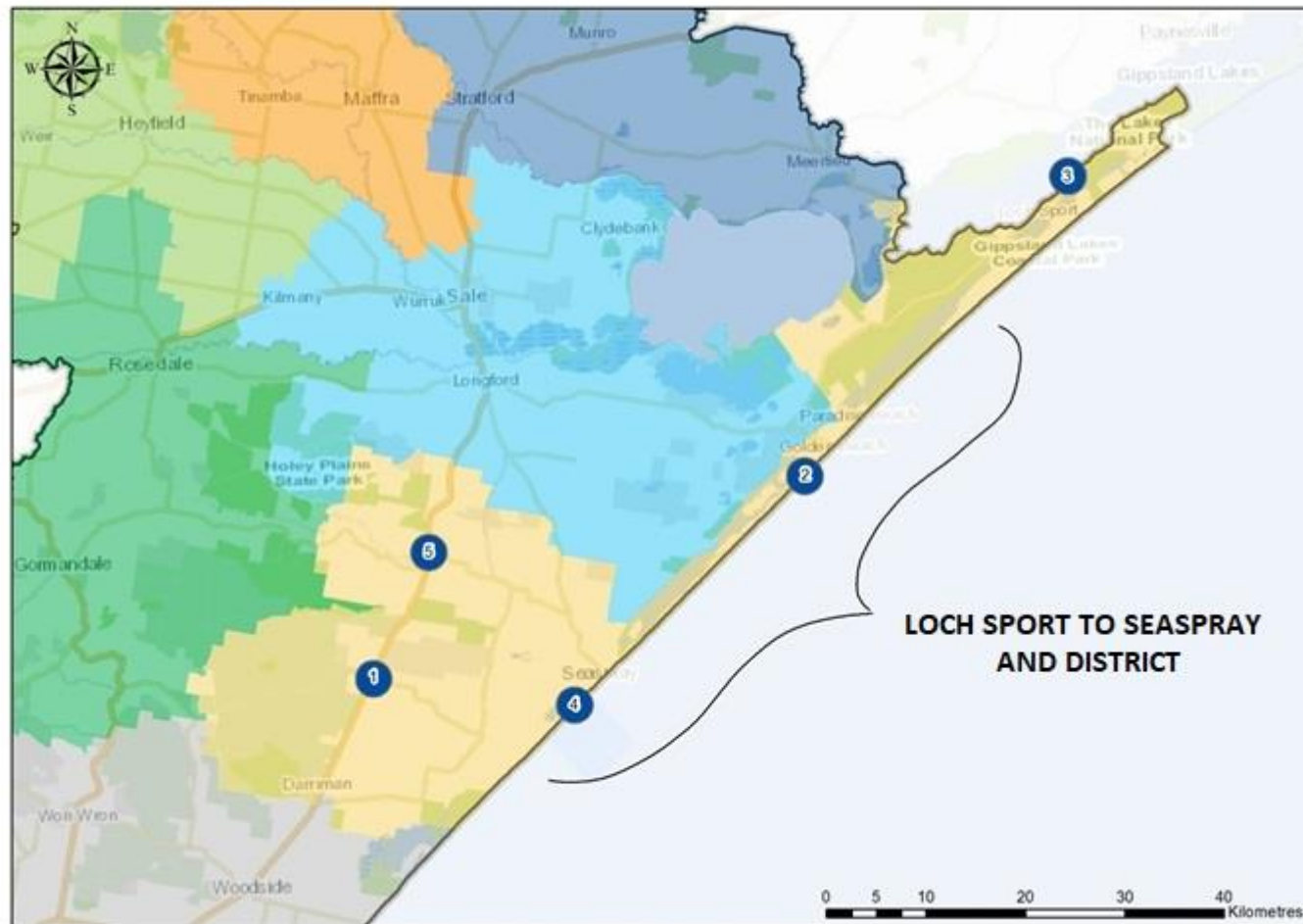
1   Giffard West
Public Hall

2   Golden Beach
Mens Shed
Community Centre Centre
Clubrooms – VMMMR Community Club
Clubrooms – Golf
Surf Lifesaving Club

3   Loch Sport
Community House
Mens Shed
Public Hall
Clubrooms – Cricket / Tennis
Clubrooms – Bowls
Clubrooms – Golf
Clubrooms - RSL

4   Seaspray
Public Hall / Clubrooms – Tennis
Surf Club

5   Stradbroke
Public Hall

Asset Type	Number	Location	Extent of Use	Primary Role	Condition
Public hall	5	Giffard West	Irregular	Local	Recently upgraded but further works needed
		Golden Beach	Regular	Local	Some improvements required
		Loch Sport	Regular	Local	Some improvements required
		Stradbroke	Limited	Local	Fit for purpose
		Seaspray	Irregular	Local	Fit for purpose
Neighbourhood house / community centre	1	Loch Sport – Portable building behind public hall	Regular	Local	Portable facilities that require upgrade
Mens shed	2	Golden Beach	Regular	Local	Only single-phase power. 3-Phase required
		Loch Sport	Regular	Local	Fit for purpose
Senior citizens building	0				
Club house – Sporting	5	Golden Beach – VMMR Community Club	Regular	Local	Fit for purpose
		Golden Beach – Golf – VMMR Reserve	Limited	Local	Fit for purpose
		Loch Sport – Cricket / Tennis – Charlies St Rec Reserve	Limited	Local	Fit for purpose
		Loch Sport – Bowls – Charlies Street Rec Reserve	Limited	Local	Recently upgraded and fit for purpose
		Loch Sport – Golf – Charlies Street Rec Reserve	Limited	Local	Recently upgraded and fit for purpose
Club house – Non-sporting	1	Loch Sport – RSL – Charlies Street Reserve	Unknown	Unknown	Unknown
Museums, theatres, art galleries	0				
Libraries	0				
Other					
Surf Club	2	Seaspray	Regular	District	Newly developed and fit for purpose
		Golden Beach	Seasonal	Local	Unknown

3.1.2 Heyfield and District

1	**Coongulla**
	Community Hall
2	**Cowwarr**
	Public Hall
	Clubrooms – Football / Netball
3	**Dennison**
	Public Hall
	Wandocka Rec Reserve
4	**Glenmaggie**
	Mechanics Institute Hall
5	**Heyfield**
	Vintage Engine Shed
	Clubrooms – Tennis
	Clubrooms – Main Clubrooms
	Clubrooms – Netball
	Clubrooms – Bowls
	Clubrooms – Pigeon Racing
	Community Resource Centre
	Mens Shed
	Wetlands Information Centre
	Library
	RSL Annex
	Museum
	Memorial Hall
	Multipurpose Stadium

6	**Licola**
	Public Hall
7	**Nambrok**
	Clubrooms – Football / Netball / Cricket
	Clubrooms – Tennis
	Public Hall
	Gippsland Woodcraft Group
8	**Seaton**
	Mechanics Institute Hall

Asset Type	Number	Location	Extent of Use	Primary Role	Condition
Public hall	7	Coongulla	Irregular	Local	Fit for purpose
		Cowwar	Regular	Local	Newly upgraded and fit for purpose
		Denison	Irregular	Local	Poor condition
		Glenmaggie	Irregular	Local	Fit for purpose but some limitations
		Heyfield	Frequent	Local	Fit for purpose
		Licola	Irregular	Local	Fit for purpose
		Nambrok	Regular	Local	Fit for purpose but some limitations
Neighbourhood house / community centre	1	Heyfield	Extensive	Local	Fit for purpose but poor accessibility
Mens shed	2	Heyfield (behind the Community Resource Centre)	Unknown	Unknown	Unknown
		Gippsland Woodcraft Group Nambrok Rec Reserve	Unknown	Unknown	Unknown
Senior citizens building	0				
Clubrooms – Sporting	9	Cowwarr - Rec Reserve	Regular	Local	Recently upgraded and fit for purpose
		Heyfield – Tennis Club	Regular	Local	Fit for purpose
		Heyfield – Main Clubrooms – Gordon Street Rec Reserve	Regular	District	Fit for purpose
		Heyfield – Netball – Gordon Street Rec Reserve	Regular	Local	Fit for purpose
		Heyfield – Bowls Club	Regular	Local	Fit for purpose
		Heyfield – Pigeon Racing Club	Regular	Local	Unknown
		Nambrok – Rec Reserve Main Clubroom	Regular	Local	Fit for purpose but change rooms require upgrade
		Nambrok – Tennis Club	Limited	Local	Fit for purpose
		Seaton – Rec Reserve	Limited	Local	Fit for purpose
Clubrooms – Non-sporting	2	Heyfield - Vintage Engine Shed	Regular	Local	Fit for purpose
		Heyfield – RSL meeting Room	Unknown	Local	Unknown
Museums, theatres, art galleries	1	Heyfield and District Museum	Regular	Local	Fit for purpose
Libraries	1	Heyfield	Extensive	District	Fit for purpose

Asset Type	Number	Location	Extent of Use	Primary Role	Condition
Other					
Stadium	1	Heyfield	Regular	Local	Fit for purpose
Visitor information centre	1	Heyfield	Extensive	District	Fit for purpose

