

# Community Buildings Study Surf Coast Shire

Final Report August 2015



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## 2. Executive Summary

### 2.1 Introduction

Buildings are a significant Council asset representing around 14% of its asset portfolio and this includes community buildings. A study including use audits has been undertaken to understand the community buildings asset portfolio better. It documents “the state of play” in relation to 79 Council owned and/or managed community buildings. .

The study aims to provide an insight into whether Council community buildings are being well used and managed. The findings have assisted in identifying broad opportunities for future use of community buildings and ideas for further work and strategic approaches.

A key strategic driver for the work was objectives in the Council Plan 2013-17 and Health and Wellbeing Plan 2013-17 and the longer term aims of the study include:

- improving the use and management of community buildings
- growing the ability of the community buildings stock to adapt to future demographic change, community needs and expectations and outcomes of Council’s strategic and service planning i.e. flexible infrastructure.
- identifying community development opportunities/increasing community connectedness
- making more informed decisions about community buildings.

Use audits were undertaken and an average month of activity in 2014 recorded. This included engagement with Section 86 Committees of Management and Lease/licence holders. Other relevant internal information relating to community buildings was collated from across the organisation including asset management, lease and licences and finance. A cross divisional Project Reference Group (PRG) was formed to support the study’s progress.

### 2.2 Key findings

#### *What and where*

- Council community buildings serve an important role in community connection around service provision and facilitating community participation.
- The 79 Council owned and or managed community buildings in Surf Coast Shire include community centres, Senior Citizens centres, Community Houses, Men’s Sheds, halls, buildings for arts and culture, multi-purpose sports pavilions, sporting clubrooms, emergency services, kindergartens and Maternal Child Health. See Attachment 1.
- Patterns of provision reflect both historical commitments (e.g. tradition of local government provision of sport buildings) and legacies (e.g. Winchelsea former shire offices) and results of more recent strategic planning.
- 12 buildings house Council services such as children services, tourism services, sport and recreation services.
- A trend to multi-purpose/shared use for sport buildings is demonstrated in various ways with multi-purpose sport pavilions and community hub development
- The number of buildings is not in proportion with the size of populations with Winchelsea (18) having a similar number of buildings to Torquay/Jan Juc (16).

#### *Use and access*

- For the 79 Council community buildings in a typical month in 2014 there was nearly 10,000 hours of use and 83,000 attendances, representing 400 different activities/user groups.
- Children related activities dominated. Sport club related activities and arts and cultural pursuits were equally represented.

- Re-purposing is evident with a number of buildings converted from their original uses and serving as models for what is possible.
- Buildings with Council services, community centres, multi-purpose sports buildings, and some community houses had high attendance numbers and hours of activity.
- There are buildings in the rural hinterland that are underutilised – single purpose sport buildings and halls.
- Occupancy rates vary across the week and building categories.
- A needs/views assessment of user groups and the general community did not form part of study.

### ***Management***

- A variety of management arrangements are in place for Council community buildings including Council, tenanted through leases and licences, Section 86 Committees, Council as a tenant and shared management.
- The community plays an important and valued role in the management and operations of various community buildings.
- There is an inconsistency across the board regarding which type of legal agreement is used in order for community users to utilise Council buildings.
- Booking systems range from highly coordinated by the Shire through the Sport and Recreation Centre through to paper based system or no formal booking system.
- There is an inconsistent range of fee arrangements across buildings.
- 50% of Council community buildings are available for hire by the general public. This includes community centres, Community Houses, halls, multi-purpose sport buildings, Senior Citizens, a few single purpose sport building and a few arts/culture buildings.

### ***Costs and benefits***

- The use audit revealed that Council community buildings are a place to provide Council services, health and wellbeing activities, exercise, relax and connect, be creative, do business, welcome visitors, support working parents, learn, be cared for, support volunteers, connect, celebrate, support young and old.
- Council community buildings have the potential to support and harness changes in social and demographic trends.
- The financial cost of community buildings to Council includes maintenance, programmed works, capital expenditure/renewal and operating/running costs.
- 14.0m capital expenditure on Council community buildings July 2011-March 2015
- 1.7m on maintenance and programmed works for Council community buildings July 2013-March 2015.
- There is an opportunity to get better community value for Council subsidy of facilities through consideration of usage.

## **2.3 Conclusion**

Providing accessible community buildings is an effective contribution Council can make to achieving connected communities and facilitating participation, but there are also opportunities for improvement.

The Council community buildings “information bank” developed through this study provides the resource and opportunity to think more strategically about community buildings including placing day to day requests in a Shire, town or category context.

While there are significant levels of activity overall not all Council community buildings are reaching their full potential. There are some buildings which are underutilised and these provide opportunities for re-purposing, increased multi use of facilities and community hub

development. The current community building stock already provides some good role models for this. There is also opportunity to think about innovative approaches to shared use such as “activity” thematic driven hubs such as for arts, learning or fitness.

A more comprehensive understanding of the issues for users should be developed as this level of detail was not collected. A greater understanding of the broader economic and social benefits that community buildings deliver to the community and business would also be valuable.

The variety of management arrangements across community buildings and lack of consistency of approach points to the need to improve structures and processes. The lack of clear policies, processes and guidelines are an impediment to constructive conversations with user groups when change is required.

This situation indicates the need for more work to be done to ensure Council community buildings are well used and managed. The development of an integrated policy/procedures framework will assist this. This framework, some further research and the study’s data are recommended to form the resources for developing a way of ensuring Council’s financial resources are going where they achieve the greatest community benefit.

## 2.4 Recommendations

These recommendations:

- draw on the key findings of the study
- contribute to strategies under the Council Plan 2013-17 and Health and Wellbeing Plan 2013-17 and
- support the longer term aims of the study outlined above.

The recommendations are detailed in the Action Plan 2015-18 on p7.

It is recommended that Council:

1. Establishes a cross divisional team tasked with overseeing improved structures and processes around the provision of community buildings.
2. Develops an integrated policy and procedures framework for community buildings
  - *Policy Framework with guiding principles for community buildings(to go through the Policy Review Sub-Committee)*
  - *Procedural/operational improvements to implement the policy*
3. Develops a more comprehensive understanding of:
  - *the issues for user groups /community around community buildings*
  - *the broader economic and social benefits that community buildings deliver to the community and business*
4. Further develops the multi-purpose shared use building concept (links with no.2, 2<sup>nd</sup> dot point)
  - *continues to seek opportunities for community hubs/co-location*
  - *investigates innovative approaches such as “activity driven” community hubs e.g. arts/cultural, physical activity, learning*
  - *increase activity in underutilised spaces.*
5. Utilises information resources developed through the use audit strategically for related projects/plans and day to day Council work e.g. *Arts Space Feasibility Study, Business Improvement Project, future Masterplans.*

## 2.5 Action Plan

Community Buildings Action Plan 2015-18			
		Actions	Timeline
1	<b>Community Buildings Review team</b>	The formation of a cross divisional team tasked with overseeing improved structures and processes around Council community buildings.	Year 1
2	<b>Policy and Procedures</b>	Review team to develop an integrated policy and procedures framework for community buildings  <b>2.1 Policy Framework</b> <ul style="list-style-type: none"> <li><i>guiding principles for Council community buildings</i></li> </ul>	Year 1
		<b>2.2 Procedural/Operational Improvements</b> <ul style="list-style-type: none"> <li><i>Matters to implement the policy</i></li> </ul> <p><i>May include:</i></p> <ul style="list-style-type: none"> <li><i>Explore web-based booking system</i></li> <li><i>Service Standards/agreements for all SCS directly managed facilities</i></li> <li><i>Promotion/marketing/ public mapping interface for community buildings</i></li> <li><i>Explore the opportunity to include more information about building usage in asset management and renewal processes.</i></li> </ul>	Year 2
3	<b>Research</b>	Develop a more comprehensive understanding of the issues for user groups of Council community buildings. <b>3.1 Survey of user groups/community</b>	Year 2
		3.2 Understand the broader economic and social benefits that community buildings deliver to the community and business	Year 2
		3.3 Explore opportunity for community buildings not owned by Council e.g. church halls to be formally included in the network of community buildings in the shire.	Year 3
4	<b>Multi-purpose shared use buildings (links with 2.2)</b>	4.1 Investigate "activity" driven Hubs - users and activity to change. <i>e.g. arts/cultural, physical activity, learning</i>	Year 3
		4.2 Further develop the hub concept/co-location <i>e.g. precinct plans, redevelopment opportunities</i>	Year 3
		4.3 Explore options to facilitate increased or different use of underutilised spaces	Year 2
5	<b>Information Resources</b>	Utilise community buildings use audit data strategically for related projects/plans and day to day Council work e.g. Arts Space Feasibility Study, Business Improvement	Year 1-3

		Project, future Masterplans	
		5.1 Make maps and data accessible internally and promote availability	Year 1
		5.2 Include Council community buildings use audit information in township health and wellbeing plans	Year 1 - 3
		5.3 Inform the Lease and Licence Policy	Year 1



## 3. Study background, process and methodology

### 3.1 Background

The Community Buildings Study received \$30,000 as a new initiative in the 2014-15 budget and was scoped and developed in 2014-15, including two briefings to Council in September 2014 and April 2015. Council owned and/or managed community buildings are the subject of this study. The study researches 79 Council community buildings including community centres, Senior Citizens centres, Community Houses, Men's Sheds, halls, buildings for arts and culture, multi-purpose sports pavilions, sporting clubrooms, emergency services, kindergartens and Maternal Child Health.

The study documents the "state of play" around how Council community buildings are being used, who is using them, occupancy rates and how they are managed.

The study also identifies broad opportunities for future use of Council community buildings and provides direction on further work and strategic approaches.

***The study will support the following longer term aims of:***

- improving the use and management of Council community buildings
- growing the ability of the community buildings stock to adapt to future demographic change, community needs and expectations and outcomes of Council's strategic and service planning.
- identifying community development opportunities/increasing community connectedness
- making more informed decisions about Council community buildings.

***It will also contribute to Council's strategic plans:***

***Council Plan 2013-2017***

Original plan: Theme 4 Infrastructure *Objective 4.2 "Accessible and well maintained Council facilities"*. *Strategy 4.2.4 Complete Council facility audits to measure usage hours and people.* Amended plan June 2015: *Strategy 4.2.4 Maximise usage of Council buildings.*

***Outcome:***

- Flexible infrastructure to accommodate a range of community needs.
- Improve the use of facilities.

Health and Wellbeing Plan theme - Service accessibility - Objective 3.4 Planning for and maximising use of infrastructure for health and wellbeing outcomes

3.4.2 Policy development around multi-use spaces and integrated service provision

**Out of Scope for this project included:**

- use audits of community buildings not owned by Council (although some are identified in the maps in Appendix 5)
- land reserves, markets, community gardens, social housing and sheds
- engaging with all user groups and general community to find out their needs and views on community buildings
- detailed exploration/planning/developing/engaging on and making decisions regarding the opportunities to improve future use and management of community buildings.

## 3.2 Project Reference Group

An internal Project Reference Group (PRG) was established in September 2014. The PRG has met seven times to discuss and provide advice on the study with representation from across the organisation with the following work areas represented:

- Leisure and Wellbeing Department: Social Planning, Sport and Recreation
- Assets and Capital works
- Governance and Risk: Property and Legal Services Officer
- Planning and Development
- Aged and Family services
- Communications and Community Engagement
- Finance

## 3.3 Use audits

The use audits were undertaken in two stages and involved collecting use information including name of user group, type of activity, age group of users and the number of people attending. The information was collected for a typical month in 2014.

*Stage 1* involved 19 buildings where information was known by Council staff including a number of halls, community centres, multi-purpose sports pavilions, children related buildings and visitor information centres. *Stage 2* involved use audits for around 50 buildings. This stage involved meeting in the field or phone/email contact with managers of community buildings including Committees of Management – Section 86 and Lease/Licence holders March-May. The meetings were positive and informative. There were a number of Council owned buildings that were not use audited including those leased to private operators. See Attachment 2 for more information on the use audit methodology.

## 3.4 Cross organisational input

Following completion of the use audits a workshop was attended by approximately 18 Council staff. This included a cross section of management and other officers whose roles relate to community buildings. There were opportunities for people to provide feedback and this generated a number of ideas for consideration.

## 3.5 Internal data

To assist in determining the current state of play for community buildings this study has also identified, collected and collated available internal information from across the organisation. This included discussions and work around asset management data including lease and licences, financial data, planning zoning, reviewing website information, GIS, liquor licences and food handling licences.

## **4. Community buildings context**

### **4.1 Role of community buildings**

Community buildings serve an important role in community connection around community participation and service provision.

They support and facilitate participation across sports, arts, culture, recreation, environmental, educational and social networking activities which can build broader networks and connection. There is evidence of positive outcomes of participation and networks for individuals and communities including improved health and wellbeing, feeling cared for, loved, esteemed and valued, positive ageing, positive parenting, better employment outcomes, spread of information and innovation and a sense of solidarity and respect for others (Department of Planning and Community Development, 2011, G21 2009)

They also “play a part in the creation of sustainable communities by assisting in provision of high quality services, which are accessible to the whole community” (Earl Shilton and Barwell 2012).

### **4.2 Victorian Local Government Act 1989**

Under this act functions of Council include:

- planning for and providing services and facilities for the local community;
- providing and maintaining community infrastructure in the municipal district.

There is also a requirement to ensure that services and facilities provided by the Council are accessible and equitable.

### **4.3 When community buildings are working well what does it look like?**

- Buildings should be accessible in the broadest sense; be well-located and visible.
- Appropriate management arrangements in place to help realise the potential of buildings to provide for a range of community uses.
- Buildings should be well maintained and comfortable with the equipment and componentry necessary to meet the needs of a variety of users.
- Council provides community buildings to support communities. Users that manage and use community buildings must understand that, and be willing to cooperate with others as they share use of facilities.

See Attachment 3 for further details.

