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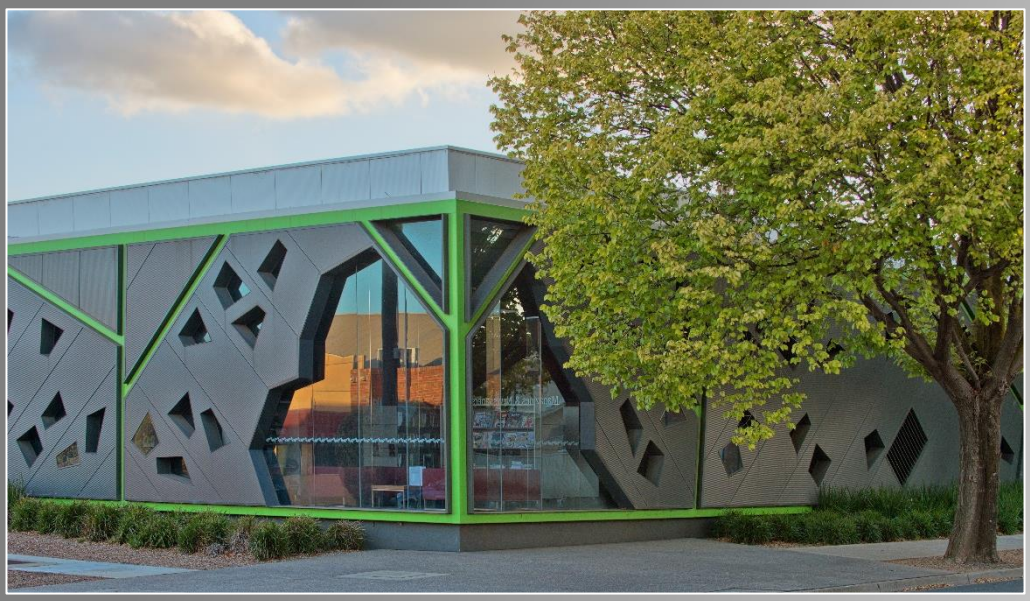
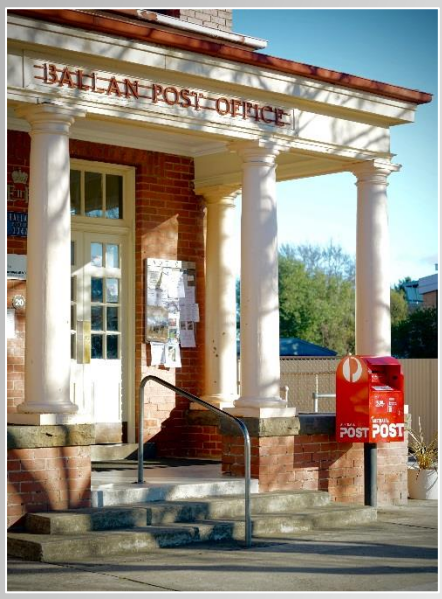
SHIRE COUNCIL





Community Infrastructure Framework
Moorabool Shire Council

COMMUNITY INFRASTRUCTURE PLANNING PROCESS

DRAFT update for public consultation – September-October 2019

Contents

1. Overview

The Community Infrastructure Planning Process ('the Planning Process') describes the approach that Council takes to the planning and delivery of community infrastructure (the definition of which is provided in the Community Infrastructure Planning Policy). The Planning Process is consistent with the Community Infrastructure Planning and Design Principles defined in the Planning Policy.

The Planning Process comprises four Key Stages, with one or more documents produced from each:

1. **Community Infrastructure Audit**

   Published outputs:

   - *Community Infrastructure Audit* report

2. **Community Infrastructure Needs Analysis**

   Published outputs:

   - *Community Infrastructure Provision Standards* report

3. **Service-based Needs Prioritisation**

   Published outputs:

   - *Needs Analysis: Key Findings and Recommendations* report

4. **Strategic Project Prioritisation**

   Published outputs:

   - *Strategic Community Infrastructure Priorities* report

The Community Infrastructure Planning Process diagram (Figure 1) provides a summary overview of the Planning Process. Later sections of this document describe the key stages in more detail.