3.1.3   Maffra and District
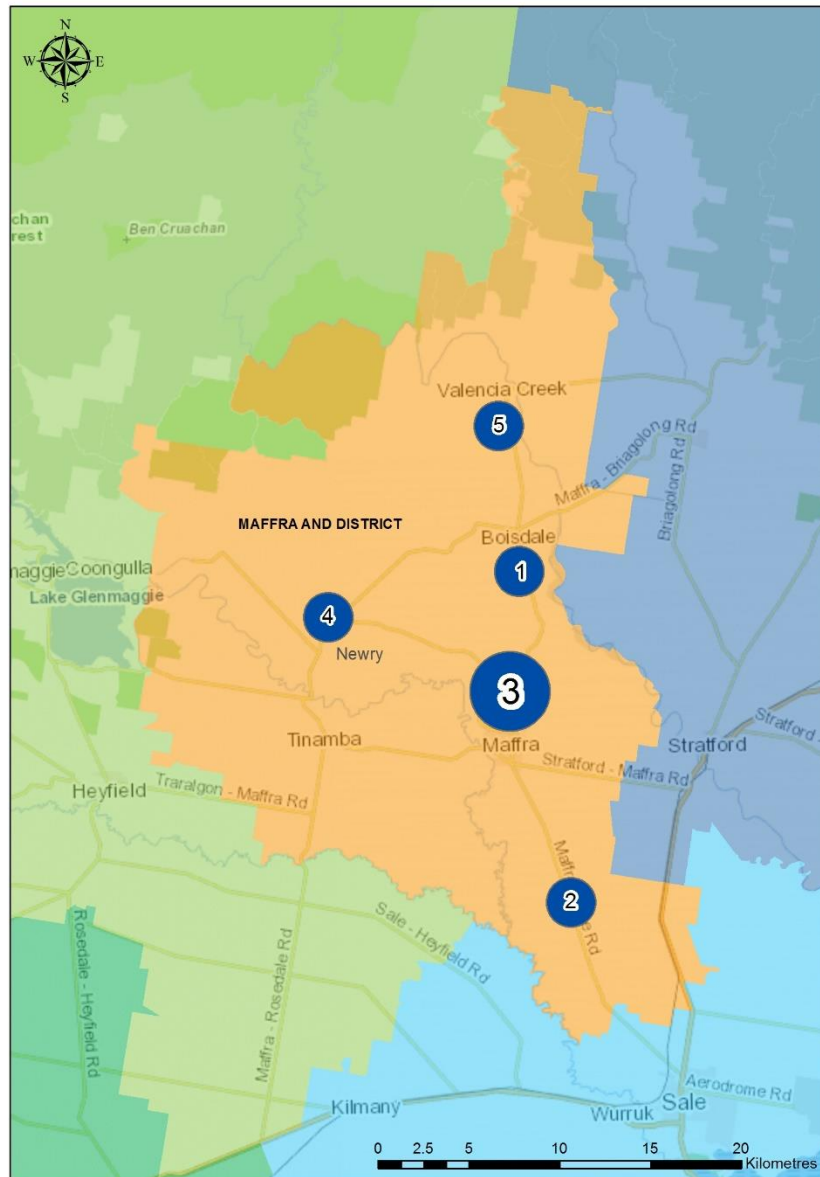
1   Boisale
Clubrooms – Recreation Reserve
Public Hall
Stables

2   Bundalaguah
Public Hall
Clubrooms - Cricket

3   Maffra
Clubrooms- Tennis
Clubrooms – Football
Clubrooms – Lapidary
Clubrooms – Croquet
Clubrooms – Motorcycle
Clubrooms – Football / Cricket
Neighbourhood House
Library
RSL
Mens Shed
Motor Museum
Beet Museum
Memorial Hall
Guide Hall
Scout Hall
Senior Citizens Centre
Stadium
Visitor Information Centre

4   Newry
Clubrooms – Recreation Reserve
Clubrooms – Golf
Public Hall

5   Valencia Creek
Public Hall

Asset Type	Number	Location	Extent of Use	Primary Role	Condition
Public hall	7	Boisdale	Frequent	Local	Fit for purpose but some works required
		Bundalaguah	Extensive	Local	Fit for purpose
		Maffra – Memorial Hall	Regular	District	Fit for purpose
		Maffra – Guide Hall	Regular	Local	Poor condition
		Maffra – Scout Hall	Regular	Local	Unknown
		Newry	Regular and increasing	Local	Newly renovated and fit for purpose
		Valencia Creek	Irregular	Local	Fit for purpose
Neighbourhood house / community centre	1	Maffra	Extensive	District	Fit for purpose
Mens shed	1	Maffra	Regular	Local	Fit for purpose
Senior citizens building	1	Maffra	Limited	Local	Unknown
Clubrooms – Sporting	10	Boisdale Rec Reserve	Regular	Local	Fit for purpose
		Bundalaguah	Unknown	Unknown	Unknown
		Maffra - Tennis	Regular	District	Recently upgraded and fit for purpose
		Maffra – Football – Rec Reserve	Regular	District	Fit for purpose
		Maffra – Lapidary Club – Rec Reserve	Regular	Local	Unknown
		Maffra – Croquet Club	Regular	Local	Fit for purpose
		Maffra – Motorcycle - Cameron Sporting Complex	Regular	Local	Modest facility but fit for purpose
		Maffra – AFL & Cricket - Cameron Sporting Complex	Regular	District	Fit for purpose
		Newry – Rec Reserve	Limited	Local	Poor condition
		Newry – Golf Club	Unknown	Unknown	Unknown
Clubrooms – Non-sporting	1	Maffra - RSL	Unknown	Unknown	Unknown
Museums, theatres, art galleries	2	Maffra – Motor Museum	Regular	Local	Fit for purpose
		Maffra – Beet Museum	Regular	Local	Poor condition
Libraries	1	Maffra	Extensive	District	Fit for purpose

Asset Type	Number	Location	Extent of Use	Primary Role	Condition
Other					
Historic stables	1	Boisdale	N/A	Local	Being progressively upgraded by the community
Stadium	1	Maffra – Cameron Sporting Complex	Extensive	District	High standard and being expanded
Visitor information centre	1	Maffra	Regular	District	Unknown

3.1.4   Rosedale and District
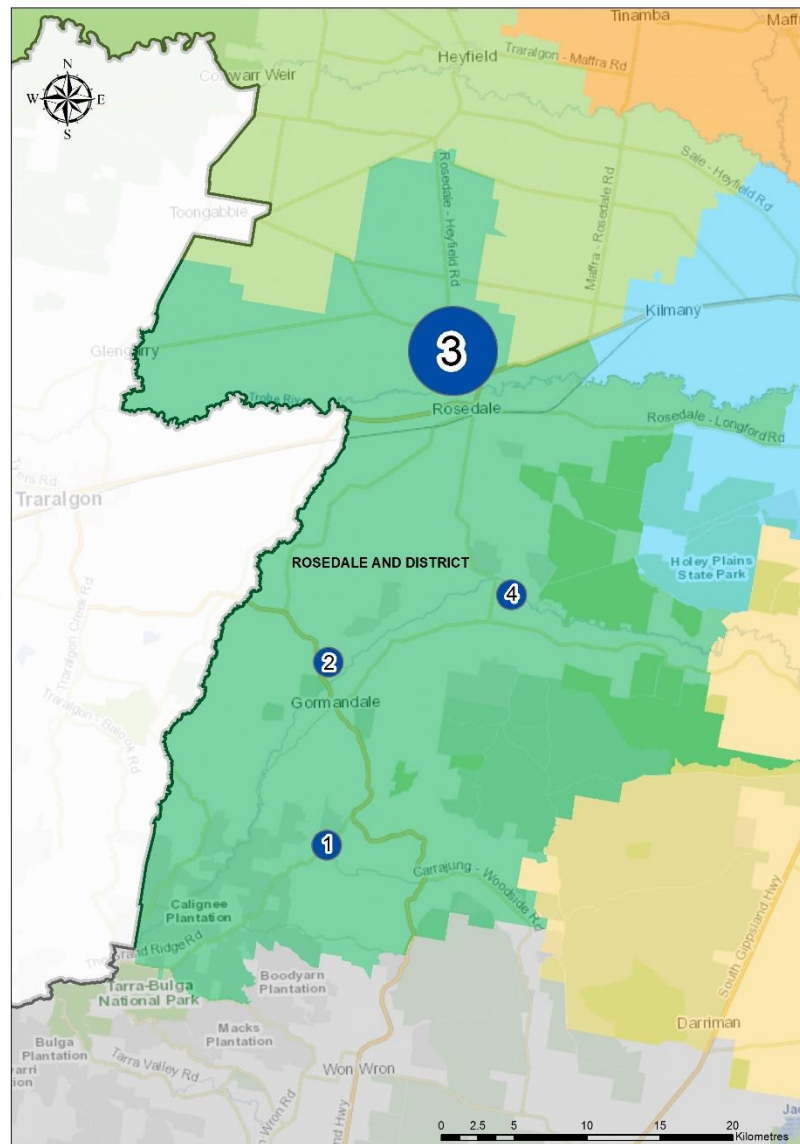
1   Carrajung

Public Hall – Carrajung

Public Hall – Carrajung South

2   Gormandale

Clubrooms – Recreation Reserve

Community House (includes Mens Shed)

Mechanics Institute Hall

3   Rosedale

Clubrooms- Pony Club

Clubrooms – Rifle Club

Clubrooms - Speedway

Clubrooms – Recreation Reserve

Old School House

Mens Shed

Community Hub (includes library and senior citizens centre)

Mechanics Institute Hall

RSL

Stadium

4   Willung

Mechanics Institute Hall

Asset Type	Number	Location	Extent of Use	Primary Role	Condition
Public hall	5	Carrajung	Inactive	Local	Poor condition, currently being upgraded
		Carrajung south	Limited	Local	Fit for purpose
		Gormandale	Limited	Local	Poor condition and upgrade works required
		Rosedale	Irregular	Local	Fit for purpose
		Willung	Unknown	Local	Unknown
Neighbourhood house / community centre / community hub	2	Gormandale (includes mens shed)	Regular	Local	Fit for purpose
		Rosedale (includes library and senior citzens centre)	Frequent and increasing	District	Newly developed and fit for purpose
Mens shed	1	Rosedale	Regular	District	Fit for purpose
Senior citizens building	0				
Clubrooms – Sporting	5	Gormandale – Rec Reserve	Regular	Local	Fit for purpose
		Rosedale – Pony Club – Rosedale Racecourse Rec Reserve	Regular	Local	Fit for purpose
		Rosedale – Rifle Club – Rosedale Racecourse Rec Reserve	Regular	Local	Fit for purpose
		Rosedale - Speedway	Unknown	Unknown	Unknown
		Rosedale – Rec Reserve	Regular	District	Fit for purpose
Clubrooms – Non-sporting	1	Rosedale (RSL)	Regular	Local	Fit for purpose
Museums, theatres, art galleries	0				
Libraries	1	See above			
Other					
Old school house (Prince Street Reserve)	1	Rosedale	Regular	Local	Fit for purpose
Stadium	1	Rosedale	Irregular	District	Condition deteriorating
Visitor information centre	0				