### **4.4 Surf Coast Shire demographic snapshot**

#### **Key population characteristics relevant to community buildings**

- The Shire includes the townships of Aireys Inlet, Anglesea, Deans Marsh, Fairhaven, Jan Juc, Lorne, Moriac, Torquay and Winchelsea and a significant rural population
- permanent population around 28,500 in 2014
- strong growth forecast to nearly 45,000 by 2036
- Torquay/Jan Juc has the largest population of 17,500 and is the fastest growing area
- Winchelsea secondary growth centre within the shire.
- Part time populations are also significant including holiday home residents, seasonal visitors, event populations and day trippers

- Peak overnight population for the Shire summer 13/14 was estimated around 85,400 (Economic Indicators Bulletin Geelong 2013).
- The age distribution in the Shire is unusual for a regional municipality, encompassing strong family growth and the typical ageing population and this is will continue.
- baby boomers expectations and needs for a healthy lifestyle
- smaller coastal towns have an older age profile than Torquay/Jan Juc
- In 2011 in the shire 1,900 people lived alone, 6,700 people did not live in the Shire five years earlier and 5,000 did not live in townships.
- The Shire rates well on a number of indicators of healthy diet and exercise. A higher proportion of people met physical activity guidelines (Surf Coast Shire, 2013)

**Figure 1 map Surf Coast Shire**



**Figure 2 Populations, Surf Coast Shire and selected areas, 2011**

	Total population - 2011 Usual Resident	
	Number	%
Torquay - Jan Juc	13,675	53%
Anglesea	2,469	10%
Aireys Inlet - Fairhaven - Moggs Creek	1,069	4%
Lorne	1,046	4%
Winchelsea	1,586	6%
Balance of Shire (other small towns and rural areas)	6,029	23%
<b>Surf Coast Shire</b>	<b>25,874</b>	<b>100%</b>

Source: Australian Bureau of Statistics Census 2011, .id Profile

## 5. Community buildings in Surf Coast Shire – what and where

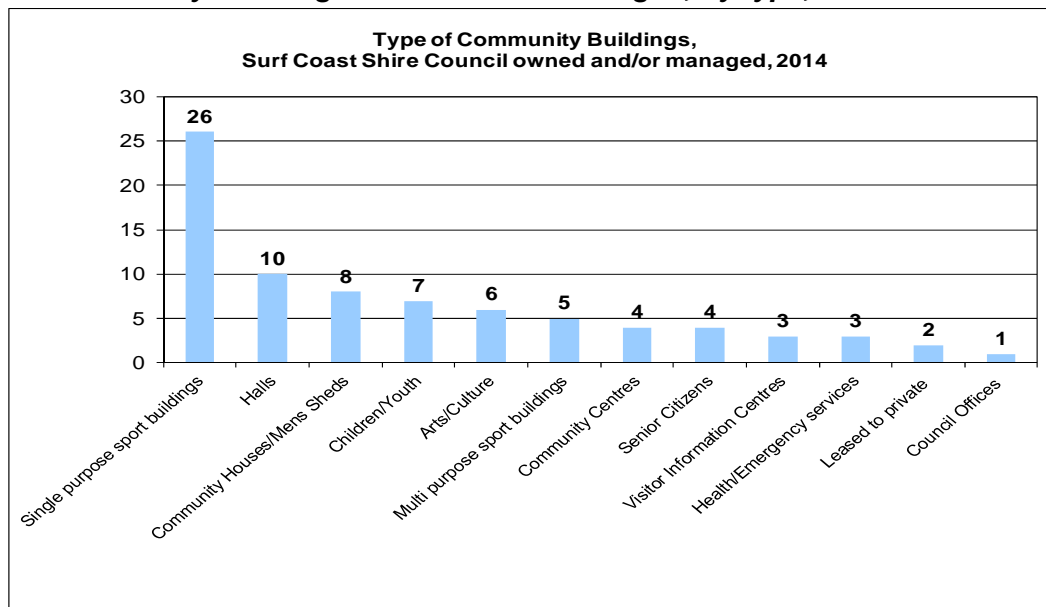
### Key findings:

- The 79 buildings include but are not exclusive to community centres, Senior Citizens centres, Community Houses, Men’s Sheds, halls, buildings for arts and culture, multi-purpose sports pavilions, sporting clubrooms, emergency services, kindergartens and Maternal Child Health.
- Patterns of provision reflect both historical commitments (e.g. tradition of local government provision of sport buildings) and legacies (e.g. Winchelsea former shire offices) and results of more recent strategic planning.
- Council have made commitments to provision and support of certain buildings through the connection with services.
- 12 buildings housing Council services include kindergartens /children services, tourism (including museum) services, sport and recreation services and the library.
- Council follows a wider tradition of local government provision of sport buildings over the last 30-40 years. This includes buildings for tennis, football, cricket and netball clubs. More recently this includes a trend to multi-purpose sport buildings.
- The number of buildings is not in proportion with the size of populations with Winchelsea (18) having a similar number of buildings to Torquay/Jan Juc (16).
- Winchelsea’s building stock reflects in part its historical role in servicing surrounding agricultural areas.
- Anglesea, Torquay/Jan Juc and Winchelsea have a large range of buildings. In rural areas halls and single purpose sporting buildings dominate.
- Small places like Modewarre and Deans Marsh have more buildings than Aireys Inlet as the single purpose sport buildings follow the pattern of reserve provision across rural areas.
- Buildings for arts and culture activity do not follow any deliberate pattern of provision.
- Bowling clubs are provided in Winchelsea and Anglesea but not elsewhere. There is a golf clubhouse provided in Winchelsea however private clubhouses in other towns.
- Buildings are capable of changing use – Anglesea Road Tennis Clubroom, Torquay Old Police Station, Winchelsea Shire Offices and Library and Gnarwarre Tennis Clubroom.

### 5.1 What

There are 79 community buildings Surf Coast Council owns and/or manages. Attachment 1 provides details of buildings in each category

**Figure 3 Community Buildings owned and/or managed, by type, Surf Coast Shire, 2014**



### **Council services in Council community buildings**

Council has made commitments to provision and support of 12 buildings through connection with Council services. Council services housed in Council community buildings include:

- kindergartens, Maternal Child Health services, playgroups, occasional care, parent education, immunisation
- tourism services including the visitor information centres, Australian National Surfing Museum and the Great Ocean Road National Heritage Centre
- sport and recreation services including sport and recreational centre programs and the Winchelsea Health Club
- a library (service provided on behalf of Council by Regional Library Corporation).

### **Sport buildings**

Council follows a wider tradition of local government provision of sport buildings over the last 30-40 years. This includes buildings for tennis, football, cricket and netball clubs. More recently this includes a trend to multi-purpose sport buildings including spaces suitable for other uses as well. Together these categories account for nearly 40% of buildings owned and/or managed by Council. Sport buildings are spread across the shire in towns and the rural hinterland following the pattern of reserve provision.

### **Multi-purpose/shared use**

There is a trend to multi-purpose/shared community facilities. Three buildings demonstrate the hub concept - Torquay Children's Hub, Winchelsea Community Hub and the Sport and Recreation Centre/Torquay Visitor Information Centre/Australian National Surfing Museum building. Multi-purpose sport buildings have evolved in a number of ways. For example Grant Pavilion was designed that way and others have headed in this direction with major upgrades e.g. Spring Creek Pavilion while others are doing so within their original sport provision fabric e.g. The Quay. Stand alone buildings such as halls and Community Houses also bring together different user groups to share the spaces

### **Arts buildings**

Buildings for arts and culture activity incorporate a diverse style of buildings with the Historical Society, Torquay Old Police Station, Heartspace, the Globe Theatre, Surf Coast Art House and the Torquay Library. There is no particular pattern to their provision.

**Visitor Information Centres** are located in the coastal towns of Torquay, Anglesea, Lorne as well as Winchelsea.

### **Other buildings**

The following buildings are leased privately:

- Angair
- Winchelsea Tearooms (former Winchelsea Shire offices)
- SES Winchelsea and Torquay

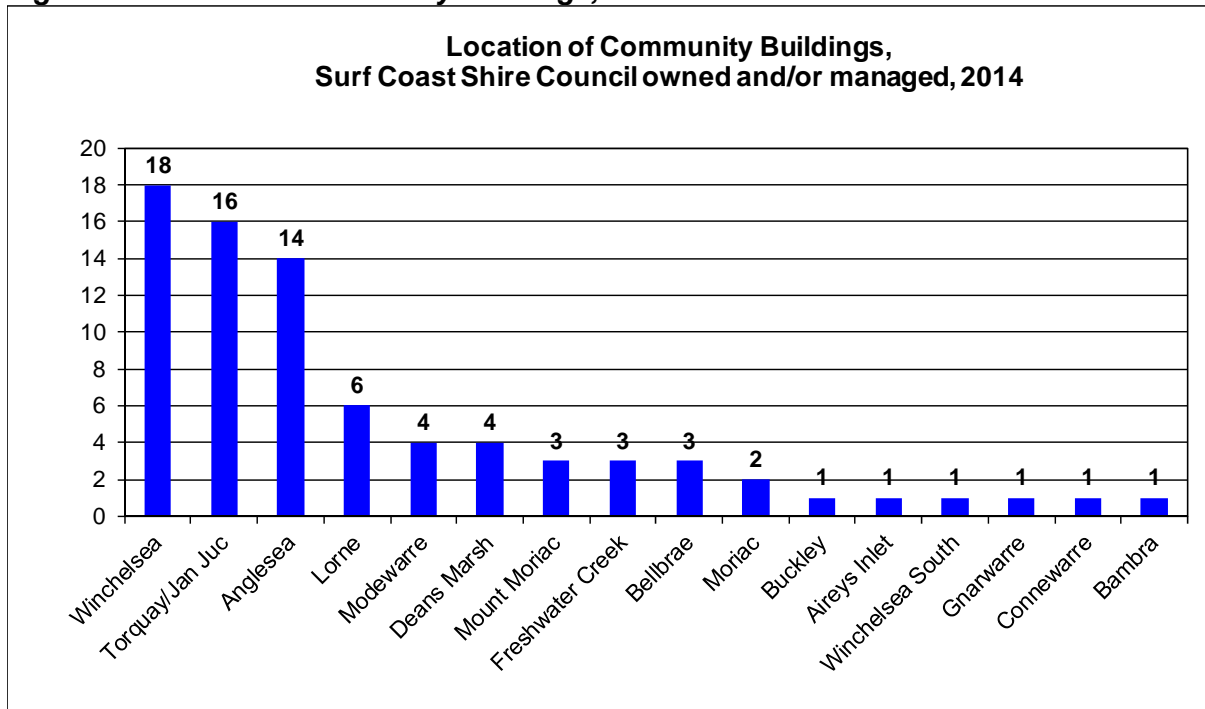
### **Re-purposing**

This is evident with a number of buildings converted from their original uses to a new found purpose. For example the Gnarwarre Tennis Clubroom to community/CFA use, the Old Public Library in Winchelsea to the Visitor Information Centre, the Torquay Old Police Station for community use and the former Anglesea Rd -Bellbrae tennis Club to Bellbrae Heartspace.

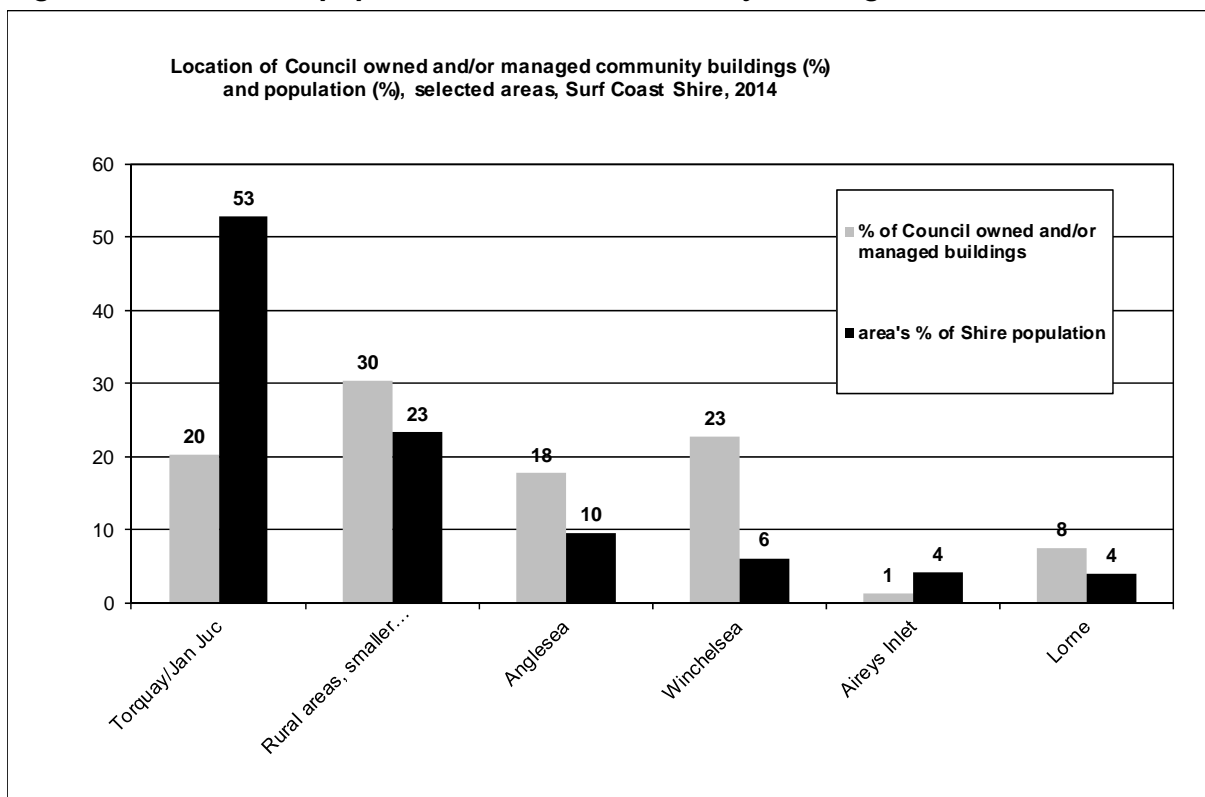
## 5.2 Where

See appendix 4 and 5 for list by town and maps of Council community buildings location.

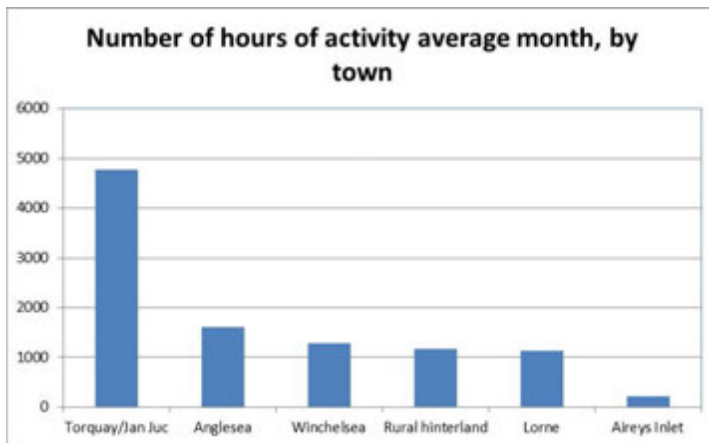
**Figure 4 Location of community buildings, 2014**



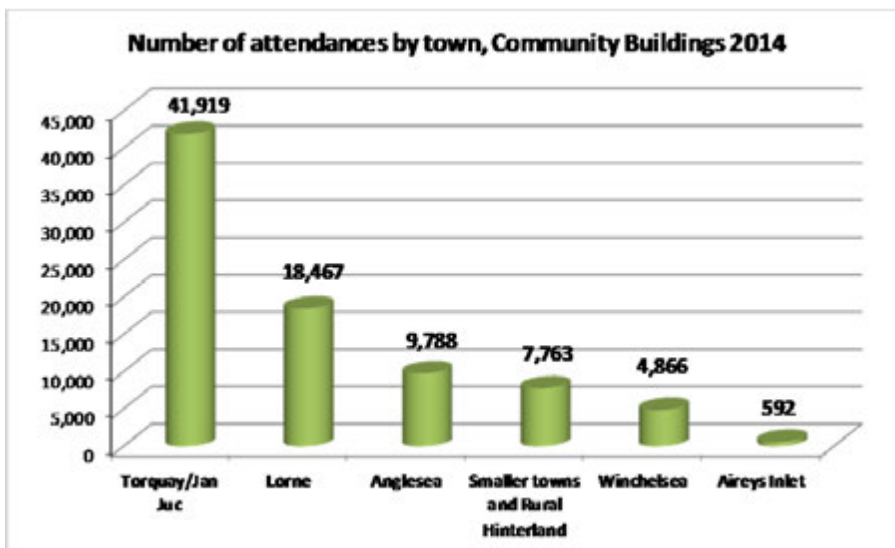
**Figure 5 Location and population, Council community buildings, 2014**