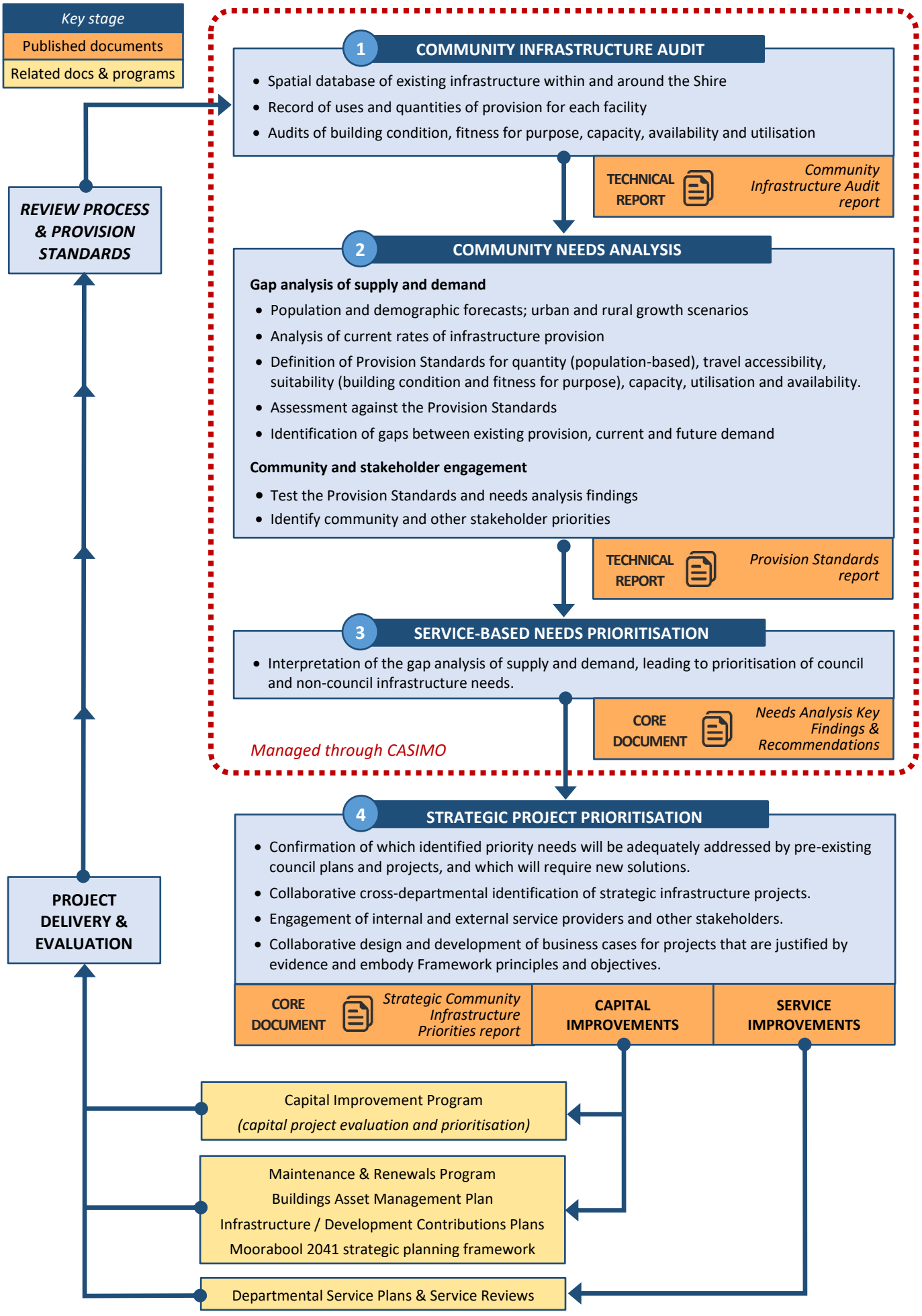


Figure 1: the Community Infrastructure Planning Process diagram

2. The Moorabool Community Infrastructure Framework

This section explains the broader Community Infrastructure Framework, of which the Planning Process is a component.

The policy basis for the Community Infrastructure Planning Process is provided by the Community Infrastructure Planning Policy and Planning and Design Principles (2017). The Planning Process should be read in conjunction with the Planning Policy.