3.1.5   Sale and District
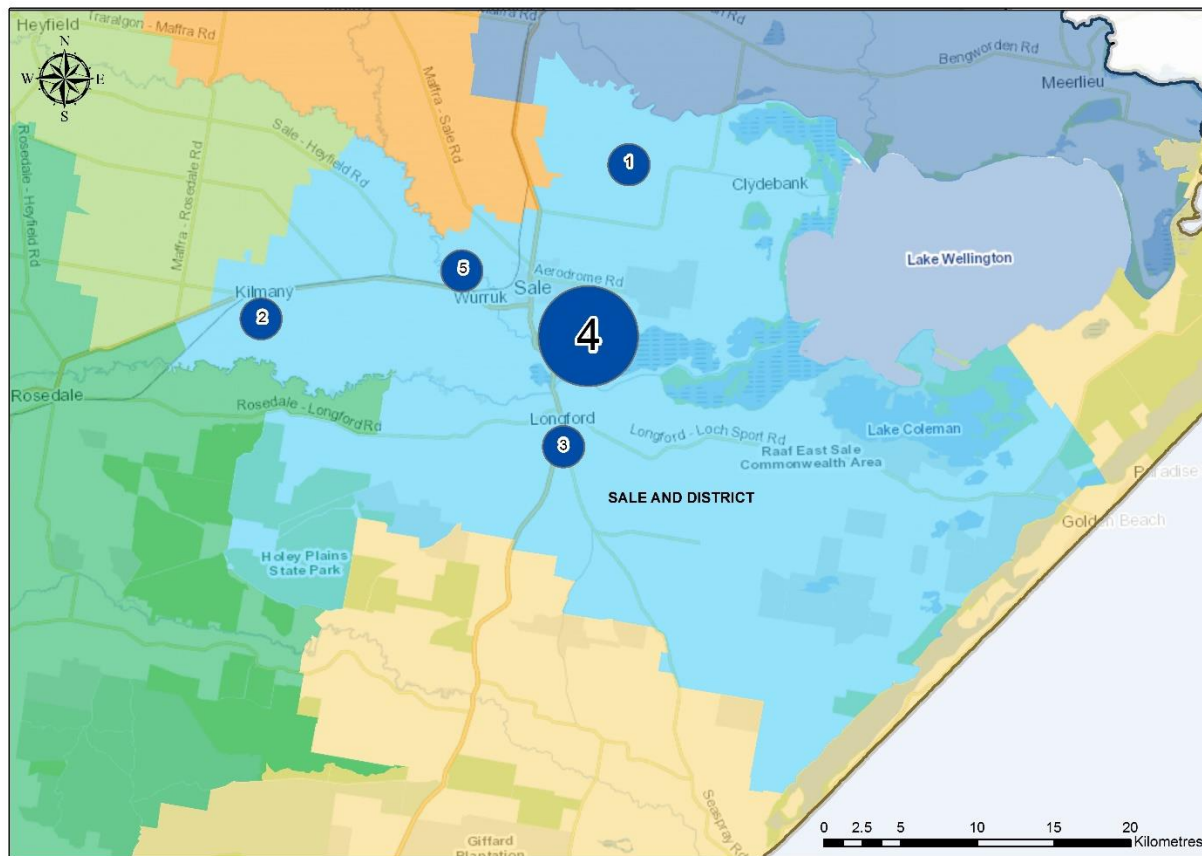
1   Airly / Clydebank
Public Hall

2   Kilmany
Public Hall

3   Longford
Public Hall / Clubrooms – Tennis
Golf Club

4   Sale
Civic Centre
Clubrooms – Soccer
Clubrooms – Croquet
Clubrooms – Tennis
Clubrooms – Dog Obedience
Clubrooms- Little Athletics
Clubrooms – Sale Oval
Clubrooms – German Shepard
Dogs
Clubrooms – Angling
Clubrooms – Rifle
Clubrooms – Hockey
Neighbourhood House
Community Hub (Marley Street
Mens Shed
Art Gallery Performance Space –
Botanical Gardens
Visitor Information Centre

Library
Aqua Energy Leisure Centre
Gippsland Regioinal Sports
Complex
Museum
Band Hall
Scout Hall
Guide Hall
St Johns Ambulance Hall
Memorial Hall
RSL
Senior Citizens Centre
Performing Arts Centre
Temperance Hall
St Mary's Hall
VRI Hall
Delbridge Hall
Baptist Church Hall

5   Wurruk
Clubrooms – cricket
Community House

Asset Type	Number	Location	Extent of Use	Primary Role	Condition
Public hall	13	Clydebank	Limited but increasing	Local	Recently upgraded and fit for purpose
		Kilmany	Rarely used	Local	Poor condition
		Longford	Regular	Local	Fit for purpose
		Sale – Band Hall	Regular	Local	Fit for purpose
		Sale - Scout Hall	Regular	Local	Good condition and fit for purpose
		Sale - Guide Hall	Irregular	Local	Poor condition
		Sale – St Johns Ambulance	Regular	Local	Fit for purpose
		Sale – Memorial Hall	Regular	District	Has been upgraded and is fit for purpose
		Sale – Temperance Hall	Regular	Local	Basic but fit for purpose
		Sale – St Marys Church Hall	Regular	Local	Unknown
		Sale – VRI Hall	Irregular	Local	Unknown
		Sale – Delbridge Hall – St Pauls Anglican Church	Regular	Local	Fit for purpose
		Sale – Baptist Church	Unknown	Unknown	Unknown
Neighbourhood house / community centre	3	Sale - Neighbourhood House	Extensive	Local	Fit for purpose but space is limited
		Sale – Marley Street Hub	Regular	Local	Fit for purpose but space is limited
		Wurruk Community House	Limited	Local	Poor condition
Mens shed	1	Sale	Regular	Local	Fit for purpose
Senior citizens building	1	Sale	Regular but limited	Local	Aging and condition is deteriorating
Clubrooms – Sporting	13	Longford Rec Reserve	Regular	District	Unknown
		Longford – Golf	Extensive	Regional	Fit for purpose
		Sale – Soccer - Baldwin Reserve	Regular	Local	Fit for purpose
		Sale – Croquet – Stephensons P.	Frequent	Local	Fit for purpose
		Sale – Tennis – Stephensons P.	Frequent	District	Has been upgraded and is fit for purpose
		Sale – Dog Obedience - East Sale Drainage Reserve	Regular	Local	Basic building but fit for purpose

Asset Type	Number	Location	Extent of Use	Primary Role	Condition
Clubrooms – Sporting continued…..		Sale – Hockey & Little Aths - Lions Park	Regular	District	Poor condition
		Sale – Sale Oval	Frequent	District	High standard and fit for purpose
		Sale – Dog Club - Canal Reserve	Regular	Local	Fit for purpose
		Sale – Angling Canal Reserve	Regular	Local	Fit for purpose
		Sale – Rifle Range Reserve	Regular	Local	Poor condition
		Sale – Hockey - Gippsland Regional Sports Complex	Regular	Regional	Newly developed and fit for purpose
		Wurruk – Wurruk Oval	Irregular	Local	Poor condition
Clubrooms – Non-sporting	1	Sale - RSL	Extensive	Local	Good condition and fit for purpose
Museums, theatres, art galleries	3	Sale – Gippsland Art Gallery	Extensive	Regional	High standard and fit for purpose
		Sale – Museum	Modest	Local	Fit for purpose
		Sale – The Wedge Performing Arts Centre	Extensive	Regional	High standard and fit for purpose
Libraries	1	Sale	Extensive	District	High standard and fit for purpose
Other					
Council administration building including meeting rooms	1	Sale	Extensive	Regional	High standard and fit for purpose
Performance space Botanical Gardens	1	Sale	Regular	Local	Fit for purpose
Indoor aquatic centre – Aqua Energy Leisure Centre	1	Sale	Extensive	Regional	To be upgraded to address accessibility and condition constraints.
Stadium - Gippsland Regional Sports Complex	1	Sale	Extensive	Regional	High standard and fit for purpose
Visitor information centre	1	Sale	Extensive	Regional	High standard and fit for purpose

3.1.6   Stratford and District
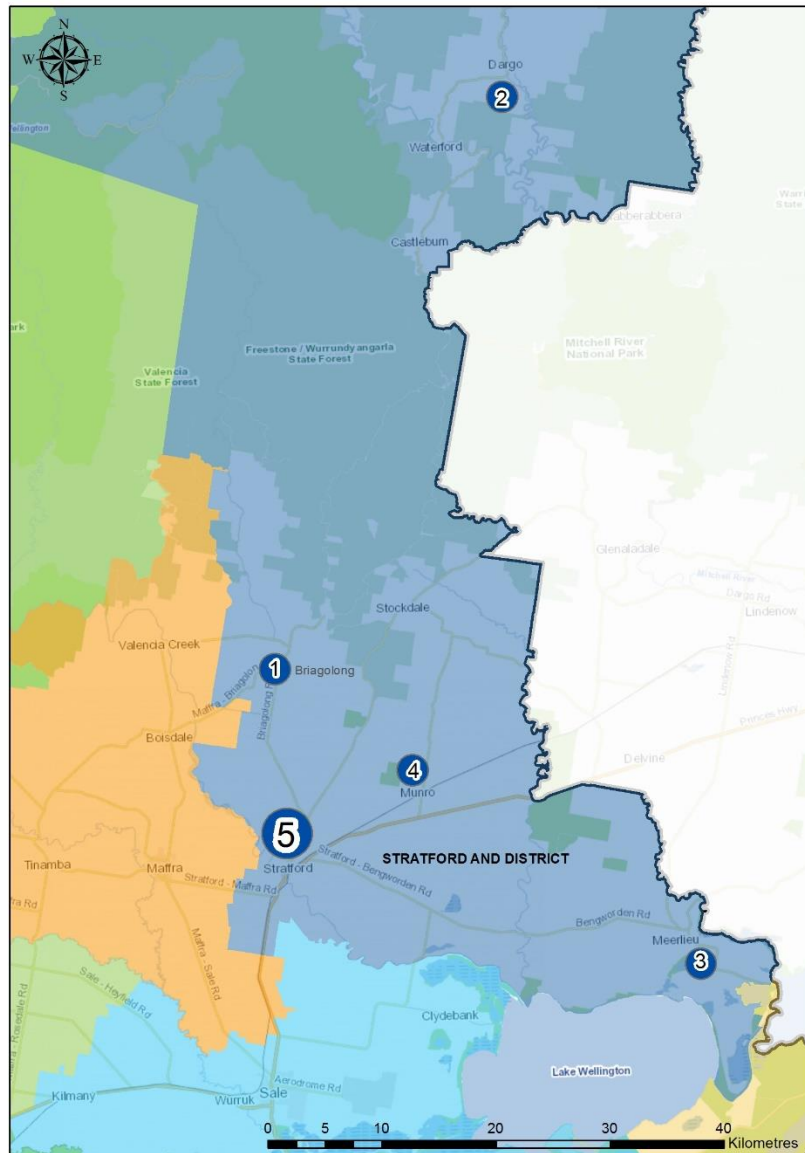
1   Briagolong

Clubrooms – Recreation Reserve

Mechanics Institute Hall

2   Dargo

Public Hall

Former Shire Depot

Musuem

3   Meerlieu

Public Hall / Clubrooms – Recreation Reserve

4   Stratford

Clubrooms – Tennis

Clubrooms – Bowls

Clubrooms – Recreation Reserve

Community Hub (Segue)