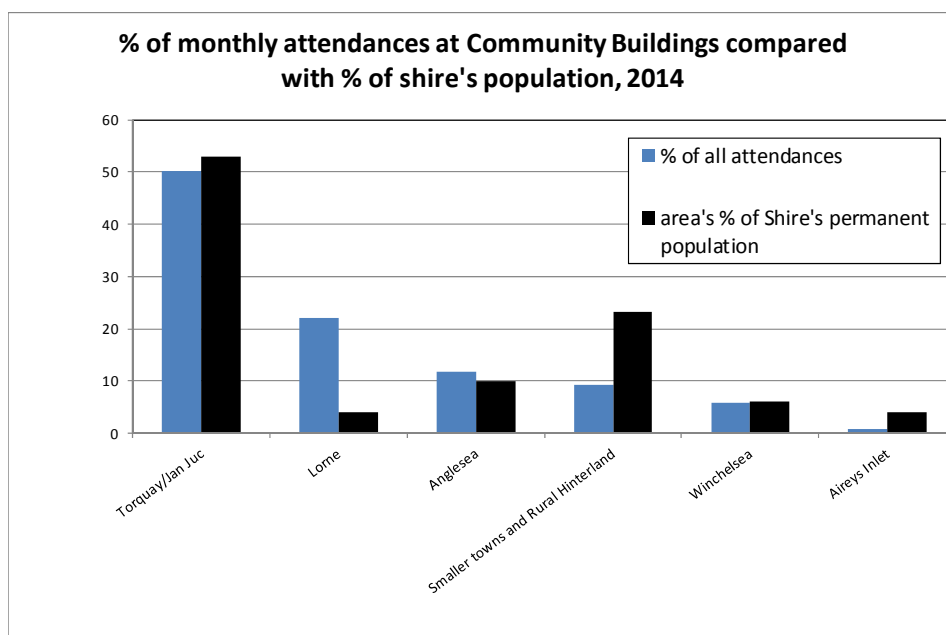
**Figure 6 Hours of activity, by Surf Coast Shire town, average month 2014**



**Figure 7 Number of attendances, by Surf Coast Shire town, average month 2014**



**Figure 8 Attendances and population, Surf Coast Shire towns, 2014**





## 6. Building use and access

### Key findings

- For the 79 Council community buildings in a typical month in 2014 there was nearly 10,000 hours of use and 83,000 attendances, representing 400 different activities/user groups.
- as a portfolio capable of a very broad range of uses
- Children related activities dominated. Sport club related activities and arts and cultural pursuits were equally represented.
- established and emerging models of multi use buildings/community hubs.
- Re-purposing is evident with a number of buildings converted from their original uses and serving as models for what is possible.
- Torquay Children's hub notable for the volume and diversity of user groups beyond the traditional kindergarten, occasional care and maternal child health services. This includes parent education , vacation care, playgroups, toy library, activity programs
- Multi uses possible in community centres, multi-purpose sports buildings, Community Houses, halls, Senior Citizens, some arts and culture and the Torquay Children's Hub.
- Buildings with Council services, community centres, multi-purpose sports buildings, and some community houses have high attendance numbers and hours of activity.
- Attendances in Lorne reflect the large tourist population visiting the Visitor Information Centre.
- There are buildings in the rural hinterland that are underutilised – single purpose sport buildings and halls.
- Occupancy rates vary across the week and building categories and also within some building categories.
- The data collection was from the user groups managing the buildings. A more comprehensive understanding of the issues for other users/general community should be developed.
- In terms of leading the way with a broad range of activities certain buildings in a category can serve as a role model for others e.g. Torquay Senior Citizens
- The "information, advice" category reflects the tourist nature of the shire.
- Council service provision of children services impacts on the user age groups with around a third of average monthly hours used by children or children with adults.

### 6.1 When, how and who

Across the 79 buildings there is a great diversity of activity provided in the community buildings with nearly 10,000 hours of activity in a typical month in 2014.

#### **Activity categories**

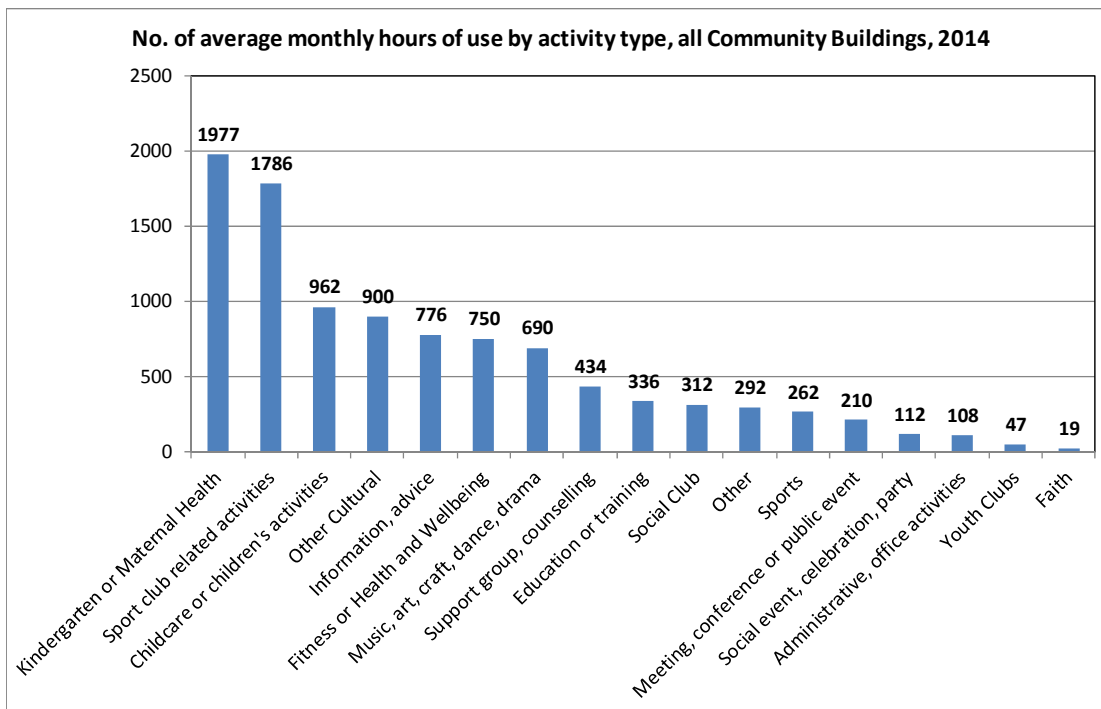
There are over 100 hours of activity in the average month for 15 of the categories.

Children related activities dominate the usage pattern for Council's buildings with 'Kindergarten or Maternal Health' and 'Childcare or children's activities' (such as playgroups) categories. Uses in these categories include kindergarten, occasional care, 3 year old activity groups, toy library, playgroups, immunisation, maternal health and parent education. Sport club related activities are also significant - this includes training where they may access change room as well as sport related social activity.

Creative and cultural pursuits also feature strongly with 690 hours of 'Music, art, craft, dance and drama' and 'Other cultural activities' such as museums and the library accounting for 16% of all use, equal with sporting use of buildings.

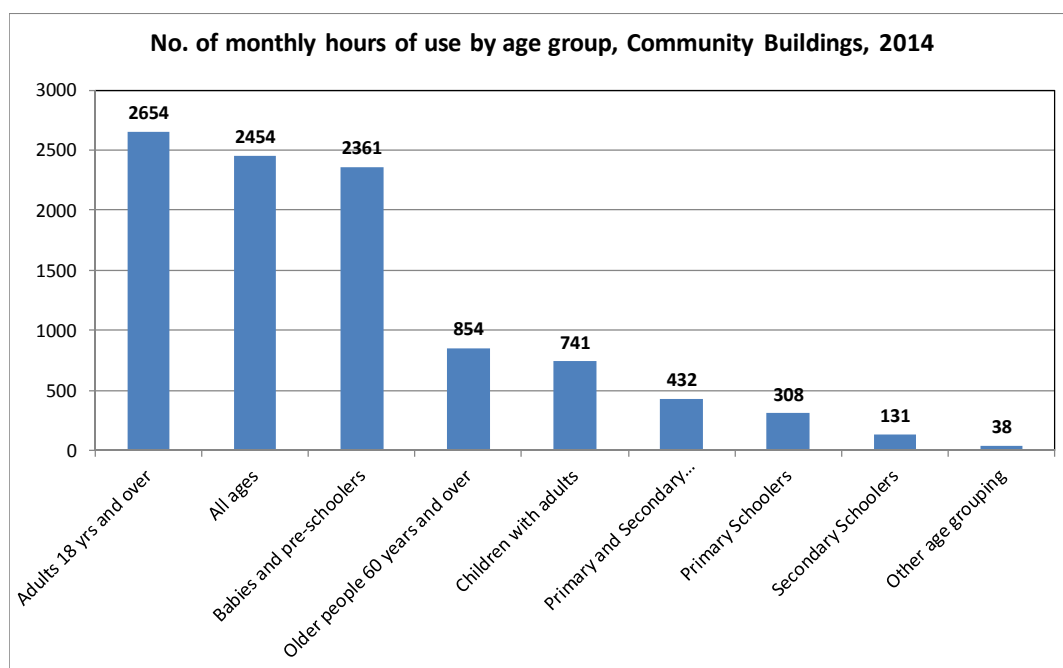
The high hours for 'Information, advice' reflects the tourist nature of the Shire with Visitor Information Centres catering for the tourist population.

**Figure 9 Average monthly hours of use by activity type, Council community buildings, 2014**



### Age groups

**Figure 10 Average monthly hours of use by age group, Council community buildings 2014** Note: the 'All ages' category is impacted by the high attendances at Visitor Information Centres.



Age group	Average monthly hours	
	Number	%
Adults 18 yrs and over	2654	27%
All ages	2454	25%
Babies and pre-schoolers	2361	24%
Older people 60 years and over	854	9%
Children with adults	741	7%
Primary and Secondary Schoolers	432	4%
Primary Schoolers	308	3%
Secondary Schoolers	131	1%
Other age grouping	38	0%
<b>TOTAL</b>	<b>9973</b>	<b>100%</b>

### ***User Groups/activities***

There are nearly 400 separate activities/user groups noted across the 79 buildings. They are described this way as not all are clearly defined as a user group – some may just be recorded as “Dance Class” while another may be a user group name for a specific dance class.

Council community buildings provide a place for local business to operate their services particularly various fitness, health and wellbeing services, such as yoga, pilates, martial arts and dance classes. A broad range of sport clubs utilise buildings including football, netball, tennis, golf, bowling, horse-riding and cricket.

The buildings also provide a place for volunteer groups to have meetings. Examples include Gnarwarre CFA, Community House Committee of Management meetings, Probus Clubs, the R.S.L, Lions and Lionesses Clubs, Surf Coast Legal Aid and Land Care.

There is a diversity of uses ranging from:

- Childcare to Adult planned activity group
- Meta Fit Boot Camp to Restorative Yoga
- Young Wolves tutoring program to ipad for Seniors
- Ballroom dancing to carpet bowls
- Coffee workshop to First Aid Training
- Committee of Management meetings to Probus Meetings
- Anglesea Needles to Freshwater Creek Spinners
- Mini roos soccer to the 2222Z Dance Academy
- Cricket club to barefoot bowlers
- Carol singers to football clubs

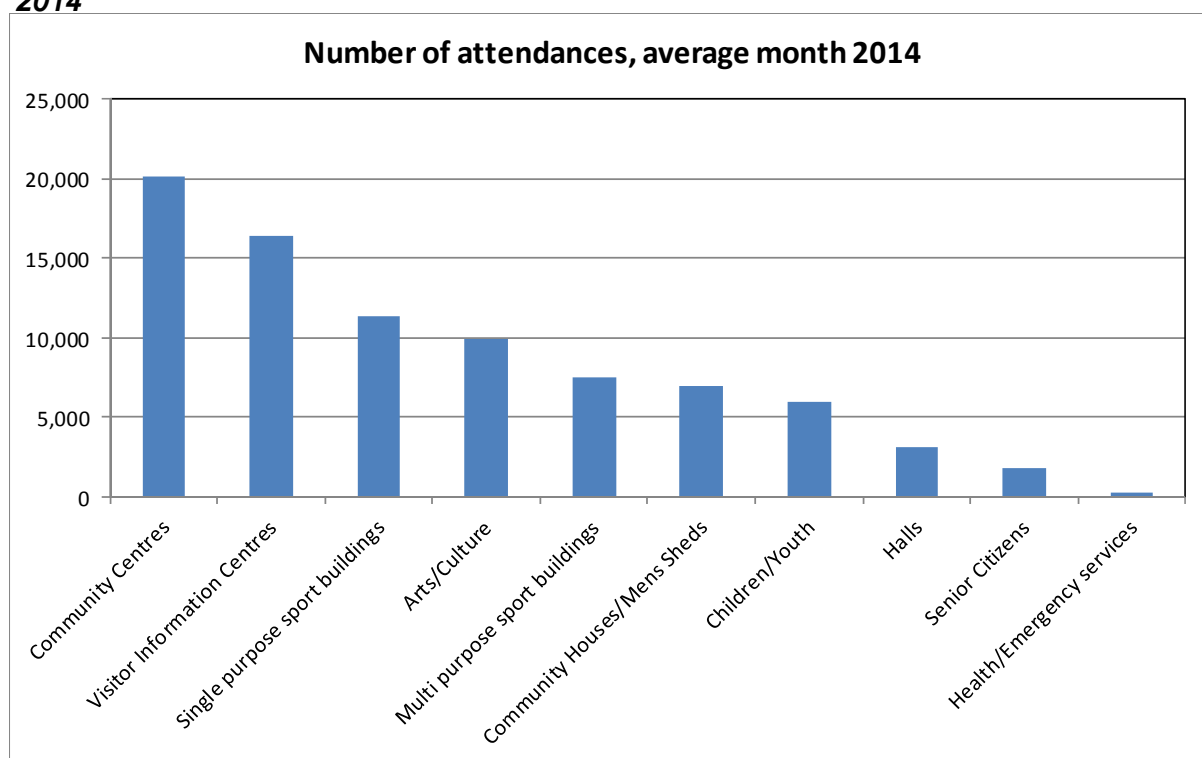
## **6.2 Attendance numbers**

The number of attendees is an estimate. As attendance numbers were not provided for all buildings, the total number is likely to be conservative. This includes repeat attendees such as someone attending kindergarten three days a week or a weekly yoga class. It is not possible to calculate how many individual people use community buildings.

Sport club usage of the building may be secondary to the purpose of using the adjoining field or court for sport – in many cases the number of people for example at footy training or tennis practice is known but not exactly how many of these go inside the clubrooms.

- Overall there are around 83,000 attendances at Council community buildings in an average month.
- 17 buildings have over 1000 attendances per month.
- This includes a number of large multi-purpose buildings - four multi-purpose sports buildings, two Community centres and the Children’s Hub. Also notable is Spring Creek Community House and Anglesea Bowling Club both places with multi uses.
- Buildings housing Council services such as the Visitor Information Centres, the Sport and Recreation Centre and kindergartens in Torquay and Jan Juc are also high on attendance.
- 12 buildings have under 100 attendances a month including a numbers of rural halls and single purpose sport buildings.
- A few Tennis Pavilions also have low attendance numbers for a range of reasons – some have very low numbers in their clubs, some are no longer used for tennis purposes and haven’t transitioned to another use.

**Figure 11 Number of attendances by building category, Council community buildings 2014**



### 6.3 Occupancy/hours of use

There are two measures from the audit that indicate how much buildings are being used.