Library and Community Health Hub

Mens Shed

Mechanics Institute Hall

Senior Citizens Centre

Stadium

Scout Hall

Theatre (old courthouse)

Former Council Depot

SES / Vic Track site

Avon Landcare building

Asset Type	Number	Location	Extent of Use	Primary Role	Condition
Public hall	5	Briagolong	Frequent	Local	Fit for purpose
		Dargo	Irregular	Local	Fit for purpose
		Meerlieu	Regular	Local	Poor condition
		Munro	Irregular	Local	Fit for purpose
		Stratford	Regular	District	Fit for purpose
Neighbourhood house / community centre	1	Stratford – Segue	Extensive	District	Fit for purpose but lacks space
Mens shed	1	Stratford	Regular	Local	Relatively new and fit for purpose
Senior citizens building	1	Stratford	Irregular	Local	Fit for purpose
Clubrooms – Sporting	5	Briagolong Rec Reserve	Frequent	Local	Fit for purpose
		Meerlieu Rec Reserve	Regular	Local	Poor condition
		Stratford – Tennis - Pine Lodge	Regular	Local	Fit for purpose
		Stratford – Bowls Club	Regular	Local	Fit for purpose
		Stratford – Rec Reserve	Regular	District	Upgrade works underway
Clubrooms – Non-sporting	1	Stratford (Scouts)	Regular	Local	Fit for purpose
Museums, theatres, art galleries	2	Stratford Courthouse Theatre	Extensive	District	Fit for purpose
		Dargo Heritage Museum	Limited	Local	Unknown
Libraries	1	Stratford – Library and Health Hub	Frequent	District	Fit for purpose
Other					
Former Council depot	1	Stratford	Irregular	Local	Fit for purpose
SES / Vic Track site	1	Stratford	Regular	Local	Modest space suitable for arts activities
Stadium	1	Stratford	Limited	District	Condition deteriorating
Avon Landcare building	1	Stratford	Unknown	Unknown	Unknown
Visitor Information Centre	0				

3.1.7 Yarram and District

1 Alberton West
Clubrooms – Rec. Reserve

2 Binginwarri
Public Hall

3 Devon North
Clubrooms – Rec. Reserve
Public Halll

4 Macks Creek
Public Hall

5 Manns Beach
Foreshore Reserve

6 Port Albert
Water Sports and Safety Centre
Maritime Museum
Mechanics Institute Hall and
former Methodist Church
Rocket Shed – Information Board

7 Staceys Bridge
Public Hall

8 Won Wron
Clubrooms – Rec. Reserve
Public Hall

9 Wonyip
Public Hall

10 Woodside Beach
Surf Club

11 Woodside
Clubrooms – Rec. Reserve
Public Hall

12 Yarram
Country Club
Clubrooms – Netball
Clubrooms – Pony Club
Clubrooms – Football
Clubrooms - Tennis
Community Learning Centre
Community Hub
Mechanics Institute Hall
Senior Citizens Centre
Men's Shed
Youth and Indoor Sports
Centre
Stadium
Swimming Pool
Theatre
Visitor Information Centre

Asset Type	Number	Location	Extent of Use	Primary Role	Condition
Public hall	11	Binginwarri	Limited	Local	Fit for purpose
		Devon North	Irregular	Local	Fit for purpose
		Macks Creek	Limited	Local	Fit for purpose
		Manns Beach	Limited	Local	Fit for purpose
		Port Albert – Mechanics Institute	Regular	Local	Funding received to upgrade facilities
		Port Albert – Former Methodist Church	Irregular	Local	Funding received to upgrade facilities
		Staceys Bridge	Limited	Local	Fit for purpose
		Won Wron	Irregular and reducing	Local	Fit for purpose
		Wonyip	Limited	Local	Fit for purpose
		Woodside	Regular	Local	Fit for purpose
		Yarram	Regular	Local	Fit for purpose
Neighbourhood house / community centre / community hub	2	Yarram – Community Centre	Extensive	District	Fit for purpose but insufficient space
		Yarram – Community Hub (including library)	Extensive	District	Fit for purpose but insufficient space
Mens shed	1	Yarram	Unknown	Unknown	Unknown
Senior citizens building	1	Yarram	Limited	Local	Fit for the limited use it receives
Clubrooms – Sporting	7	Alberton West	Limited	Local	Good condition
		Devon North	Limited	Local	Fit for purpose
		Won Wron	Regular	Local	Fit for purpose
		Woodside	Regular	Local	Poor condition – funding received for upgrade works
		Yarram – Football – Yarram Rec Reserve and Showgrounds	Regular	District	Building has been significantly upgraded
		Yarram – Netball – Yarram Rec Reserve and Showgrounds	Regular	District	Fit for purpose
		Yarram – Pony Club – Yarram Rec Reserve and Showgrounds	Regular	District	Building is to be replaced and will be shared
		Yarram – Tennis	Regular	District	Fit for purpose

Asset Type	Number	Location	Extent of Use	Primary Role	Condition
Clubrooms – Non-sporting	0				
Museums, theatres, art galleries	2	Port Albert - Museum	Regular	Local	Fit for purpose but insufficient space
		Yarram – Regent Theatre	Regular	District	Fit for purpose
Libraries	1	See above			
Other					
Water Sports and Safety Centre	1	Port Albert	Regular	Local	Fit for purpose
Surf Club	1	Woodside	Regular	District	Newly upgraded and fit for purpose
Private Country Club	1	Yarram	Extensive	District	Unknown
Heated swimming pool	1	Yarram	Frequent	District	Upgrade works planned
Stadium	2	Yarram – Secondary College	Extensive	District	Fit for purpose
		Yarram – Youth Centre	Limited	Local	Poor condition
Visitor information Centre	2	Port Albert	Frequent	Local	Poor condition
		Yarram	Frequent	District	Poor condition

SECTION 4: Community Consultation Outcomes

Image: Boisdale Hall

4.1 Consultation Program

The Covid-19 pandemic meant it was not possible to engage with the community in person, so the consultation program focused upon online and telephone interactions. The level of engagement from the community was extensive, reflecting both the substantial efforts by Council officers to make the community aware of the opportunities to be involved, and the strong interest the community has in community places and spaces.

61 People participated in **15 Online Community Forums**	**587 People** from **64 different communities** completed the **Online Survey**	**41 Community Leaders** were interviewed from **29 Communities**
Council Officer Discussions Community Wellbeing, Community Facilities Planning, Community Committees, Youth, Social Planning and Policy		**Key Agency Interviews** DELWP, Yarram and District Health Service, Central Gippsland Health, Primary Schools

4.2 Key Findings

Multiple factors influence how community infrastructure is used

- Their condition, proximity to other facilities and the population size. Where facilities receive low use, it is typically associated with facilities being in poor condition, located close to other facilities and / or in communities with small populations. Where facilities have been upgraded or improved, the level of use they receive increases substantially, particularly where communities have created a point of difference e.g. Bundalaguah Myrtlebank Hall and its focus upon music.

- Older members of the community and people without children are more likely to access activities and facilities in their local community. People with children and those who work or study outside their local community, are more likely to access activities and facilities away from where they live. For families with children, the activities they are involved in and where they attend school is a key driver for accessing activities and facilities outside their local community. A key flow on impact of this is the reduced volunteer capacity in smaller communities as families access activities and facilities away from where they live.

Outdoor places and spaces are highly valued and extensively used

- Parks, sporting reserves, playgrounds, walking and cycling tracks and trails are highly valued by the community, and they are the infrastructure most likely to be used by the community, but they are also some of the infrastructure the community would most like to see improved.

The importance of maintaining and upgrading existing community infrastructure

- The community values existing community infrastructure and believes it must be maintained, otherwise it will fall into disrepair and its use will decline. Small communities are concerned about the potential loss of community infrastructure if it is not maintained and identified the challenge they face, raising sufficient funds to maintain or upgrade infrastructure.

- An important factor to consider when upgrading community infrastructure, is that it can have a detrimental impact upon how other spaces are used, particularly when the remaining infrastructure is in poor condition.

- While there was acknowledgement some community facilities receive limited use, there were very few examples where community members suggested facilities were no longer required.

Opportunities to integrate or co-locate facilities and increase co-operation

- Well regarded examples of facilities that are integrated, co-located or a part of a precinct include the Port of Sale with the Library, Gallery, The Wedge and outdoor spaces; Rosedale Community Hub including the Neighbourhood House, Library, Childcare and Kindergarten; and Heyfield and Loch Sport where community facilities are located in a precinct in the Recreation Reserve.

- There were very few opportunities identified by the community about integrating or co-locating existing facilities or services with only one raised multiple times. This was to relocate the Sugar Beet Museum and Information Centre to the site of the Gippsland Vehicle Collection and Men's Shed in Maffra.

- There is potential for stronger collaboration and cooperation with early years services, health services providers and Community and Neighbourhood Houses.

Improving the universal accessibility of spaces and places is important to the community

- Improving the physical accessibility of infrastructure, ensuring spaces feel welcoming for everyone and making sure the cost of accessing an activity or facility does not create a barrier.

- Providing universally accessible, safe play spaces provided throughout Wellington Shire. Fencing around play spaces is particularly important for children with a disability but is a feature that helps support all families and children.

- Make the water spaces at the Aqua Energy Centre more accessible for children with a disability, through providing more engaging water play facilities.

Increased support for volunteer committees of management

- While grant programs and the quarterly combined halls meetings provided by Council for volunteer committees of management are highly valued, there is very strong demand for increased support and recognition of the contribution made by committees. Suggestions identified by the community related to the administration of insurance, access to information about property ownership, ease of accessing grant funding, investing in initiatives to make facilities more sustainable and viable, improved guidance to committees about hire fees for facilities, more equitable maintenance subsidies, and strengthening volunteer involvement in communities.

Co-operation between committees and community groups

- The disparate location of community facilities across some townships is very challenging and results in a lack of co-operation between committees and community organisations. In many communities there are multiple committees responsible for different community infrastructure. While in some communities there are strong connections between committees and community groups, in others this is less evident and at times results in competition between them. There is opportunity to facilitate greater co-operation and networking between committees and community groups, including sharing resources and facilities and possibly reducing the number of committees, although this is not generally supported by committees.

Availability of information about the community facilities and activities

- Community members consistently identified the need for improved information about community facilities and the activities they offer to local residents, the wider community and visitors to the community.

Communication and Community Engagement

- A persistent message was the need for improved communication between Council and community organisations including committees of management and sporting clubs. In addition, the community would like Council to consult and engage with the community more effectively and actively listen to understand their needs.

Supports, services and places for young people and children

- There is significant concern about the need for improved supports, services and places for young people. Particularly improved mental health services, more places that are welcoming, comfortable and safe for young people, and activities that will engage young people.

- For children, there is a need for activities in Wellington that are not sport related. These were identified as being very limited and result in families travelling outside Wellington Shire.

Advocating for improved public transport, roads and telecommunications

- Community members consistently identified concern and frustration about the poor public transport options in Wellington Shire, the poor condition of the road network particularly between towns, and the limited or non-existent telecommunications in some parts of Wellington. The poor public transport and road conditions were identified as being key barriers to people being able to access community activities and facilities outside their local community. Community members would like to see Council increase its advocacy about these issues to allow people to move safely around the Shire to access services, community facilities, employment and education opportunities.

Visitor economy

- The visitor economy and concern about the impact of the Covid-19 pandemic was raised throughout the consultation. The need for actions to encourage people to visit Wellington Shire and strengthen the visitor economy is important to the community. Infrastructure improvements are needed to support high visitation areas with specific examples including playgrounds, barbecues, pathways, outdoor showers etc.

- Infrastructure in communities where high levels of visitation occur during warmer months, receive significant wear and tear during these times, and the cost to maintain them increases significantly. This is not currently acknowledged in the support received from Council or the State Government.

SECTION 5: Demand Analysis

Image: Sale Memorial Hall

5.1 Scope of the Demand Analysis

The demand analysis seeks to assess the current and future need for community infrastructure in Wellington Shire. A range of evidence and research informs the demand analysis including:

- The current and projected demographic profile of the Wellington population.

- The existing community infrastructure available in Wellington including its location, proximity to other like infrastructure, its condition, fitness for purpose and physical accessibility.

- The type and extent of use community infrastructure receives.

- Community expectations and aspirations for community infrastructure.

In addition, principles from the Community Managed Facilities Strategy underpin the demand analysis including local identity and connection, access for all, multi-use, evidence-based development, and safety.

The demand analysis has examined the need for community infrastructure for each of the seven districts and many of the individual towns and localities within each district. The detailed demand analysis is provided as a separate attachment to this Plan with key themes outlined in section 5.2 below. A summary of the findings by district is provided in section 5.3. These findings are high level only and identify communities or facilities where community needs suggest changes may be required.

Each change is allocated to one of the following six groupings:

Minor to moderate works:	Works that will improve the overall functionality of the infrastructure but require a minor to moderate amount of funding e.g. improvements to kitchen or bathroom facilities, improving the physical accessibility of a facility or investing in solar panels.
Major works / development:	A major redevelopment of an existing facility or development of a completely new facility.
Consolidation or co-location:	Consolidating or co-locating multiple facilities, activities or services to one location. This may require new facilities to be developed or existing ones to be substantially redeveloped.
Management and activation:	A change is recommended to the way a facility is activated or managed e.g. looking at ways the use of a facility can be increased, reducing the number of committees of management or considering whether the community can continue to operate a facility.
No Change:	No change is required to the existing infrastructure.
Unknown:	Where there is limited or no information available about a facility.

5.2 Overall Themes

- **Overall Wellington is very well provided for in relation to community infrastructure,** but with the forecasts projecting a consistent increase in the population over the next 20 years, demand for community infrastructure is expected to increase. **Changes and improvements will be required to the existing community infrastructure** to ensure it can respond effectively to increased demand and changing community needs. Key opportunities involve consolidating community infrastructure to central locations and improving the functionality and accessibility of buildings to ensure they are fit for purpose and deliver universal accessibility for all members of the community. Facilities and building that are in poor condition often receive lower levels of use, particularly where new or upgraded community infrastructure has been developed close by.   In some instances, conversations may be needed about the future use and management of community infrastructure, particularly where communities do not have the capacity and interest to support it.

- **Generally, a population catchment of at least 200 people is required for community infrastructure to be actively managed and regularly used in Wellington Shire.** There are some examples of communities with smaller catchment populations where community infrastructure is actively managed and used, but largely where the population is below 200 people, use and management will be limited or infrequent.

- **There will be an increasing number of older adults in the community** which is likely to result in reduced demand for sporting infrastructure, increased demand for community infrastructure to be universally accessible, and an increased need for programs and activities to reduce social isolation and support people to remain active within their community.

- **There is significant variability in the capacity of communities to manage and activate community infrastructure** and consequently in some communities there is a need to focus upon increasing capacity, resilience and collaboration, to help facilitate increased use of community infrastructure and more importantly increase the program and activity offerings available to communities.

- **There are reducing levels of volunteerism in the community** which means fewer people are becoming involved in managing and activating community infrastructure. In many communities, committees of management are predominantly made up of older members of the community because younger people are not willing to or are unable to become involved. It is common for people to be involved in multiple committees meaning much of the work falls to a small number of people. However, it is important to acknowledge this is not the case in all communities and there are a several examples of high community volunteerism and strong collaboration driving the activation and development of community infrastructure.

- **There are a large number of communities where there are multiple committees of management,** all with responsibility for separate facilities. Unless there is a strong culture of working together, as occurs in Heyfield, this structure often results in committees competing against each other for funds, and limited collaboration. The reducing levels of volunteerism in the community and the aging profile of the community suggests there will be a need to amalgamate committees and / or identify ways to reduce the burden upon committees.

- **The cost of hiring or accessing facilities can be a key barrier to how much they are used and the type of activities they are used for.** While it is acknowledged there is diversity in the quality and purpose of facilities across Wellington Shire, and the operating costs of facilities must be a key consideration in setting prices, cost is a fundamental factor influencing use of community infrastructure.

- **Many people in Wellington Shire have access to community activities, service and infrastructure not just in their local town but also in other communities within 10 – 15 minutes' drive of their home.** While this reinforces that the community has good access to community activities, service and infrastructure, it is based upon the assumption community members can access public transport or are able to drive. Public transport options in Wellington Shire are very poor and not all members of the community have access to private transport. This is an important factor in considering the type and location of community infrastructure, but also highlights the importance of Council advocating for improved public transport and considering the role of community transport.

- **Visitors to the coastal communities of Wellington Shire during the warmer months of the year increase the use of community infrastructure.** They also provide critical economic benefits to the community requiring Council and local communities to consider how community infrastructure can better support visitors, and by extension grow the social and economic outcomes for local communities.

5.3 Findings by District

5.3.1 Loch Sport to Seaspray and district

With a small and aging population, the opportunity to respond more effectively to community needs in the Loch Sport to Seaspray and district lies in consolidating or upgrading some infrastructure and taking a different approach to the management and activation of some community facilities.

Table 5.2 below provides a high-level summary of the findings from the Demand Analysis for facilities and locations in the Loch Sport to Seaspray and district. In addition:

- The consolidation or amalgamation of committees of management in Golden and Paradise Beach to reduce the administrative burden for committees, particularly as the community ages has been identified as an opportunity. It is acknowledged the community does not currently believe this is needed nor that it will reduce the burden for committees.

Location	Assets	Minor - Moderate Works	Major Works / Development	Consolidation or Co-location	Management and Activation	No Change	Unknown
Giffard West	Public Hall	√					
Golden Beach	Public Hall (incorporating Seniors Centre)	√					
	Men's Shed	√					
	Bowls Club					√	
	Golf Club			√			
	Surf Club						√
Loch Sport	Public Hall		√	√			
	Community House		√	√			
	Mens Shed					√	
	Clubrooms (3) at Charlies Street Rec. Reserve		√	√			

Location	Assets	Minor - Moderate Works	Major Works / Development	Consolidation or Co-location	Management and Activation	No Change	Unknown
	RSL						√
Seaspray	Surf Life Saving Club and Public Hall			√			
Stradbroke	Public Hall				√		

Table 5.1: High level summary of Demand Analysis for Loch Sport to Seaspray and district, Wellington Shire Community Infrastructure Plan

5.3.2   Heyfield and District

With a steadily growing population there is likely to be increased demand for community infrastructure and services in Heyfield and District. While there is an extensive range of existing community infrastructure, key opportunities to respond more effectively to the needs and capacity of the community will be through pursuing initiatives to upgrade existing infrastructure to ensure it is fit for purpose, co-locating and consolidating services, activities and facilities, increasing the capacity of services where needed, and investing in community development and capacity building initiatives.

Table 5.2 below provides a high-level summary of the findings from the Demand Analysis for facilities and locations in Heyfield and District. In addition, several community development and capacity building issues have been identified including:

- The need to increase programming in Heyfield to support older members of the community to remain engaged and active.

- The possible need to consolidate or amalgamate committees of management in Heyfield to reduce the administrative burden for committees, particularly as the community ages. It is acknowledged the community does not currently believe this is needed nor that it will reduce the burden for committees.