- Number of hours as a proportion of various time slots e.g. weekdays and weekends 9-5, 5-9 and 9-12.
- Total number of hours of activity in each building in the average month. This is a measure that can easily be compared across buildings.

See attachment 2c for more information about occupancy methodology in the use audit.

## Occupancy

The following table provides some general indications of occupancy at various times.

**Figure 12 Occupancy community buildings, average month, 2014**

Occupancy category	Overall comment	Highest	Lowest
<b>9-5 Monday-Friday</b>	Well utilised generally and particularly by buildings housing Council run services	<ul style="list-style-type: none"> <li>• Kindergartens/children services</li> <li>• Visitor Information centres</li> <li>• Community Houses/Men's Sheds</li> <li>• A couple of multi-purpose sport buildings and community centres</li> <li>• A couple of arts/culture</li> </ul>	<ul style="list-style-type: none"> <li>• some rural hinterland halls</li> <li>• rural hinterland single purpose sport buildings</li> </ul>
<b>5-9pm Monday-Friday</b>	This usage reflects sport club training including use of change rooms.	<ul style="list-style-type: none"> <li>• Multi-purpose sporting clubs</li> <li>• single purpose football and netball clubs.</li> <li>• A couple of halls</li> <li>• Community centres</li> </ul>	<ul style="list-style-type: none"> <li>• Visitor Information Centres</li> <li>• Other single purpose sport buildings</li> </ul>
<b>9-12pm Monday-Friday</b>	Very little usage	Majority of buildings	Majority of buildings
<b>9-5 Weekends</b>	Usage reflects importance of sport and tourism in the Shire	<ul style="list-style-type: none"> <li>• Single purpose sport buildings (range of netball, pony club, bowling, golf, tennis)</li> <li>• Multi-purpose sport buildings</li> <li>• Visitor Information Centres</li> <li>• A few arts/culture</li> </ul>	<ul style="list-style-type: none"> <li>• Children/Youth,</li> <li>• Community Houses/Men's Sheds</li> <li>• rural hinterland halls</li> </ul>
<b>5-9pm Weekends</b>	Overall not well utilised except for the multi-purpose sport buildings	Multi-purpose sport buildings	Majority of buildings
<b>9-12pm Weekends</b>	Overall not well utilised	A couple of halls and multi-purpose sport buildings.	Majority of buildings

Overall:

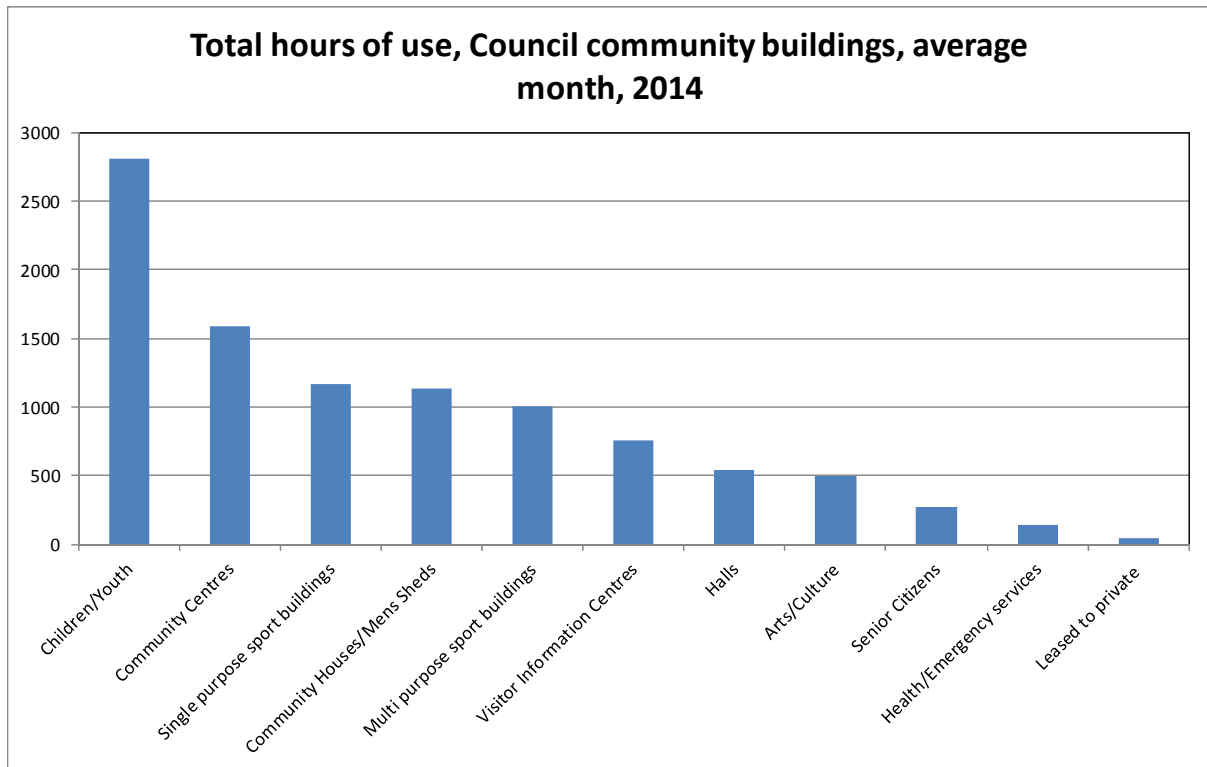
- opportunities for greater utilisation
- there are some rural hinterland halls and single purpose sport buildings that have low occupancy at all times.

### **Overall hours of use**

*Highest overall hours of activity in an average month:* Children/youth, community centres, single purpose sport buildings (this includes a mixture of high and low hours of activity but high overall due to large number of buildings) and Community Houses.

The Torquay Children's hub has the highest overall hours of use (1,695) followed by the Surf Coast Sport and Recreation Centre, Torquay Visitor Information Centre and Surf World Museum (958). Other individual buildings with over 200 hours of use in an average month include Jan Juc and Moriac Kindergartens, Lorne and Anglesea Visitor Information Centres, Torquay, Winchelsea, Anglesea and Lorne Community Houses, Aireys Inlet Community Centre and Winchelsea Community Hub.

**Figure 13 Total hours of use, average month 2014, Council community buildings by category**



## 7. Management arrangements

### Key Findings:

- The variety of management arrangements across Council community buildings and lack of consistency of approach points to the need to improve structures and processes. The lack of clear policies, processes and guidelines are an impediment to constructive conversations with user groups when change is required.
- Council community buildings sit on Council land, crown land owned by Department of Environment, Land, Water and Planning (DELWP) in a few instances DELWP and Council land and two are on land leased from private companies.
- Single purpose sport buildings and Community Houses are the main categories on Crown Land.
- There are a variety of management arrangements in place for Council community buildings including Council, tenanted through leases and licences, Section 86 Committees, Council as a tenant and shared management.
- The community plays an important and valued role in the management and operations of various Council community buildings through Section 86 Committees of Management and leases and licences.
- There are no consistent guidelines around obligations for community use and access.
- There are 7 committees of management relevant to 13 community buildings.
- There is an inconsistency across the board regarding which type of legal agreement is used in order for community users to utilise Council buildings.
- Council has now employed a Property & Legal Services Officer to develop a lease and licence policy.
- Booking systems range from highly coordinated by Council through the Sport and Recreation centre through to paper based system or no formal booking system – some nominated community bookings officers were difficult to contact.
- There are 10 buildings that are booked through a central management system (Centaman) at the Surf Coast Sport and Recreation Centre
- 50% of Council community buildings are available for hire by the general public. This includes community centres, Community Houses, halls, multi-purpose sport buildings, Senior Citizens, a few single purpose sport building and a few arts/culture buildings.
- There is an inconsistent range of fee arrangements across buildings.
- Most managers of Council community buildings charge different types of users different fees e.g. community, business.
- The “kindergarten Cluster” including Torquay, Jan Juc, Lorne and Winchelsea provides a good example of a coordinated management approach for a direct service.

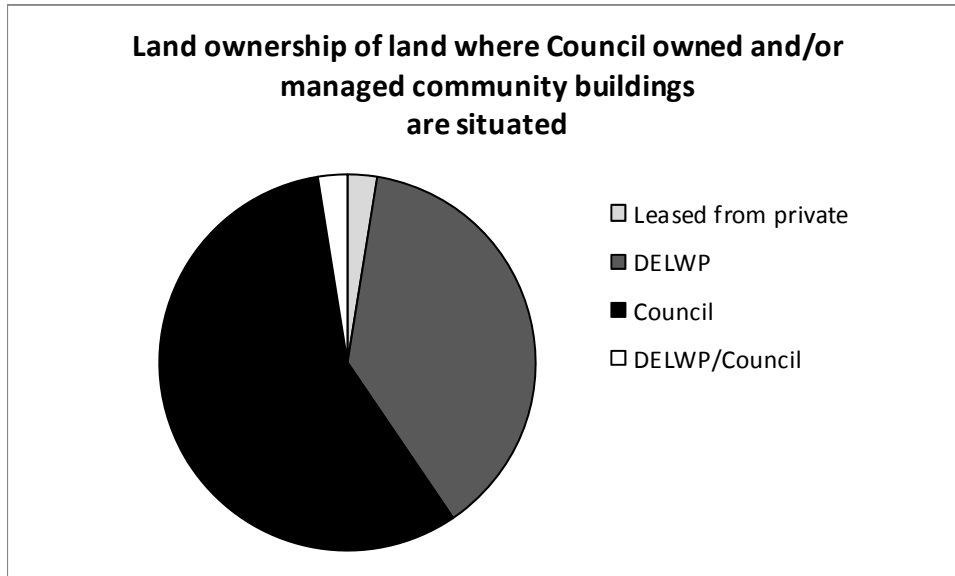
### 7.1 Building ownership

- 77 community buildings owned by Council have been identified for this project
- 2 buildings are leased by Council (Winchelsea Childcare, Gosney Street Winchelsea Maternal Health)

### 7.2 Land ownership

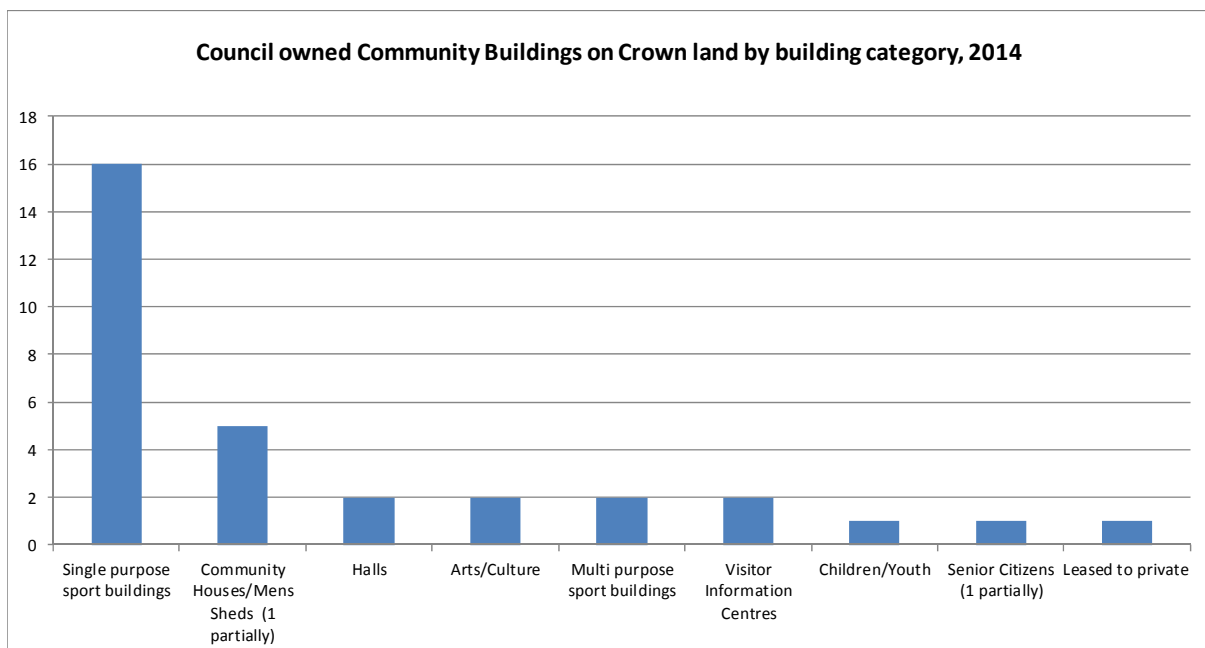
Who owns the land that the Council community buildings sit on?

**Figure 14 Land ownership, Council community buildings**



What type of Council community buildings are on crown land?

**Figure 15 Council community buildings on Crown Land by type, 2014**

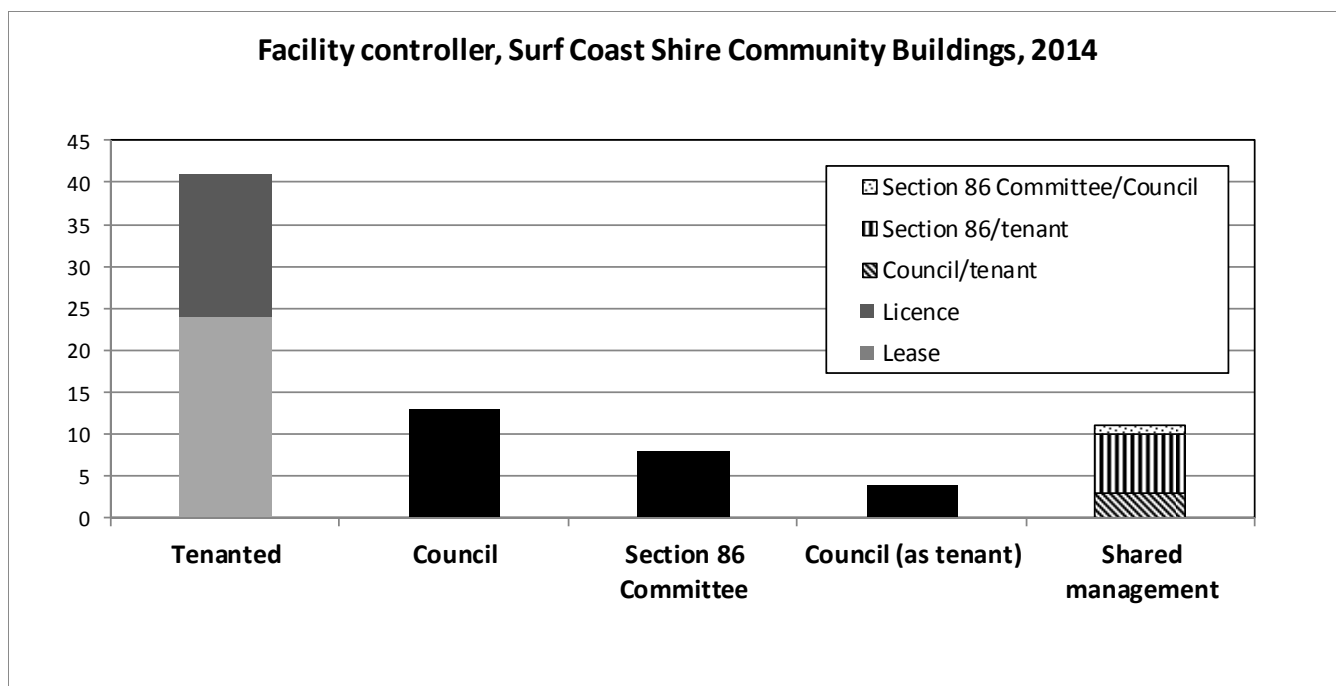




### 7.3 Facility Controller

There are a variety of management arrangements in place for Council community buildings including Council, tenanted through leases and licences, Section 86 Committees, Council as a tenant and shared management.

**Figure 16 Facility Controller, Council community buildings, 2014**



The community plays an important and valued role in the management and operations of various Council community buildings through Section 86 Committees of Management and leases and licences.

#### **Section 86 Committees**

Special Committees are established by Council under Section 86 of the Local Government Act 1989 to directly manage property and facilities on behalf of Council. They have delegated responsibilities and duties. Currently there are 7 Committees relevant to 13 Community Buildings.

**Figure 17 Section 86 buildings relevant to community buildings**

<b>Section 86 Committee</b>	<b>Including Community Buildings</b>
<b>Anderson Roadknight Hall and Reserve</b>	<i>Aireys Inlet Community Centre</i>
<b>Connewarre Hall and Reserve</b>	<i>Connewarre Hall</i>
<b>Deans Marsh Memorial Hall and reserve</b>	<i>Deans Marsh Rec Reserve - Community Hall</i>
	<i>Deans Marsh Rec Reserve - Dress Pavilion</i>
<b>Modewarre Hall and Reserve</b>	<i>Modewarre Community Centre (Bluestone)</i>
	<i>Modewarre Memorial Hall</i>
	<i>Modewarre Rec Reserve - Cricket Pavilion</i>
	<i>Modewarre Rec Reserve - Tennis Pavilion</i>
<b>Globe Theatre</b>	<i>The Globe Theatre</i>
<b>Eastern Reserve</b>	<i>Winchelsea Community Hub (Eastern Reserve Community Centre)</i>
	<i>Eastern reserve Netball Club</i>
<b>Stribling Reserve</b>	<i>Lorne Netball Clubroom (Incl. Shelter) (Stribling Reserve)</i>
	<i>Lorne Leisure Centre (Stribling Reserve)</i>

**Leases and Licences**

There is an inconsistency regarding which type of legal agreement is used in order for community users to utilise Council buildings. This is a historical legacy. At the moment there are Leases and Licences, User Agreements, S86 Deeds of Delegation, Hire Agreements and Joint Use Agreements. Council has now employed a Property & Legal Services Officer to review Leases and Licences.

The data below reflects the current lease and Licence register as at May 2015.

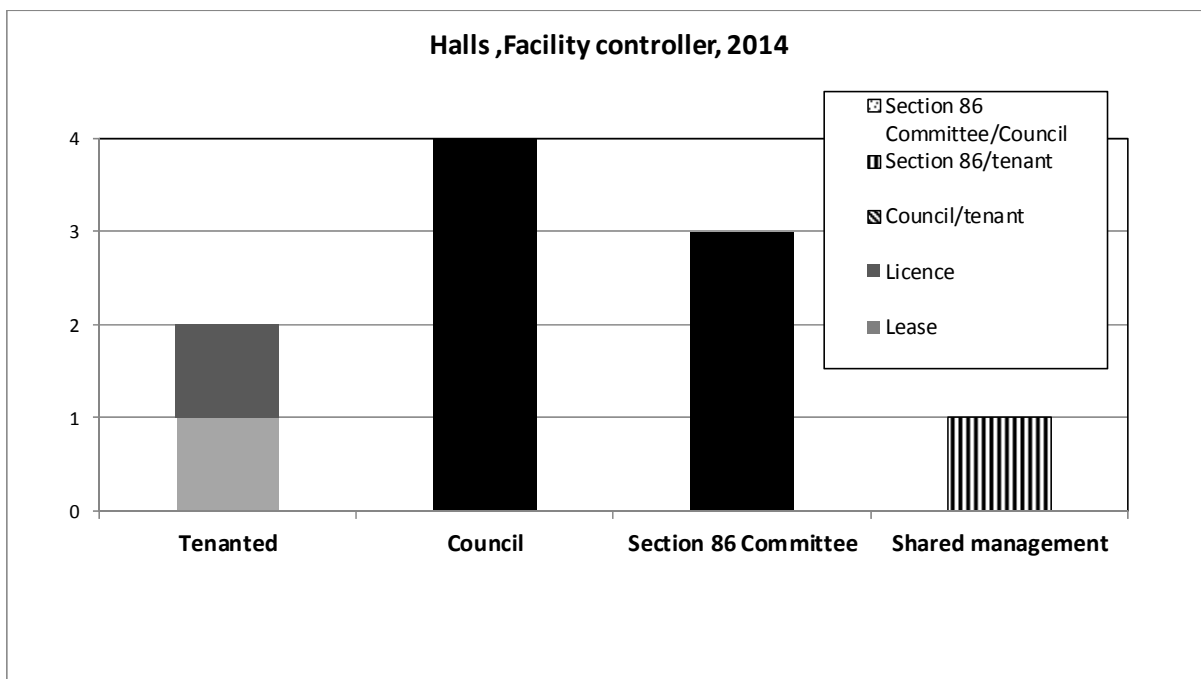
**Lease** – A Lease is a right granted by the owner of the property to another person to have exclusive possession of that land, or part thereof, for a fixed duration in return for rental payment. Council will grant a Lease where the premises will be occupied exclusively by one user only.

**License** – A License permits a person to occupy property on particular conditions. The main feature that distinguishes a License from a Lease is that a License does not permit exclusive occupancy.

The information from the use audit will inform and assist in Council’s Lease and Licence review.

The following provides an example of one building category with a diversity of facility controllers.

**Figure 18 Facility controller, halls, 2014**



## 7.4 Hire and Booking arrangements

50% of Councils Community Buildings are available for hire by the general public.

- **The categories generally for hire:**
  - community centres
  - Community Houses
  - halls
  - multi-purpose sport building
  - Senior Citizens
  - a few single purpose sport buildings
  - a few arts/culture.
  
- **The categories generally not for hire are:**
  - children/Youth
  - Mens Sheds
  - Health/emergency services,
  - single purpose sport buildings
  - a couple of arts/culture
  - Visitor Information Centres
  - leased to private

Reasons provided for why buildings are not hired out included:

- “We don’t think the building is suitable for other use” generally due to size of building or being purpose built.
- A couple said “We use it ourselves 7 days a week” (Surf Coast Art House, Anglesea Football Club).
- For some Council run services such as kindergarten rooms health and safety regulations limit use for other purposes. They need to set up the room the day before for the next morning. Many are purpose built and for example have small chairs.
- Visitor Information Centres have no after hours use as they are retail shops/security issues and the Great Ocean Road Heritage Centre is a purpose built exhibition.
- Many single purpose sports buildings are too small or do not have the facilities for general hire.

### **Bookings**

There are a great variety of booking systems. Where the booking system was noted for community run buildings there were 9 paper based, 6 electronic and 3 with no formal procedure. Many have a bookings officer - Stribling Reserve Committee for example employs an external bookings officer using an electronic system for the Lorne Leisure Centre. The external part of the use audit revealed that there was difficulty in contacting a couple of the nominated booking officers.

There are ten buildings that are booked through a central management software system (Centaman) at the Surf Coast Sport and Recreation Centre as follows:

**Figure 19 Community buildings booked on Centaman System**

1	Anglesea Memorial Hall
2	Bellbrae Public Hall
3	Freshwater Creek Community Hall
4	Jan Juc Bob Pettit
5	Moriac Community Centre (Newling Park)
6	Surf Coast Sport and recreation Centre, Surfworld Museum
7	The Quay Reserve Pavilion
8	Grant Pavilion
9	Eastern Reserve Community Centre
10	Wurdale Hall

## 8. Costs and benefits

### Key findings:

- Council community buildings serve an important role in community connection around community participation and service provision.
- The use audit revealed that Council community buildings are a place to provide Council services, health and wellbeing activities, exercise, relax and connect, be creative, do business, welcome visitors, support working parents, learn, be cared for, support volunteers, connect, celebrate, support young and old.
- Council community buildings bring economic benefits to those who use them to run their business activities.
- More research is required to understand the broader economic and social benefits that the facility delivers to the community and business (i.e. Visitor Information Centres impact on local business).
- Council community buildings have the potential to support and harness changes in social and demographic trends, such as the change the large baby boomer cohort will bring.
- Expenditure from Council's budget on the 79 community buildings
  - 1.7m on maintenance and programmed works July 2013-March 2015.
  - 14.0m capital expenditure July 2011- March 2015
- There is potential to include more information about building usage in asset management and renewal processes.
- There is an opportunity to get better community value for Council subsidy of facilities through consideration of usage.
- A way of ensuring Council's financial resources are going where they achieve the greatest community benefit needs to be developed.

### 8.1 Benefits

#### *Facilitating participation*

An important role for community buildings is to support and facilitate participation. The use audit revealed that Council's community buildings are a place to:

- provide Council services
- experience health and wellbeing
- exercise
- relax and connect
- be creative
- do business
- welcome visitors
- support working parents
- learn
- be cared for
- support volunteers
- connect
- celebrate
- support young and old

### **Social and demographic trends**

Council community building usage supports and harnesses changes in social and demographic trends. This includes for example the trend to increased and varied health and fitness activities, lifelong learning, more and varied sport clubs, supporting working parents and tourism trends.

The ageing population provides an illustration of a future opportunity. The draft Positive Ageing strategy recognises that “Being physically and mentally active, and maintaining strong social and community contacts are critical factors in older people’s capacity to age positively by remaining independent for as long as possible”. Also that the large baby boomer cohort expectations and experiences will differ from previous generations. “Many in this cohort see their later years as a time to reinvent themselves and explore new aspects to life, offering opportunities to pass on their life experiences, skills, knowledge and wisdom to benefit others in the community”.

The audit revealed evidence of this commencing, with the trend to lifelong learning for older people with U3A usage complimenting the traditional Senior Citizens clubs, which provide a wide variety of arts and cultural, fitness, health and wellbeing and meetings uses.

## **8.2 Costs**

### **Financial**

Council expenditure on Community Buildings derives from a number of categories as follows:

1. *Maintenance*: the remedial actions performed as a result of failure, to restore an asset or component to a specified condition.
2. *Programmed works*: means scheduled servicing of building, plant or equipment.
3. *Capital expenditure*: expenditure used to create new assets or to increase the capacity of existing assets beyond their original design capacity or service potential. Also “renewal works” which is works to replace existing assets or facilities with assets or facilities of equivalent capacity or performance capability.
4. *Operating/running cost*: these include cleaning, utilities and insurance etc. This data has not been collected as part of this study.

The community also make cash and in kind contributions to Council community buildings. This data has not been collected as part of this study.

### **Figure 20 Financial data, Council community buildings**

- Note data excludes Council Offices.

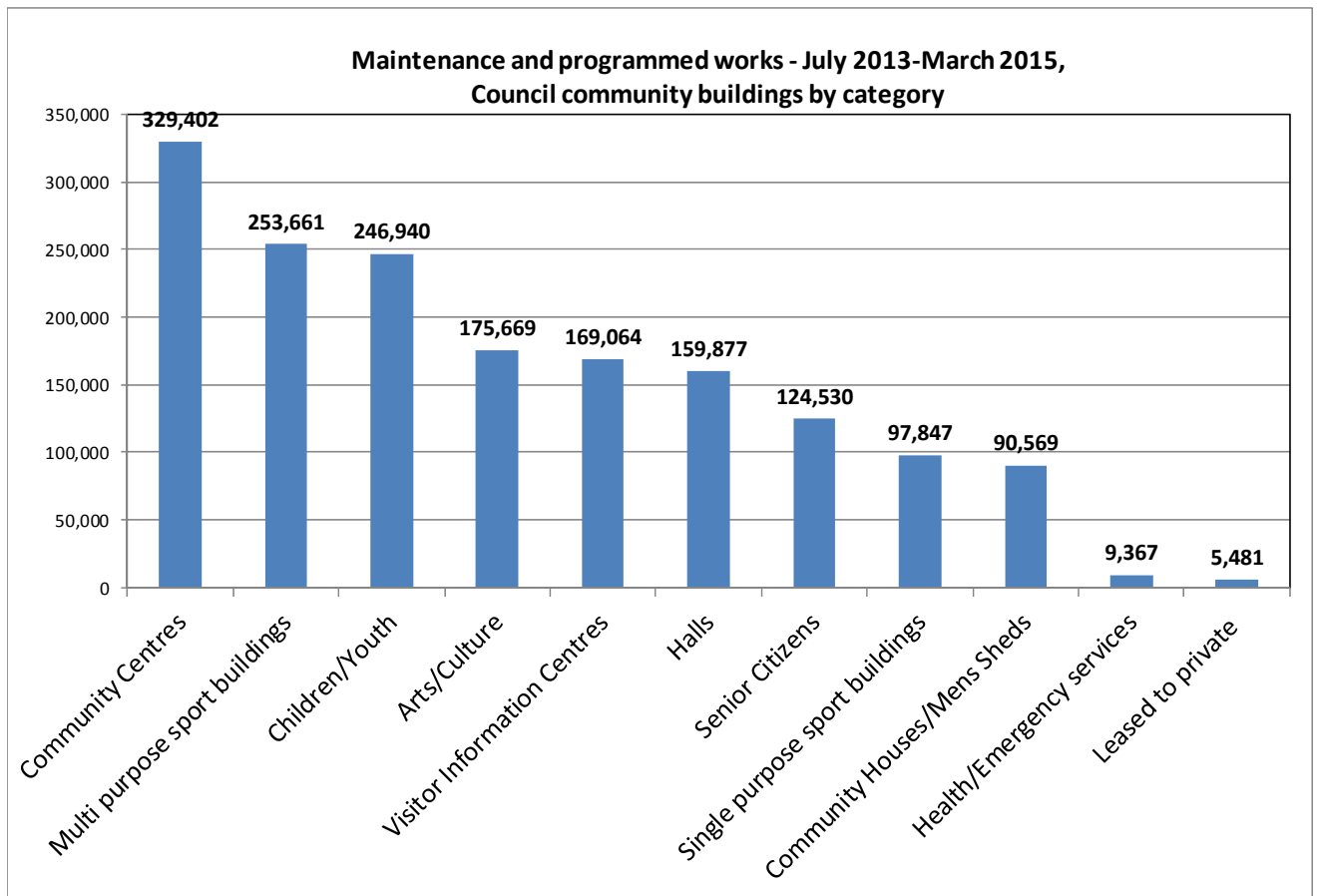
#### **Maintenance and programmed works**

<b>Total expenditure maintenance and programmed works July 2013-March 2015</b>	<b>Amount</b>
Total maintenance July 2013-March 2015	1,380,955.35
Total programmed works July 2013-March 2015	281,451.83
<b>Total</b>	<b>1,662,407.18</b>

#### **Expenditure in specified categories**

	<b>Amount</b>
<b>Total capital expenditure Council \$ July 2011 -March 2015</b>	<b>13,981,042.54</b>

**Figure 21 Maintenance and programmed works cost by building category July 2013 – March 2015**



## 9. Conclusion

Providing accessible community buildings is an effective contribution Council can make to achieving connected communities and facilitating participation, but there are also opportunities for improvement.

The study provides a better understanding of Council's community building assets and has produced a powerful resource by bringing together use audits and internal data.

The use audit results data provides the opportunity to start thinking about things in a way not previously possible by being able to:

- take a bird's eye view
- place day to day requests about our community buildings in a Shire or town context.
- better understand our community building assets
- test our perceptions of community buildings
- add in our own experiences with community buildings
- use an enhanced evidence base for decision making
- engage with the community about their experiences, needs and views with confidence

The overview results of the use audit presented in this report is just the beginning, and the community buildings "information bank" will be available in an ongoing capacity as a resource to support the recommendations of this study. This will allow for example analysis by town, by building category and by activity type.