Location	Assets	Minor - Moderate Works	Major Works / Development	Consolidation or Co-location	Management and Activation	No Change	Unknown
Coongulla	Public Hall				√		
Cowwarr	Public Hall				√		
	Clubrooms – Rec Reserve				√		
Dennison	Public Hall			√			
Glenmaggie	Public Hall	√			√		
Heyfield	Memorial Hall				√		
	Community Resource Centre	√					√
	Clubrooms - Tennis					√	
	Clubrooms – Pigeon Club						√
	Clubrooms – Main – Rec Reserve					√	

Location	Assets	Minor - Moderate Works	Major Works / Development	Consolidation or Co-location	Management and Activation	No Change	Unknown
Heyfield continued…	Clubrooms – Netball					√	
	Clubrooms - Bowls					√	
	Clubroom – RSL Meeting Room						√
	Clubroom – Vintage Engines					√	
	Museum					√	
	Library					√	
	Stadium					√	
	Visitor Information Centre					√	
Licola	Public Hall					√	
Nambrok	Public Hall			√			
	Clubrooms – Rec Reserve			√			
	Clubrooms - Tennis					√	
	Clubroom – Woodcraft Group						√
Seaton	Clubrooms					√	

Table 5.2: High level summary of Demand Analysis for Heyfield and District, Wellington Shire Community Infrastructure Plan

5.3.3   Maffra and District

While there is extensive community infrastructure across Maffra and District, the quality and location of the infrastructure means changes will be needed to ensure it responds more effectively to the needs and capacity of the community. Opportunities lie in pursuing initiatives to co-locate and consolidate services, activities and facilities, and investing in community development and capacity building initiatives.

Table 5.3 below provides a high-level summary of the findings from the Demand Analysis for Maffra and District. In addition, several community development and capacity building issues have been identified including:

- Relocation of the Maffra Men's Shed in response to the lease expiring on the site they are currently located.

- The possible need to consolidate or amalgamate committees of management in Boisdale to reduce the administrative burden for committees.

Location	Assets	Minor - Moderate Works	Major Works / Development	Consolidation or Co-location	Management and Activation	No Change	Unknown
Boisdale	Public Hall	√			√		
	Clubrooms				√		
	Stables	√			√		
Bundalaguah	Public Hall					√	
	Clubrooms						√
Maffra	Memorial Hall					√	
	Guide Hall					√	
	Neighbourhood House		√	√			
	Men's Shed		√	√			
	Senior Citizens Building		√	√			
	Clubrooms – Football - Rec Reserve			√			
	Clubrooms – Lapidary – Rec Reserve			√			

Location	Assets	Minor - Moderate Works	Major Works / Development	Consolidation or Co-location	Management and Activation	No Change	Unknown
Maffra continued….	Clubrooms - Tennis					√	
	Clubrooms – Croquet					√	
	Clubrooms – Motorcycle – Cameron Sporting Complex					√	
	Clubrooms – AFL and Cricket – Cameron Sporting Complex					√	
	RSL						√
	Museum - Motor		√	√			
	Museum – Sugar Beet		√	√			
	Clubrooms – CFA					√	
	Library					√	
	Scout Hall						√
	Stadium – Cameron Sporting Complex		Major expansion occurring				
	Visitor Information Centre		√	√			
Newry	Public Hall					√	
	Clubrooms – Golf and Rec Reserve			√			
	Clubrooms – Tennis Courts					√	
Valencia Creek	Public Hall					√	

Table 5.3: High level summary of Demand Analysis for Maffra and District, Wellington Shire Community Infrastructure Plan

5.3.4   Rosedale and District

With very modest population growth projected for Rosedale and District, having quality, accessible community infrastructure will be critical to supporting population retention. The district has a substantial range of community infrastructure and there is significant opportunity to increase its activation and use. In addition, there is a need to strengthen the capacity of the Rosedale community to be more actively engaged in community life and increase co-operation between community organisations and committees.

Table 5.4 below provides a high-level summary of the findings from the Demand Analysis for Rosedale and District. In addition, the need to:

- Build the capacity of the Rosedale community to be more actively engaged in community life and increase co-operation between community organisations and committees was a key finding of the Demand Analysis.

Location	Assets and People	Minor - Moderate Works	Major Works / Development	Consolidation or Co-location	Management and Activation	No Change	Unknown
Carrajung	Public Hall – Sth Hall				√		
	Public Hall				√		
Gormandale	Mechanics Institute			√			
	Community Centre			√			
	Clubrooms – Rec Reserve			√			
Rosedale	Mechanics Institute					√	
	Community Hub					√	
	Men's Shed					√	
	Clubrooms – Pony Club			√			
	Clubrooms – Rifle Club			√			
	Clubrooms - Speedway						√
	Clubrooms – Rec Reserve					√	
	Clubroom – Rosedale RSL					√	

Location	Assets and People	Minor - Moderate Works	Major Works / Development	Consolidation or Co-location	Management and Activation	No Change	Unknown
	Stadium				√		
Rosedale continued….	Old Schoolhouse					√	
Willung	Public Hall						√

Table 5.4: High level summary of Demand Analysis for Rosedale and District, Wellington Shire Community Infrastructure Plan

5.3.5   Sale and District

The Sale, Wurruk and Longford Structure Plan identifies key residential developments in Longford and Wurruk that will drive increased demand for community infrastructure in these communities, but they will be of a local scale, because of the size of the community and the close proximity to Sale. The North Sale Development Plan also identifies key residential developments in North Sale, that will drive increased demand for community infrastructure in Sale. With an extensive array of existing facilities in Sale, opportunities to better respond to community need both in Sale and across the wider district lie in pursuing co-location, consolidation and integration of infrastructure and supporting increased activation of existing infrastructure.

Table 5.5 below provides a high-level summary of the findings from the Demand Analysis for specific facilities and locations in Sale and District. As noted above, Sale has an extensive array of community infrastructure. The community infrastructure in the summary table, concentrates on those facilities in Sale where the Demand Analysis has found change will be required.

Several community development and capacity building issues have also been identified including:

- Encouraging and increasing activation of community infrastructure in Sale through strengthening the involvement of the community, and pursuing opportunities such as delivering outreach programs, establishing joint programming initiatives, using technology to make information and spaces more accessible, and activating spaces such as sporting infrastructure with new activities beyond what they were traditionally built to support.

- The need to provide spaces that are welcoming, safe and inclusive for young people in Sale.

- Facilitating community access to facilities in the proposed Gippsland TAFE development.

- Ensuring future investment in community facilities in Longford has a very local focus. The proximity to Sale means that community members have very good access a wide range of community facilities, services, activities and programs only a short distance from their home.

Location	Assets	Minor - Moderate Works	Major Works / Development	Consolidation or Co-location	Management and Activation	No Change	Unknown
Airly Clydebank	Public Hall					√	
Kilmany	Public Hall			√			
	Clubrooms					√	
Longford	Public Hall					√	
	Clubrooms – Recreation Reserve					√	
	Clubrooms – Golf Club						
Sale	Public Hall - Band Hall				√		
	Public Hall - Memorial Hall				√		
	Public Hall – Scouts					√	
	Public Hall – Guides					√	
	Public Hall – Stead Reserve					√	
	Public Hall – Baptist Church					√	
	Public Hall – St Marys					√	
	Public Hall – VRI					√	
	Public Hall – Delbridge Hall					√	
	Neighbourhood House - Sale		√	√			
	Marley Street Community Hub		√				
	Senior Citizens Centre			√			
	Mens Shed				√		
	Clubrooms – Baldwin Reserve				√		
	Clubrooms (2)– Stephensons Park - Croquet and Tennis				√		

Location	Assets	Minor - Moderate Works	Major Works / Development	Consolidation or Co-location	Management and Activation	No Change	Unknown
Sale Continued….	Clubrooms – East Sale Drainage Reserve					√	
	Clubrooms – Lions Park						√
	Clubrooms – Sale Oval					√	
	Clubrooms – Canal Reserve – Dog Club and Angling Club					√	
	Clubrooms – Rifle Range Reserve					√	
	Clubrooms – GRSC – Hockey					√	
	Clubrooms – Non – Sporting - RSL					√	
	Sale Museum				√		
	Art Gallery					√	
	Performing Arts Centre					√	
	Library					√	
	Visitor Information Centre					√	
	Aqua Energy Leisure Centre		√				
	GRSC					√	
	Council Civic Centre				√		
	Performance Space – Botanic Gardens					√	
Wurruck	Community House		√	√			
	Clubrooms		√	√			

Table 5.5: High level summary of Demand Analysis for Sale and District, Wellington Shire Community Infrastructure Plan

5.3.6   Stratford and District

With consistent population growth, there is likely to be increased demand for community infrastructure. Stratford and District has an extensive range of existing community infrastructure much of which is underutilised, particularly in Stratford itself. This means the key opportunity for Stratford and District is to explore co-location, consolidation and integration options.

Table 5.6 below provides a high-level summary of the findings from the Demand Analysis for locations and facilities in Stratford and District. In addition, several community development and capacity building issues have been identified including:

- The need to hold discussions with the Stratford community to identify opportunities for organisations, activities and services to be co-located, consolidated and / or for facilities to be more effectively activated.

- The need to support Segue Community House to access facilities that are more fit for purpose.

Location	Assets	Minor - Moderate Works	Major Works / Development	Consolidation or Co-location	Management and Activation	No Change	Unknown
Briagolong	Mechanics Institute					√	
	Clubroom – Rec Reserve					√	
Dargo	Public Hall	√			√		
	Museum						√
	Former Shire Depot					√	
Meerlieu	Public Hall	√					
Munro	Public Hall					√	
Stratford	Mechanics Institute				√		
	Public Hall - Scouts			√			
	Community House			√			
	Men's Shed			√			

Location	Assets	Minor - Moderate Works	Major Works / Development	Consolidation or Co-location	Management and Activation	No Change	Unknown
Stratford continued…	Senior Citizens Centre			√			
	Clubrooms – Pine Lodge Rec Reserve					√	
	Clubrooms – Bowls					√	
	Clubrooms – Stratford Rec Reserve					√	
	Courthouse Theatre	√					
	SES and Victrack Site					√	
	Library and Community Health Hub					√	
	Stadium				√		
	Avon Landcare Building						√

Table 5.6: High level summary of Demand Analysis for Stratford and District, Wellington Shire Community Infrastructure Plan

5.3.7   Yarram and District

Yarram and District has an extensive array of community infrastructure which is important because of the distance from other district or regional level services and facilities, and the high levels of disadvantaged in Yarram and many of the surrounding smaller communities. With modest population growth projected, there is likely to be minimal increase in the overall demand for community infrastructure and with a significant increase in older adults and declining younger populations projected, the viability of community infrastructure will be impacted, especially in smaller communities.