While there are significant levels of activity overall not all community buildings are reaching their full potential. There are some buildings which are underutilised and these provide opportunities for re-purposing, increased multi-use of facilities and community hub development. The current community building stock already provides some good role models for this. There is also opportunity to think about innovative approaches to shared use such as "activity" thematic driven hubs such as for arts, learning or fitness.

A more comprehensive understanding of the issues for users should be developed as this level of detail was not collected. A greater understanding of the broader economic and social benefits that community buildings deliver to the community and business would also be valuable.

The variety of management arrangements across community buildings and lack of consistency of approach points to the need to improve structures and processes. The lack of clear policies, processes and guidelines are an impediment to constructive conversations with user groups when change is required.

The findings of this study indicate the need for more work to be done to ensure the facilities are working effectively and efficiently and being well used and managed. The formation of a cross branch team tasked with overseeing improved structures and processes around the provision of community buildings is one of the first recommended steps Council takes in trying to improve use of Council community buildings to develop an integrated policy/procedures approach.

This framework, some further research and the study's data could form the resources for developing a way of ensuring Council's financial resources are going where they achieve the greatest community benefit.

## 10. Recommendations

These recommendations:

- draw on the key findings of the study
- contribute to strategies under the Council Plan 2013-17 and Health and Wellbeing Plan 2013-17 and
- support the longer term aims of the study outlined above.

The recommendations are detailed in the Action Plan on p33.

It is recommended that Council:

1. Establishes a cross divisional team tasked with overseeing improved structures and processes around the provision of community buildings.
2. Develops an integrated policy and procedures framework for community buildings
  - *Policy Framework with guiding principles for community building (to go through the Policy Review Sub-Committee)*
  - *Procedural/operational improvements to implement the policy*
3. Develops a more comprehensive understanding of:
  - *the issues for user groups /community around community buildings*
  - *the broader economic and social benefits that community buildings deliver to the community and business*
6. Further develops the multi-purpose shared use building concept (links with no.2, 2<sup>nd</sup> dot point)
  - *continues to seek opportunities for community hubs/co-location*
  - *investigates innovative approaches such as “activity driven” community hubs e.g. arts/cultural, physical activity, learning*
  - *increase activity in underutilised spaces*
4. Utilises information resources developed through the use audit strategically for related projects/plans and day to day Council work e.g. *Arts Space Feasibility Study, Business Improvement Project, future Masterplans.*



## 11. Action Plan

Community Buildings Action Plan 2015-18			
		Actions	Timeline
1	Community Buildings Review team	The formation of a cross divisional team tasked with overseeing improved structures and processes around Council community buildings.	Year 1
2	Policy and Procedures	Review team to develop an integrated policy and procedures framework for community buildings  <b>2.1 Policy Framework</b> <ul style="list-style-type: none"> <li><i>guiding principles for Council community buildings</i></li> </ul>	Year 1
		<b>2.2 Procedural/Operational Improvements</b> <ul style="list-style-type: none"> <li><i>Matters to implement the policy</i></li> </ul> <p><i>May include:</i></p> <ul style="list-style-type: none"> <li><i>Explore web-based booking system</i></li> <li><i>Service Standards/agreements for all SCS directly managed facilities</i></li> <li><i>Promotion/marketing/ public mapping interface for community buildings</i></li> <li><i>Explore the opportunity to include more information about building usage in asset management and renewal processes.</i></li> </ul>	Year 2
3	Research	Develop a more comprehensive understanding of the issues for user groups of Council community buildings. <b>3.1 Survey of user groups/community</b>	Year 2
		3.2 Understand the broader economic and social benefits that community buildings deliver to the community and business	Year 2
		3.3 Explore opportunity for community buildings not owned by Council e.g. church halls to be formally included in the network of community buildings in the shire.	Year 3
4	Multi-purpose shared use buildings ( <i>links to 2.2</i> )	4.1 Investigate "activity" driven Hubs - users and activity to change. <i>e.g. arts/cultural, physical activity, learning</i>	Year 3
		4.2 Further develop the hub concept/co-location <i>e.g. precinct plans, redevelopment opportunities</i>	Year 3
		4.3 Explore options to facilitate increased or different use of underutilised spaces	Year 2
5	Information Resources	Utilise community buildings use audit data strategically for related projects/plans and day to day Council work e.g. Arts Space Feasibility Study, Business Improvement Project, future Masterplans	Year 1-3

		5.1 Make maps and data accessible internally and promote availability	Year 1
		5.2 Include Council community buildings use audit information in township health and wellbeing plans	Year 1 - 3
		5.3 Inform the Lease and Licence Policy	Year 1

## 12. References

- *Department of Planning and Community Development July 2011 "Indicators of community strength in Victoria: framework and evidence.*
- *G21 Health and Wellbeing Pillar, 2009, Community Health and Wellbeing Profile*
- *.id consulting, 2015, Population Forecasts,*
- [http://www.surfcoast.vic.gov.au/My\\_Council/Population\\_Information](http://www.surfcoast.vic.gov.au/My_Council/Population_Information)
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- [http://www.surfcoast.vic.gov.au/My\\_Council/Population\\_Information](http://www.surfcoast.vic.gov.au/My_Council/Population_Information)
- *Joseph Rowntree Foundation 1997 The Role of Community Buildings*
- *Shilton and Barwell 2012Community Buildings Audit, Rural Community Council, Leicestershire*
- *Surf Coast Shire, 2013, Health and Wellbeing Plan 2013-17*
- *Surf Coast Shire draft Positive Ageing Strategy*
- *Surf Coast Shire draft Early Years and Youth Strategy*

## 13. List of Attachments

### Attachment 1 Council owned and/or managed buildings by category

<p><b>Council Offices</b></p> <ul style="list-style-type: none"> <li>• Community and Civic Precinct Council Offices</li> </ul> <p><b>Community Centres</b></p> <ul style="list-style-type: none"> <li>• Aireys Inlet Community Centre</li> <li>• Moriac Community Centre (Newling Park)</li> <li>• Surf World Museum &amp; Community Hall (<i>Australian National Surfing Museum, Sport and Recreation Centre, Visitor Information Centre</i>)</li> <li>• Winchelsea Community Hub (<i>Eastern Reserve Community Centre</i>)</li> </ul> <p><b>Senior Citizens</b></p> <ul style="list-style-type: none"> <li>• Anglesea &amp; Aireys Inlet Senior Citizens Club</li> <li>• Lorne Senior Citizens Centre</li> <li>• Torquay Senior Citizens Centre</li> <li>• Winchelsea Senior Citizens Club</li> </ul> <p><b>Childrens and Youth</b></p> <ul style="list-style-type: none"> <li>• Anglesea Kindergarten</li> <li>• Jan Juc Pre School</li> <li>• Lorne Kindergarten</li> <li>• Moriac Kindergarten</li> <li>• Torquay Childrens Service Hub</li> <li>• Gosney Street-Winchelsea Maternal Health</li> <li>• Winchelsea Kindergarten (addition in 2015)</li> </ul> <p><b>Community Houses/Mens Sheds</b></p> <ul style="list-style-type: none"> <li>• Anglesea &amp; District Community House</li> <li>• Anglesea Men's Shed</li> <li>• Lorne Community House (Fig Tree House)</li> <li>• Torquay Men's shed</li> <li>• Torquay Spring Creek Community House</li> <li>• Winchelsea Community House</li> <li>• Winchelsea Community House Annex Building</li> <li>• Winchelsea Men's shed</li> </ul> <p><b>Halls</b></p> <ul style="list-style-type: none"> <li>• Anglesea Memorial Hall</li> <li>• Bambra Hall</li> <li>• Bellbrae Public Hall</li> <li>• Lake Modewarre Hall &amp; Toilet</li> <li>• Connewarre Hall</li> </ul>	<p><b>Multi purpose sport buildings</b></p> <ul style="list-style-type: none"> <li>• Jan Juc Recreation Centre (<i>Bob Pettit</i>)</li> <li>• Lorne Leisure Centre (<i>Stribling Reserve</i>)</li> <li>• Grant Pavilion</li> <li>• Spring Creek Reserve - Sporting Club</li> <li>• The Quay Reserve Pavilion</li> </ul> <p><b>Single purpose sport Buildings</b></p> <ul style="list-style-type: none"> <li>• Anglesea Bowling Club</li> <li>• Anglesea Cricket Club - LJ Morrow Pavilion</li> <li>• Anglesea Football Club</li> <li>• Anglesea Netball Clubroom</li> <li>• Anglesea Tennis Clubroom</li> <li>• Bellbrae Recreation Reserve Tennis Clubroom</li> <li>• Deans Marsh Rec Reserve - Cricket Pavilion</li> <li>• Deans Marsh Rec Reserve - Dress Pavilion</li> <li>• Deans Marsh Rec Reserve Tennis Clubroom</li> <li>• Freshwater Creek &amp; District Riding Club - Pavilion</li> <li>• Freshwater Creek Tennis Clubrooms</li> <li>• Gnarwarre Recreation Reserve - Tennis Club</li> <li>• Lorne Netball Clubroom (Stribling Reserve)</li> <li>• Modewarre Rec Reserve - Cricket Pavilion</li> <li>• Modewarre Rec Reserve - Tennis Pavilion</li> <li>• Barwon Valley Pony Club - Building</li> <li>• Mount Moriac Reserve Football &amp; Cricket Pavillion</li> <li>• Mount Moriac Reserve Tennis Netball Club</li> <li>• Spring Creek Reserve - Netball Club</li> <li>• Spring Creek Reserve - Tennis Club</li> <li>• Eastern reserve Netball Club</li> <li>• Eastern Reserve Soldiers Memorial Grandstand</li> <li>• Hesse Street Reserve - Cricket Pavilion</li> <li>• Hesse Street Reserve - Tennis Clubroom</li> <li>• Winchelsea Bowling Club Pavilion</li> <li>• Winchelsea Golf Club Social Rooms</li> </ul> <p><b>Visitor Information Centres</b></p> <ul style="list-style-type: none"> <li>• Anglesea Community Hub and Info Centre (<i>Visitor Information Centre</i>)</li> </ul>
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<ul style="list-style-type: none"> <li>• Deans Marsh Rec Reserve - Community Hall</li> <li>• Freshwater Creek Community Hall</li> <li>• Modewarre Community Centre (Bluestone)</li> <li>• Modewarre Memorial Hall</li> <li>• Wurdale Road Hall &amp; Toilets</li> </ul> <p><b>Arts/Culture</b></p> <ul style="list-style-type: none"> <li>• Surf Coast Art House</li> <li>• Anglesea Historical Society</li> <li>• Bellbrae Anglesea Rd - Tennis Clubroom</li> <li>• Surf Coast Library</li> <li>• Torquay Old Police Station</li> <li>• The Globe Theatre</li> </ul>	<ul style="list-style-type: none"> <li>• Lorne Visitor Information Centre</li> <li>• Public Library Building (<i>Winchelsea Visitor Information Centre</i>)</li> <li>• Torquay (<i>in no. 4</i>)</li> </ul> <p><b>Health and Emergency Services</b></p> <ul style="list-style-type: none"> <li>• Hesse House - ADASS Adult Day Care Centre</li> <li>• Winchelsea SES</li> <li>• Torquay SES</li> </ul> <p><b>Leased to private</b></p> <ul style="list-style-type: none"> <li>• Angair Office</li> <li>• Winchelsea Shire Office Tearooms</li> </ul>
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## Attachment 2 Methodology

### A. Buildings not audited

Buildings as part of this study but not use audited:

- *SES Torquay* – purpose built for SES
- *SES Winchelsea* – purpose built for SES
- *Winchelsea Kindergarten* (Council managed 2015 – use audit relates to last year).
- *Winchelsea Tearooms* – this is building is leased to a private operator – exclusive use and cannot be hired out to the public - pays a high commercial rent. Lease goes until 2021 so it can't be used for any other purpose till after that time.
- *Modewarre Recreation Reserve Cricket Pavilion* - uses as a shed/storage only.
- *Anglesea Cricket* - attempts to contact unsuccessful
- *Community and Civic Precinct Council Offices*

Note there are other buildings we have joint use agreements for:

- *Winchelsea Leisure Time Centre* - Owned by the Department of Education
- *Surf Coast Secondary College* - multi-purpose sports hall - Surf Coast Shire have use outside school hours of use.
- *Torquay College Stadium* - Surf Coast Shire usage - after 4pm during the week/weekends.

The following were considered for inclusion but were not included for the following reasons:

- *Anglesea Playgroup* buildings – to be demolished when Kindergarten extended
- *Anglesea Mountain Bike Park Shelter* - built for shelter /shed
- *Aireys Inlet and District Riding Club* - this is a shed only used for storage of club related equipment – also a toilet. Asset register Shelter/Shed category.
- *Buckley Tennis Club* - this building is run down and not usable.
- *CFA Buildings* Connewarre, Bellbrae, Freshwater Creek - Council leases the land to CFA - the CFA owns the buildings.
- *Torquay Scouts* - is not a Council owned building and is on Crown Land

### B. Use audit

The use audit collected use and management information for an “average” month in 2014 for spaces within each building. Based on November 2014 to give people a starting point, the opportunity was then given to add any other regular activities not undertaken in November, information on seasonal differences and any one off activities.

While the data is as accurate as possible it should be considered as indicative rather than exact – it was collected from a large number of different building controllers and for some items estimates were given.

The database information will date – but it is a robust starting point for conversations and analysis. It also has the potential to be updated in some way although it would be resource heavy to repeat in exactly the same way.

### C. Occupancy

Of note is that the data is an indicator rather than an exact amount. Where multiple rooms were audited the number of rooms have been taken into account. For some buildings information was not provided on an individual room basis and was treated as one space. This does raise issues that for some buildings some rooms may be 100% occupied e.g. Moriac Kindergarten but the total comes down as there are other rooms with lower levels of activity e.g. the adjoining Maternal Child Health room. It should viewed in conjunction with the total number of hours of activities in the whole building which was also collected in the audit. This is one that can be easily compared across buildings.

## **Attachment 3**

### **When community buildings are working well what does it look like?**

#### **There is good access**

- Buildings are available at the times they are needed
- Well located relative to the surrounds
- Located with other community facilities
- Used by a variety of people
- Adequate parking
- Public transport is available nearby
- All abilities access
- Experience encourages return visits

#### **There is good infrastructure and componentry**

- The building has the equipment and the facilities to suit different purposes
- The building is in good condition and it is well maintained
- There are flexible floor spaces / movable walls
- The building is safe and there is adequate security e.g. external lighting.
- The technology works
- The building is comfortable – heating and cooling
- There is adequate storage for the uses
- It is environmentally friendly
- It is affordable to use and maintain
- There are sufficient funds to maintain the building to meet users' needs

#### **The management and governance structures are sound**

- There are tenancy agreements in place with building managers, and user agreements for hirers
- The buildings house, maintain and help facilitate community activities and institutions
- Managers and users understand the spirit in which the Council provides the building and use facilities cooperatively and respectfully
- There are no – exclusive usage arrangements where possible
- Users are involved with the management of the buildings
- Building managers understand their responsibilities
- Booking arrangements are clear; contact details are available and the system is transparent
- There are clear instructions about using the building which supports independent use
- There is out of hours support
- There is good customer service
- The use of the building does not have a negative impact on local amenity
- Availability of the building is promoted

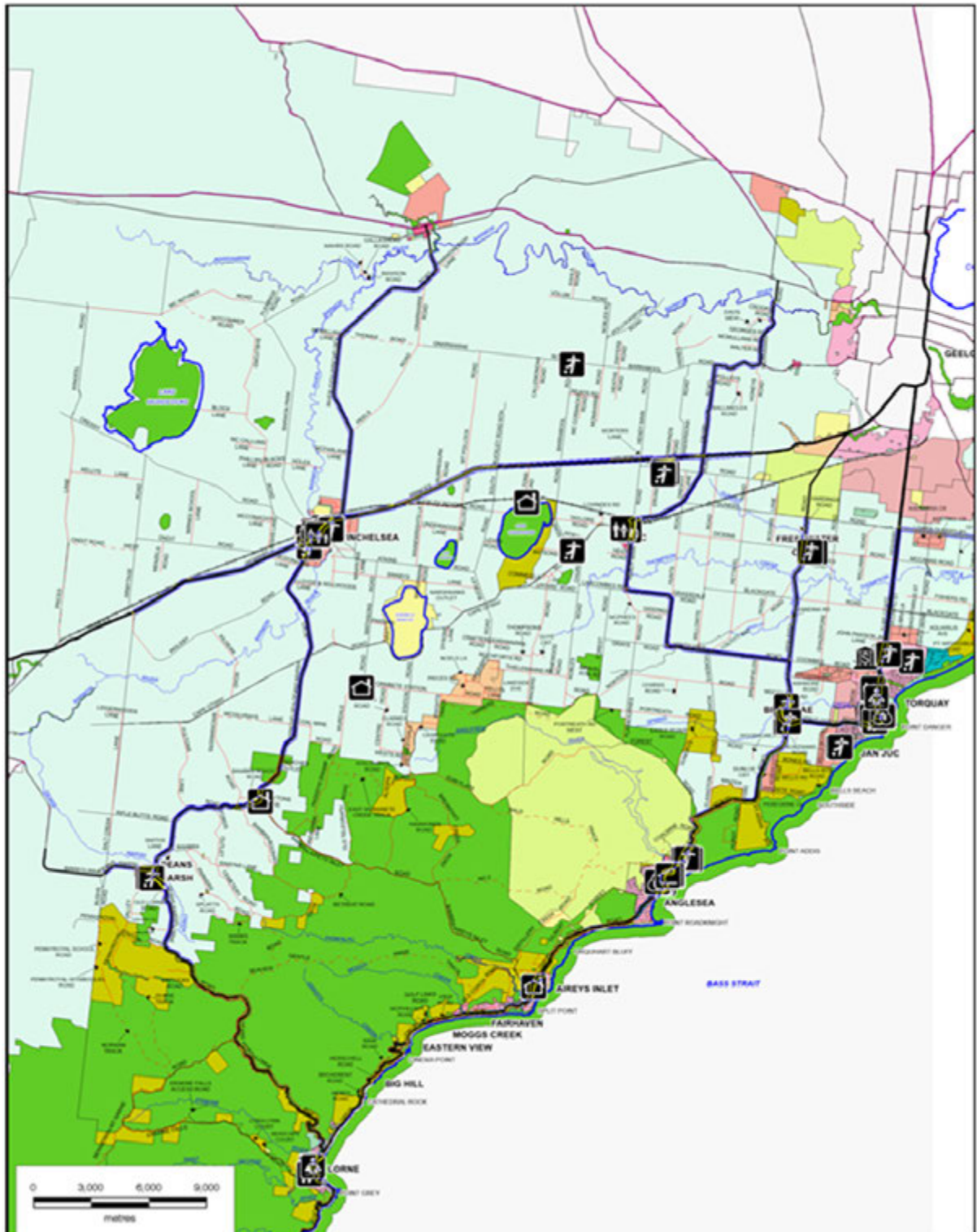
## **Attachment 4 Council owned and/or managed buildings by geography**

Community building name	Category	Location
<b>Aireys Inlet Community Centre</b>	<b>Community Centres</b>	<b>Aireys Inlet</b>
Surf Coast Art House	Arts/Culture	Anglesea
Anglesea Historical Society	Arts/Culture	Anglesea
Anglesea Kindergarten	Children/Youth	Anglesea
Anglesea & District Community House	Community Houses/Mens Sheds	Anglesea
Anglesea Men's Shed	Community Houses/Mens Sheds	Anglesea
Anglesea Memorial Hall	Halls	Anglesea
Angair Office	Leased to private	Anglesea
Anglesea & Aireys Inlet Senior Citizens Club	Senior Citizens	Anglesea
Anglesea Bowling Club	Single purpose sport buildings	Anglesea
Anglesea Cricket Club - LJ Morrow Pavilion	Single purpose sport buildings	Anglesea
Anglesea Football Club	Single purpose sport buildings	Anglesea
Anglesea Netball Clubroom	Single purpose sport buildings	Anglesea
Anglesea Tennis Clubroom	Single purpose sport buildings	Anglesea
Anglesea Visitor Information Centre	Visitor Information Centres	Anglesea
<b>Surf Coast Library (Torquay Library)</b>	<b>Arts/Culture</b>	<b>Torquay</b>
<b>Torquay Old Police Station</b>	<b>Arts/Culture</b>	<b>Torquay</b>
<b>Torquay Childrens Service Hub</b>	<b>Children/Youth</b>	<b>Torquay</b>
<b>Surf Coast Sport and Recreation Centre, Torquay Visitor Information Centre and Surf World Museum</b>	<b>Community Centres</b>	<b>Torquay</b>
<b>Torquay Men's shed</b>	<b>Community Houses/Mens Sheds</b>	<b>Torquay</b>
<b>Torquay Spring Creek Community House</b>	<b>Community Houses/Mens Sheds</b>	<b>Torquay</b>
<b>Community and Civic Precinct Council Offices</b>	<b>Council Offices</b>	<b>Torquay</b>
<b>Torquay SES</b>	<b>Health/Emergency services</b>	<b>Torquay</b>
<b>Grant Pavilion</b>	<b>Multi purpose sport buildings</b>	<b>Torquay</b>
<b>Spring Creek Reserve - Sporting Club</b>	<b>Multi purpose sport buildings</b>	<b>Torquay</b>
<b>The Quay Reserve Pavilion</b>	<b>Multi purpose sport buildings</b>	<b>Torquay</b>
<b>Torquay Senior Citizens Centre</b>	<b>Senior Citizens</b>	<b>Torquay</b>
<b>Spring Creek Reserve - Netball Club</b>	<b>Single purpose sport buildings</b>	<b>Torquay</b>
<b>Spring Creek Reserve - Tennis Club</b>	<b>Single purpose sport buildings</b>	<b>Torquay</b>
<b>Jan Juc Pre School</b>	<b>Children/Youth</b>	<b>Jan Juc</b>
<b>Jan Juc Recreation Centre (Bob Pettit)</b>	<b>Multi purpose sport buildings</b>	<b>Jan Juc</b>
Lorne Kindergarten	Children/Youth	Lorne
Lorne Community House (Fig Tree House)	Community Houses/Mens Sheds	Lorne
Lorne Leisure Centre (Stribling Reserve)	Multi purpose sport buildings	Lorne
Lorne Senior Citizens Centre	Senior Citizens	Lorne
Lorne Netball Clubroom (Stribling Reserve)	Single purpose sport buildings	Lorne
Lorne Visitor Information Centre	Visitor Information Centres	Lorne
<b>The Globe Theatre</b>	<b>Arts/Culture</b>	<b>Winchelsea</b>
<b>Gosney Street-Winchelsea Maternal Health</b>	<b>Children/Youth</b>	<b>Winchelsea</b>
<b>Winchelsea Kindergarten</b>	<b>Children/Youth</b>	<b>Winchelsea</b>
<b>Winchelsea Community Hub (Eastern Reserve)</b>	<b>Community Centres</b>	<b>Winchelsea</b>
<b>Winch Annex Office</b>	<b>Community Houses/Mens Sheds</b>	<b>Winchelsea</b>
<b>Winchelsea Community House</b>	<b>Community Houses/Mens Sheds</b>	<b>Winchelsea</b>
<b>Winchelsea Men's shed</b>	<b>Community Houses/Mens Sheds</b>	<b>Winchelsea</b>
<b>Winchelsea SES</b>	<b>Health/Emergency services</b>	<b>Winchelsea</b>
<b>Hesse House - ADASS Adult Day Care Centre</b>	<b>Health/Emergency services</b>	<b>Winchelsea</b>
<b>Winchelsea Shire Office Tearooms</b>	<b>Leased to private</b>	<b>Winchelsea</b>
<b>Hesse Street Reserve - Cricket Pavilion</b>	<b>Multi purpose sport buildings</b>	<b>Winchelsea</b>
<b>Winchelsea Senior Citizens Club</b>	<b>Senior Citizens</b>	<b>Winchelsea</b>
<b>Eastern reserve Netball Club</b>	<b>Single purpose sport buildings</b>	<b>Winchelsea</b>
<b>Eastern Reserve Soldiers Memorial Grandstand</b>	<b>Single purpose sport buildings</b>	<b>Winchelsea</b>
<b>Hesse Street Reserve - Tennis Clubroom</b>	<b>Single purpose sport buildings</b>	<b>Winchelsea</b>
<b>Winchelsea Bowling Club Pavilion</b>	<b>Single purpose sport buildings</b>	<b>Winchelsea</b>
<b>Winchelsea Golf Club Social Rooms</b>	<b>Single purpose sport buildings</b>	<b>Winchelsea</b>
<b>Winchelsea Visitor Information Centre (Old Public Library Building)</b>	<b>Visitor Information Centres</b>	<b>Winchelsea</b>
<b>Wurdale Hall</b>	<b>Halls</b>	<b>Winchelsea South</b>
Bambra Hall	Halls	Bambra
Bellbrae Anglesea Rd - Tennis Clubroom	Arts/Culture	Bellbrae
Bellbrae Public Hall	Halls	Bellbrae
Bellbrae Recreation Reserve Tennis Clubroom	Single purpose sport buildings	Bellbrae
Lake Modewarre Hall	Halls	Buckley
Connewarre Hall	Halls	Connewarre
Deans Marsh Community Hall and Community house	Halls	Deans Marsh
Deans Marsh Rec Reserve - Cricket Pavilion	Single purpose sport buildings	Deans Marsh
Deans Marsh Rec Reserve - Dress Pavilion (The Footy Shed)	Single purpose sport buildings	Deans Marsh
Deans Marsh Rec Reserve Tennis Clubroom	Single purpose sport buildings	Deans Marsh
Freshwater Creek Community Hall	Halls	Freshwater Creek
Freshwater Creek & District Riding Club - Pavilion	Single purpose sport buildings	Freshwater Creek
Freshwater Creek Tennis Clubrooms	Single purpose sport buildings	Freshwater Creek
Gnarwarre Recreation Reserve - Tennis Club	Single purpose sport buildings	Gnarwarre
Modewarre Community Centre	Halls	Modewarre
Modewarre Memorial Hall	Halls	Modewarre
Modewarre Rec Reserve - Cricket Pavilion	Single purpose sport buildings	Modewarre
Modewarre Rec Reserve - Tennis Pavilion	Single purpose sport buildings	Modewarre
Moriac Kindergarten	Children/Youth	Moriac
Moriac Community Centre	Community Centres	Moriac
Barwon Valley Pony Club Building	Single purpose sport buildings	Mount Moriac
Mount Moriac Reserve Football & Cricket Pavillion	Single purpose sport buildings	Mount Moriac
Mount Moriac Reserve Tennis and Netball Clubroom	Single purpose sport buildings	Mount Moriac