Opportunities to respond more effectively to community needs in Yarram and District include exploring co-location, consolidation and integration options, increasing the capacity, accessibility and inclusiveness of services, programs and infrastructure in Yarram, and identifying ways to respond to the transport disadvantage people living in the district experience.

Table 5.7 below provides a high-level summary of the findings from the Demand Analysis for locations and facilities in Yarram and District. In addition, several community development and capacity building issues have been identified including:

- Increasing the activation of community places and spaces in Yarram e.g. the Neighbourhood House, Yarram Community Hub, the Yarram Swimming Pool, Yarram and District Health Service etc. There should be a strong focus upon collaboration between different services and upon increasing understanding in the community about the spaces available and how to access them, and removing barriers that make it difficult to access community spaces e.g. pricing, booking systems etc.

Location	Assets	Minor - Moderate Works	Major Works / Development	Consolidation or Co-location	Management and Activation	No Change	Unknown
Alberton West	Clubrooms – Rec Reserve				√		
Binginwarri	Public Hall				√		
Devon North	Public Hall			√			
	Clubrooms – Rec Reserve			√			
Macks Creek	Public Hall			√			
Manns Beach	Public Hall					√	
Port Albert	Mechanics Institute Hall	Works have been funded					
	Former Methodist Church Hall						

Location	Assets	Minor - Moderate Works	Major Works / Development	Consolidation or Co-location	Management and Activation	No Change	Unknown
Port Albert continued…	Water Sports and Safety Centre	√					
	Museum	√		√			
	Visitor Information Board	√		√			
Staceys Bridge	Public Hall					√	
Won Wron	Public Hall			√			
	Clubroom – Rec Reserve			√			
Wonyip	Public Hall					√	
Woodside	Public Hall	√		√			
	Recreation Reserve	√		√			
	Surf Life Saving Club	√					
Yarram	Mechanics Institute		√	√			
	Community Learning Centre		√	√			
	Community Hub – Library, Childcare, Service Centre				√		
	Mens Shed						√
	Senior Citizens Building			√			
	Country Club					√	
	Clubrooms – Rec Reserve - Netball					√	
	Clubrooms –Rec Reserve - Pony Club					√	
	Clubrooms –Rec Reserve -Football					√	

Location	Assets	Minor - Moderate Works	Major Works / Development	Consolidation or Co-location	Management and Activation	No Change	Unknown
Yarram	Clubrooms - Tennis					√	
	Theatre				√		
	Youth and Indoor Sports Centre			√			
	Stadium – Yarram Secondary College					√	
	Visitor Information Centre - Former Courthouse	√					
	Yarram Swimming Pool		√				

Table 5.7: High level summary of Demand Analysis for Yarram and District, Wellington Shire Community Infrastructure Plan

SECTION 6: CIP Framework

Image: Manns Beach, Australia Day Celebrations

6.1 Overview

The framework that will guide future decision making about the provision, management, activation, and development of community infrastructure includes:

- Guiding Principles
- Key Directions
- Facility Hierarchy

- Risk and Maintenance Subsidy Model
- Project Prioritisation Model.

6.2 Guiding Principles

The following principles will guide Council decision making around community facilities management, investment, support and operations. The principles were developed as part of preparing the Community Managed Facilities Strategy 2020 – 2025 and the Sporting Infrastructure Plan 2020 – 2030.

Local Identity and Connection

Facility management that encourages and protects the cultural and heritage values of the community.

Volunteer Recognition and Support

Support and resources for volunteers to adequately manage facilities easily, accessibly and simply.

Sustainability

Environmentally Sustainable Design Principles to underpin infrastructure development and sustainable business practices.

Outcome Focused

Committees of Management to embed Healthy Wellington outcomes into facility operation improving gender equity, healthy living, facility usage and climate change adaption.

Community Engagement

Engagement with the community to identify future need and aspiration. This includes involvement in the planning, design, operation and management of facilities.

Safety

Support for Committees of Management to address and minimise risk, ensuring the safety of the community.

Multi-Use

Providing facilities that are fit for purpose for a range of services and activities. This includes multi-purpose venues with flexible and adaptable spaces.

Access for All

Equitable access to facilities throughout the municipality that are welcoming and inclusive for all.

Evidence Based Development

Community facility redevelopment based on need and prioritised via strong strategic underpinning and connection to Council's objectives.

Consistency and Transparency

Funding for community facility operations is based on an equitable hierarchy, regardless of ownership.

6.3 Facility Hierarchy

Council has developed a new facility hierarchy model in undertaking planning for sporting infrastructure. The core structure of this model has been applied to the facility hierarchy model for the Community Infrastructure Plan.

Consistent with the Council's facility hierarchy model, the model assesses:

- The catchment of each facility in relation to other facilities in Wellington Shire
- The features or attributes of each facility
- The extent of use the facility has the capacity to support / does support
- The governance model.

This underpins the maintenance and risk funding provided by Council to committees of management for the facilities they manage.

Table 6.1 below provides a detailed description of each facility type while table 6.2 provides a matrix summary. Attachment E provides the hierarchy rating for each of the facilities assessed as part of the Community Infrastructure Plan.

Level 1a Premier	Level 1b Regional	Level 2 District	Level 3 Significant Local	Level 4 Local	Level 5 Minor Local
Catchment • Strategically located in the region • Seen as a destination • Attracts visitors from across & outside the municipality • Likely travel time of up to 1.5 hours	**Catchment** • Located in a larger town or centrally located in the municipality • Attracts use from several districts or across the region • Travel distances of up to 1 hour	**Catchment** • Located in a larger town or a smaller town • Attracts use from multiple towns & localities • Complements the role of local facilities • Travel distances of up to 45 min	**Catchment** • Located in a small town or locality • Some functions & uses attract visitors from multiple towns & localities • May be located close to other local facilities • Travel distances of up to 30 min	**Catchment** • Located in a small town or locality • Supports the immediate town or locality • Commonly no other like facilities nearby • Travel distances of up to 20 min	**Catchment** • Located in a small town or locality
Facilities • A high level of specialisation in layout, fitout, equipment & functionality • High visitor amenity	**Facilities** • Some level of specialisation in layout, fitout, equipment & functionality. Facilities are typically not provided for at the district level • Good visitor amenity	**Facilities** • Layout & fitout support both informal & structured activities • Good visitor amenity	**Facilities** • Layout & fitout that support distinct activities with broader appeal • Suitable amenity to sustain activities	**Facilities** • Basic building & fitout • Basic amenity	**Facilities** • Basic building structure • Low amenity
Use • Significant economic (likely tourism) benefits • Sustains specific functions & activities • Able to cater to a range of users • Hosts regional scale attendance • Elite & community level activity	**Use** • Notable economic (likely tourism) benefits • Supports a more specialised range of activities • Can sustain larger groups & functions	**Use** • Some economic benefits • A focus for district level community activity • Caters for a range of community activities & some niche activities	**Use** • Provides a focus for local community & is source of community pride • Supports localised & some distinct or niche activities	**Use** • Provides a focus for local community identity • Supports localised activities	**Use** • Likely low level of activity
Governance • Council managed • Dedicated staff for product development & marketing	**Governance** • Council or Committee of Management • Highly involved in initiating, scheduling & hosting activities & events	**Governance** • Committee of Management • Proactive programming & marketing for district scale activities & response to requests from community & organisations	**Governance** • Committee of Management • Proactive programming & marketing for distinct activities & response to community requests	**Governance** • Committee of Management • Response to community requests with some activities initiated	**Governance** • Committee of Management • Response to community requests

Table 6.1: Description of Wellington Shire Community Infrastructure Hierarchy Model

Hierarchy Level	Management Model	Facility Classification	Facility Description	Qualifying Criteria			
				Population Catchment	Level of Activity	Likely Travel Distance	Multi-use
Level 1a	Council Managed	Premier	Strategically located Supports municipal and regional scale activities May attract use from beyond the municipality High visitor amenity	Municipal and regional scale and beyond	High including direct programming	1.5 hours and greater	Narrow focus with wide usage
Level 1b	Either Council or Committee of Management	Regional	High community profile Regional catchment Supports specialised activities May host a 'home' group or organisation	Regional and within municipality	Steady with established schedule	1 hour	Mix of resident and external groups
Level 2	Committee of Management	District	Attracts use from a catchment covering multiple towns and localities Supports particular or niche uses May host a 'home' group or organisation	Supports a wider catchment including multiple towns and localities	Regular and some initiatives and events	45 min	Hosts many groups
Level 3	Committee of Management	Significant Local	Some functions and uses attract visitation from multiple towns and localities Very strong relationship to local community	Supports more than one town or locality	Regular	30 min	Broad range with some particular attractors
Level 4	Committee of Management	Local	Supports the immediate town or locality Strong relationship to local community	Small town or locality	Regular/irregular	20 min	Broad range of activities
Level 5	Committee of Management	Minor Local	Likely low level of activity May enjoy historical sense of community ownership	Small town or locality	Likely low	20 min	Not applicable

Table 6.2: Matrix of Wellington Shire Community Infrastructure Hierarchy Model

6.4 Risk and Maintenance Subsidy

Council officers have developed a comprehensive model to guide the provision of financial subsidies for committees of management responsible for managing community infrastructure including sporting infrastructure. The current operating subsidy is described as the 'Risk and Maintenance Subsidy' and recognises the substantial costs associated with addressing risk and safety issues and maintaining community infrastructure. It is available for community infrastructure where broad community use and benefit can be demonstrated.

The model identifies 5 core components including:

- Building safety

- Building maintenance

- Utility servicing

- Surrounding maintenance and waste management

- Playing surfaces.

Within each component, there are a list of specific items and the general maintenance requirements e.g. fire protection equipment maintenance – 6 monthly or annual inspection and testing of extinguishers. Using current costs, a dollar amount is allocated for each item.

The implementation of this model ensures that Council is taking a best practice approach to managing facilities. The subsidies are based on benchmarking of the real world costs of managing community facilities and substantially reduce the risk to Council and the burden on volunteers, allowing committees of management to focus their energies on activating community infrastructure.

6.5 Project Prioritisation Model

This model has been developed by Council to deliver a consistent approach to prioritising the selection and delivery of community projects. The model outlines the principles, criteria and parameters that projects will be assessed against.

Projects are considered against 5 quantitative and qualitative criteria with associated weightings. The resultant scores are used to determine the investment in maintenance, refurbishment, safety and redevelopment of community facilities. These criteria align with the 2017-2021 Council Plan and are outlined in table 6.3 below.

Strategic inputs guiding how projects are identified include Council's maintenance and accessibility audits, facility condition summaries and the 2019 Committees of Management Survey. Future strategic inputs will come from the Community Infrastructure Plan, Sporting Infrastructure Plan, Early Years Infrastructure Plan, Community Management Facilities Strategy and Facility Management Plans. Other considerations will include service planning changes, legislative requirements and community/customer requests.

No.	Criteria	Assessment Measure (0 = low importance, 100 = high importance)	Weighting	Strategic Alignment
1	Hierarchy Level	Quantitative - measured against a score of 0-100	25%	Consistent with current Community Facilities Framework
2	Asset Component Importance – Community & Council	Quantitative - measured against a score of 0-100	10%	Consistent with Strategic Objective 1 in Council Plan 2017- 21 (Communities)
3	Level of Participation and if Maintained or Improved	Quantitative - measured against a score of 0-100	20%	Consistent with Strategic Objective 1 in Council Plan 2017- 21 (Communities)
4	Efficiency / Compliance / Operational Improvements	Quantitative - measured against a score of 0-100	15%	Consistent with Strategic Objective 6 in Council Plan 2017- 21 (Communities)
5	Asset Condition Rating	Quantitative - measured against a score of 0-100	25%	Consistent with Strategic Objective 2 in Council Plan 2017- 21 (Communities)

Table 6.3: Community Facilities Project Prioritisation Model, Wellington Shire, 2020

SECTION 7: Priority Areas and Recommendations

Image: Glenmaggie Country Rock Festival, 2019

7.1 Priorities Areas

The following Priority Areas are underpinned by detailed research completed to support the development of the Community Infrastructure Plan. The strategic priorities from Council's Community Managed Facilities Strategy and the Sporting Infrastructure Plan have been considered as part of identifying the priority areas.

Priority Area		What Does This Mean?
1	**Inclusive Community Places**	Prioritise infrastructure, program and service improvements which will increase the inclusiveness and accessibility of community places and spaces.
2	**Sustainable Communities**	Prioritise initiatives which will improve the social, environmental, and economic sustainability of community infrastructure and communities.
3	**Community Capacity and Engagement**	Actively support committees of management, facilitate volunteering, encourage activation, and have transparent discussions with communities about aspirations and planning for community infrastructure.
4	**Advocacy and Partnerships**	Take an active role in advocating for and partnering with others to deliver initiatives and changes which will improve access to community infrastructure and strengthen communities.
5	**Diverse Settings and Experiences**	Prioritise community infrastructure that supports diverse activities, services and experiences and responds to the needs of local communities and catchments.

7.2 Recommendations and Measuring Outcomes

Priority Area 1 Inclusive Community Places		Prioritise infrastructure, program and service improvements which will increase the inclusiveness, accessibility and safety of community places and spaces.
	Recommendation	**Measuring Outcomes**
1.1	Upgrade community facilities where the physical condition and accessibility has been identified as a key constraint in responding to community need.	The extent of capital investment annually in the upgrade of community facilities to address condition and accessibility issues.
1.2	Support Committees of Management to make it easier for the community to use and activate community facilities.	Providing a minimum of 4 networking, training, development or activation opportunities for committees of management annually.
1.3	Support Committees of Management to implement inclusive practices responding to the diversity within communities.	A majority of committees of management achieving accreditation with programs that promote culture change like GippSport's 'Change our game'.
1.4	In partnership with young people, facilitate increased access to spaces that are free, safe and welcoming for young people.	Increased availability of free, welcoming public spaces for young people to access.
1.5	Improve the quality, accessibility and safety of play experiences in Wellington Shire.	Community satisfaction with the quality, accessibility and safety of play spaces is demonstrably increased.
1.6	Develop pathways and linkages that support people to be physically active and move easily and safely around local communities and between towns.	The extent of capital investment annually in developing pathways and linkages supporting people to move easily and safely around and between communities.

Priority Area 2 Sustainable Communities	Prioritise initiatives which will improve the social, environmental, and economic sustainability of community infrastructure and communities.
	Recommendation / **Measuring Outcomes**

	Recommendation	Measuring Outcomes
2.1	Actively pursue projects which will deliver co-located or integrated facility, activation and service outcomes.	The number of projects delivered that promote or enhance collaboration, co-location and integration of services and facilities.
2.2	Consider closing facilities or ceasing to support the operation of facilities where community infrastructure is in poor condition, receives community limited use and community capacity to activate the facility is low.	The extent of consultation and engagement with local communities where community infrastructure is in poor condition, receives community limited use and community capacity to activate the facility is low.
2.3	Facilitate stronger collaboration between health services providers and Community Centres and Neighbourhood Houses.	Regular forums facilitated, promoting collaboration and co-operation between with health services providers, community centres and neighbourhood centres.
2.4	Encourage and support co-operation between committees of management and between community organisations to share resources, facilities and knowledge, and undertake joint programming initiatives.	Evidence of increased co-operation and collaboration between Committees of Management and community organisations.
2.5	Invest in projects which will increase the financial viability, environmental outcomes and the use and activation of community infrastructure.	The extent of annual investment in projects that increase the financial viability, environmental outcomes and activation of community infrastructure.
2.6	When investing in new or upgraded community infrastructure, fully assess and understand the impact upon like infrastructure in the surrounding area, and identify strategies to respond to these impacts.	All planning for new or upgraded community infrastructure will include an assessment of the impact on other facilities in the surrounding area.
2.7	When investing in the development or activation of community infrastructure, pursue initiatives which will support or strengthen the local or regional economy.	The economic impact of investment is considered when planning for the development or activation of community infrastructure.

Priority Area 3 **Community Capacity and Engagement**	**Actively support committees of management, facilitate volunteering, encourage activation, and have transparent discussions with communities about aspirations and planning for community infrastructure.**	
	Recommendation	**Measuring Outcomes**
3.1	Examine options for resourcing committees of management to support the activation of community infrastructure in response to identified community needs.	The extent of support received by Committees of Management to activate community infrastructure.
3.2	Identify strategies to reduce the administrative burden for committees of management and community organisations.	Increased activation of community facilities by community organisations and Committees of Management.
3.3	Actively involve the community in decision making about the future of community infrastructure.	Evidence of increased community participation in decision making and priority setting for community infrastructure.
3.4	Develop Facility Management Plans to capture the aspirations of local communities and identify priorities for community infrastructure.	The number of Facility Management Plans developed for community infrastructure .
3.5	Examine options to integrate or consolidate committees of management where duplication is evident and volunteer capacity is declining.	The consolidation of committees of management and community organisations is pursued where relevant.
3.6	Improve the availability and quality of information about community facilities and the activities they offer to local residents, the wider community and visitors to the community.	Evidence that quality information is more readily available to community members about local community facilities and the activities they offer.
3.7	Develop strategies to improve the communication between Council and community organisations and committees of management.	The forums and opportunities available to community organisations and Committees of Management for open communication with Council.

Priority Area 4 **Advocacy and Partnerships**	**Take an active role in advocating for and partnering with others to deliver initiatives and changes which will improve access to community infrastructure and strengthen communities.**	
	Recommendation	**Measuring Outcomes**
4.1	Advocate to State and Federal Governments to increase the availability and flexibility of the public transport network in Wellington Shire.	Constructive relationships with Local MPs and key decision makers. Increased public transport services in Wellington Shire, delivering flexible, accessible public transport options for the community.
4.2	In partnership with government and community agencies, strengthen the community transport options available to the Wellington community.	Improved access to community transport options.
4.3	Advocate to State and Federal Governments to improve the road network between towns (particularly between Sale and Yarram).	Increased investment in local road network by State and Federal Governments.
4.4	Advocate to State and Federal Governments (particularly DELWP) to increase funding for the upgrade and development of community places and spaces in response to community need.	Increased share of grant funding from State and Federal Governments for community infrastructure.
4.5	Advocate to State and Federal Governments to improve the telecommunications network in Wellington Shire with a focus on communities where connectivity is poor or non-existent.	Improved performance of the telecommunications network and reduction in blackspots.

Priority Area 5 Diverse Settings and Experiences		Prioritise community infrastructure that supports diverse activities, services and experiences and responds to the needs of local communities and catchments.
	Recommendation	**Measuring Outcomes**
5.1	Encourage and facilitate activities for children and young people in Wellington that are not sport related.	Evidence of new programs being offered and accessed to encourage physical activity by children and young people.
5.2	Support committees of management to develop unique or niche offerings to attract use and visitation from outside their local community.[6]	Evidence of activities being developed and delivered through community infrastructure offering new experiences for community members and visitors.
5.3	Enable, support and advocate for small and isolated communities to receive the right support to allow them to respond effectively to community needs.	The extent to which small and isolated communities have access to timely support.
5.4	Support increased use of community infrastructure owned or managed by community agencies and organisations and school sites.	The extent of community access to community infrastructure and school sites.
5.5	Invest in high quality outdoor community infrastructure including parks, playgrounds, sporting reserves, walking and cycling tracks and trails in recognition of their importance to the Wellington community and their value in supporting health and wellbeing.	The extent of investment in outdoor community infrastructure including parks, playgrounds, sporting reserves, walking and cycling tracks and trails.

SECTION 8: Attachments

Image: Yarram Regent Theatre

8.1 List of Attachments

Attachment A: Background Research

Attachment B: Community Consultation and Engagement Report

Attachment C: Infrastructure Inventory by District - Excel Spreadsheets

Attachment D: Assessment of Hierarchy Rating