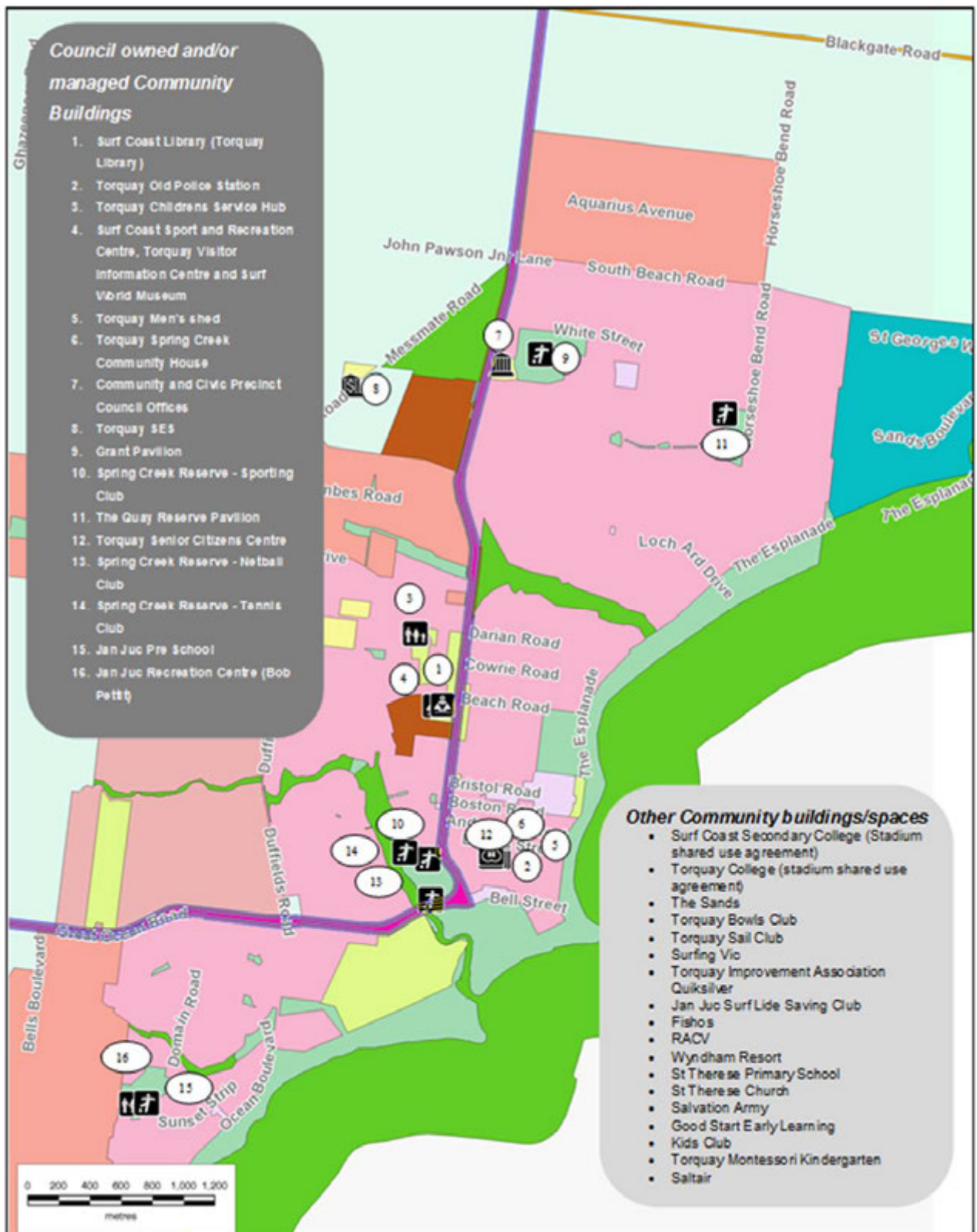


Attachment 5 Maps of community buildings by town/area

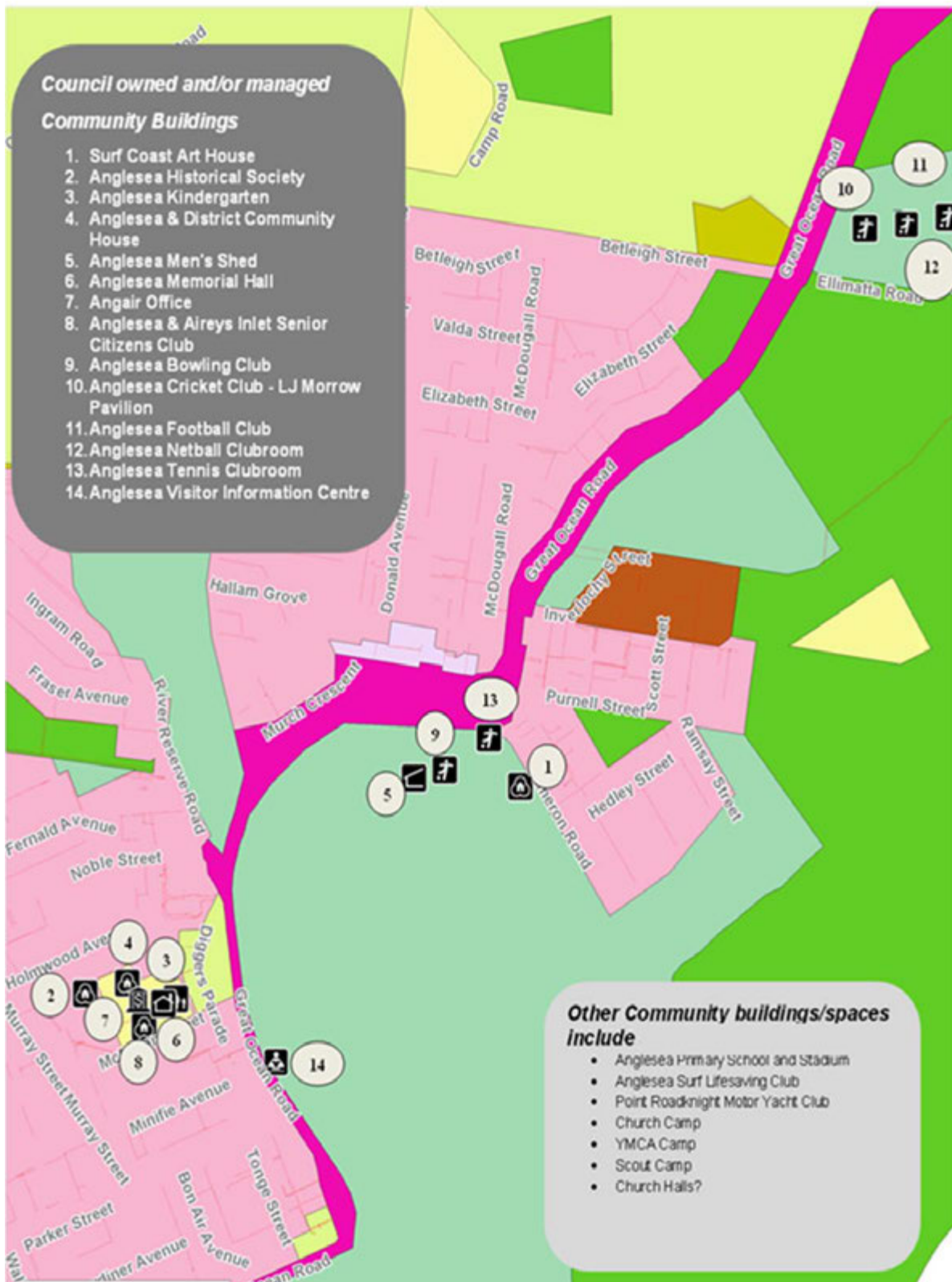
*Overview Surf Coast Shire owned and/or managed Community Buildings*



## Torquay/Jan Juc Community Buildings

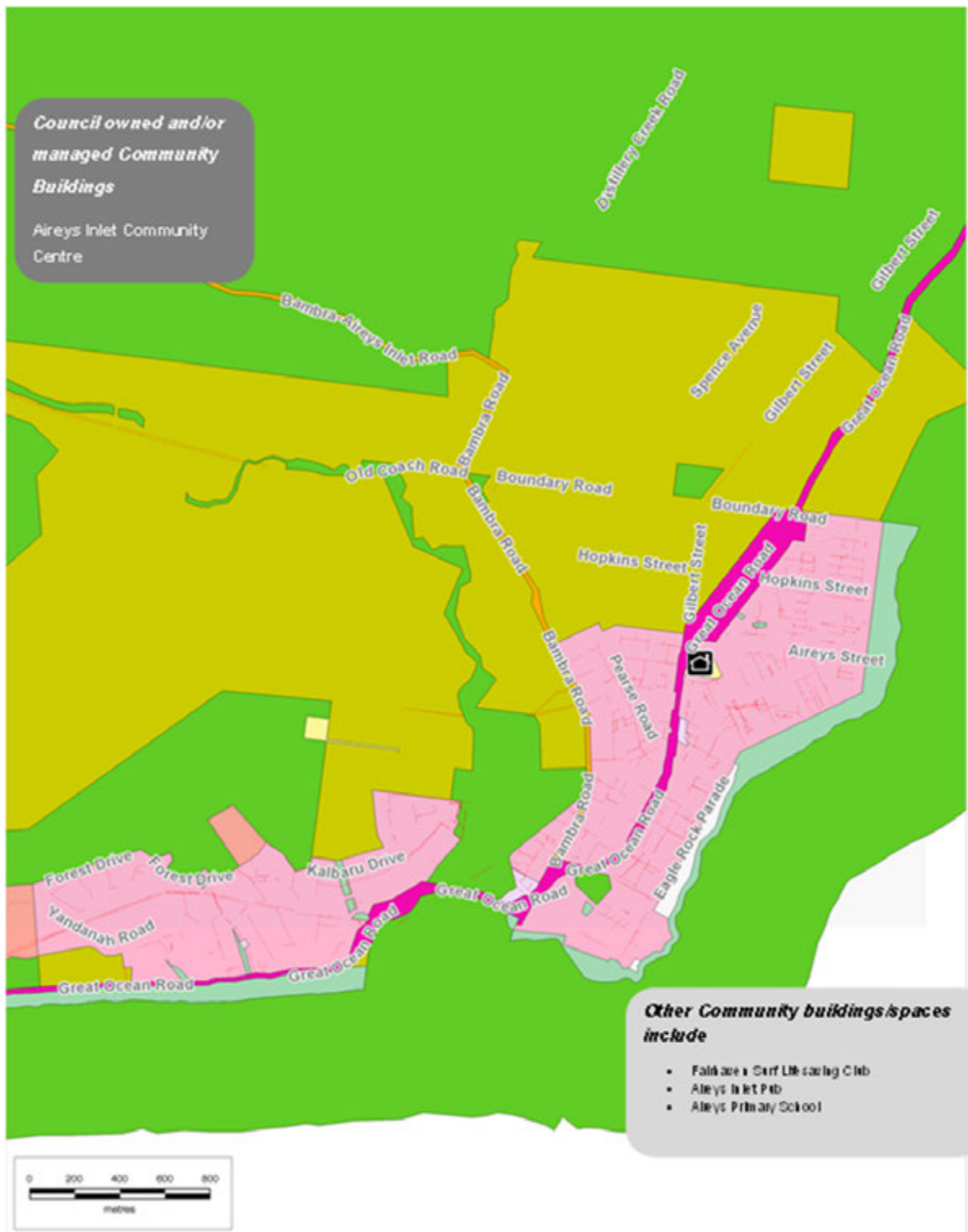


## Anglesea Community Buildings

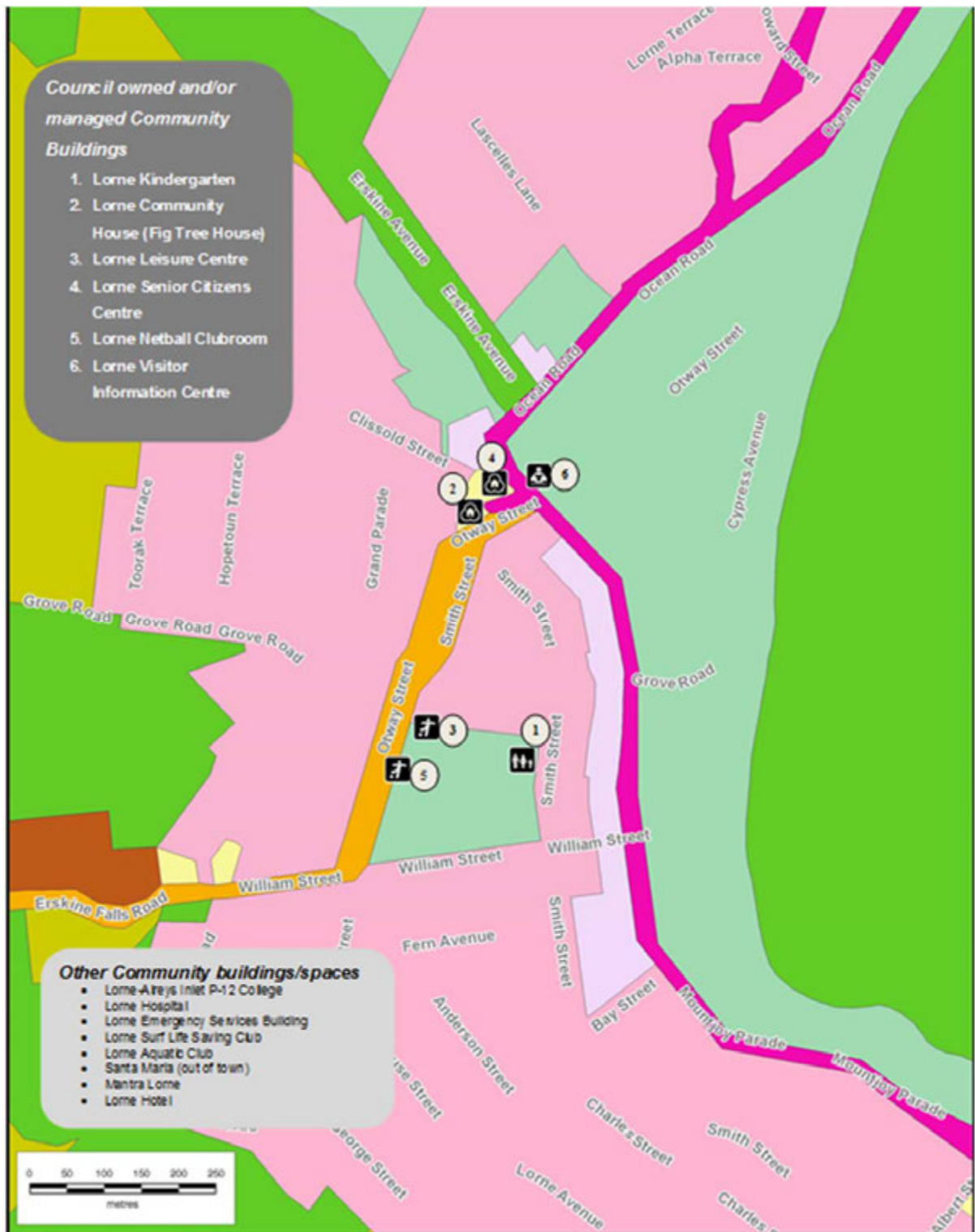




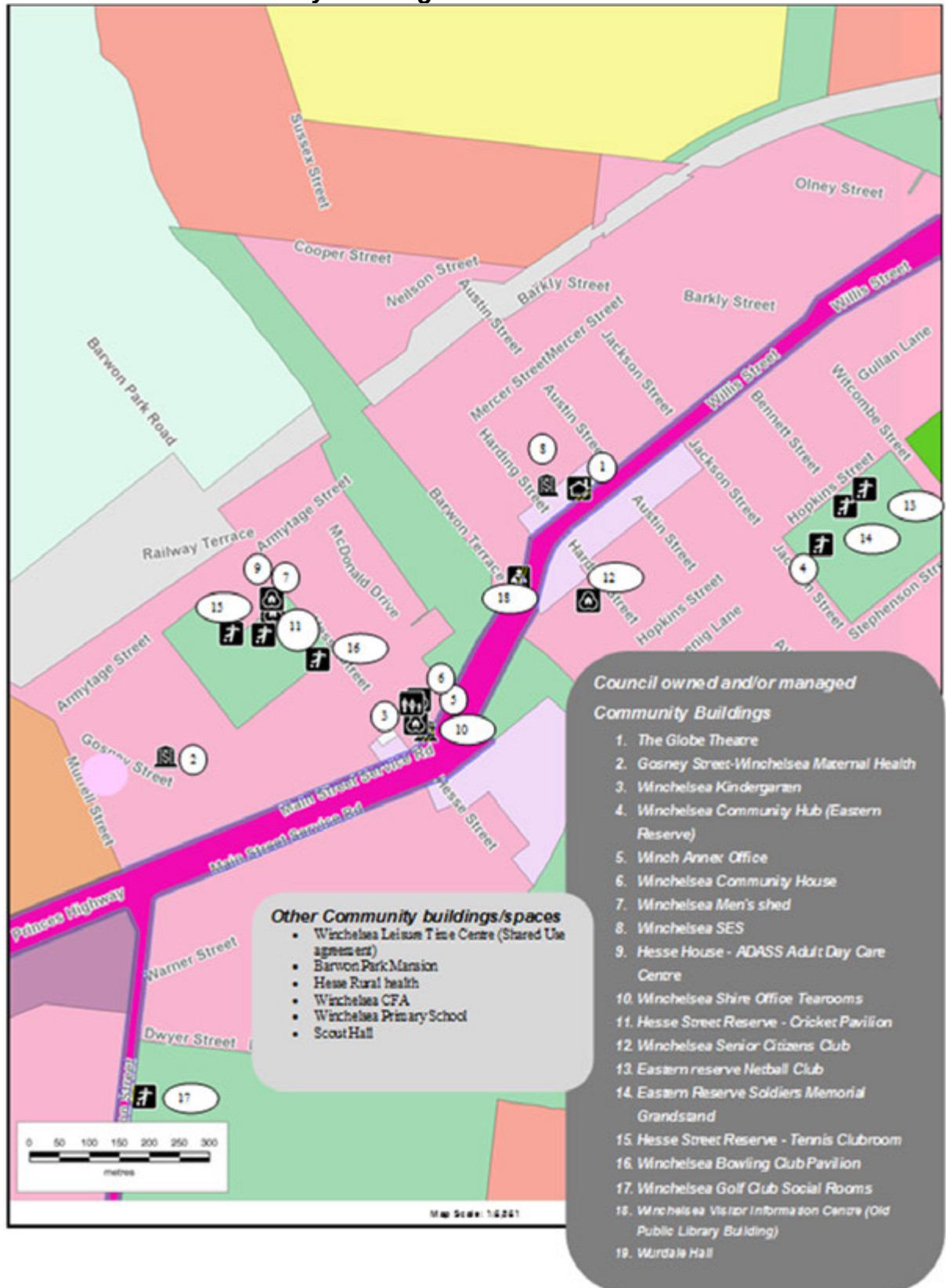
## Aireys Inlet Community Buildings



## Lorne Community Buildings



## Winchelsea Community Buildings





## Surf Coast Shire Rural Hinterland Community Buildings