The Planning Policy, Planning and Design Principles, the Planning Process, and the tools and documents they describe are collectively known as the Moorabool Community Infrastructure Framework ('the Framework').

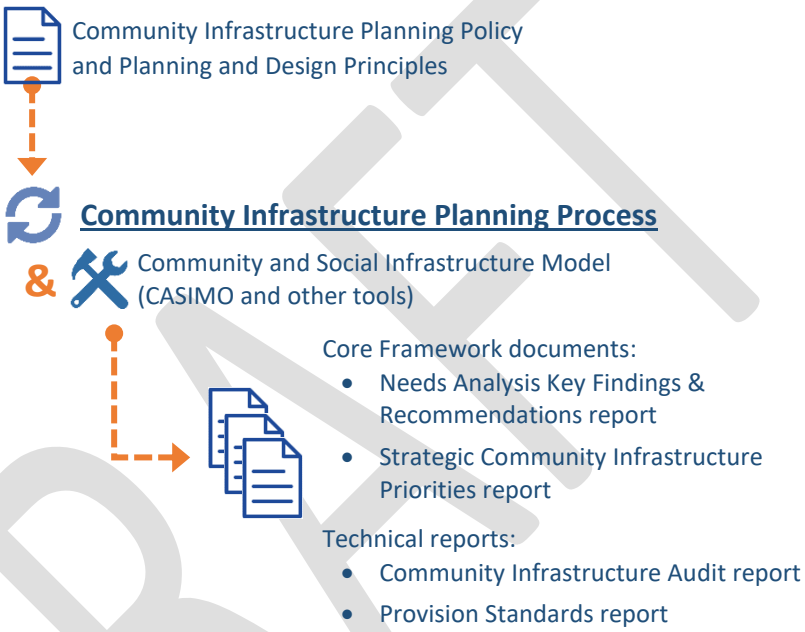


Figure 2: Community Infrastructure Framework components

The Framework provides Moorabool with a flexible and dynamic planning resource that integrates with other planning processes across Council. Its purpose is to:

- Enable Council to deliver on the aims and objectives defined by the Planning Policy.
- Identify infrastructure priorities based on robust evidence of community need.
- Inform Council's Capital Improvement Program, in particular business cases for community infrastructure projects.
- Inform Council's strategic planning framework 'Moorabool 2041'.
- Inform service plans and reviews, planning studies, masterplans and other Council business.
- Provide evidence for Infrastructure Contribution Plans / Development Contribution Plans, applications for grant funding, and advocacy to external service providers.

The Framework is not a simple 'snapshot in time' study; it is a whole-of-Council planning resource that provides a range of decision-making tools and resources.

Some key aspects of the Framework include:

Evidence-based	The Framework is directly informed by data and spatial analysis conducted through the *Community Infrastructure* Audit and *Community Needs Analysis* stages of the Planning Process. Data and analyses are managed through Council's Community and Social Infrastructure Model CASIMO.
Service-focused	The Framework ensures that facilities planning responds to service planning. Council's internal community service departments and external service providers directly inform every stage of the Planning Process.
Integrated	Recognising the multi-disciplinary nature of community infrastructure planning, the Framework integrates with other related planning functions across Council. In particular, the Planning Process informs and is informed by: service planning and review, social planning and research, asset management, strategic planning, and the Capital Improvement Program (CIP). These functions are brought together for the common purpose of identifying the infrastructure required to meet community needs and support delivery of services now and into the future.
Centrally coordinated	The Framework and the Planning Process are coordinated by Council's Strategic Planning and Development unit. However, data, findings and priorities relating to services and facilities delivered by Council are 'owned' by the relevant department service managers.
Dynamic and responsive	The Framework is supported by Council's Community and Social Infrastructure Model CASIMO, a database linked to spatial analysis tools (GIS). All data informing the Planning Process such as assumptions, demographic information, population forecasts, and Provision Standards is easily updatable. Many of the reports output from the Framework are published directly from CASIMO.
Repeatable	The Planning Process is designed to be repeatable as often as required. At present, it is an annual process that takes place ahead of Council's Capital Improvement Program (CIP).

2.1 Continuous improvement

The Framework is being developed and implemented in an iterative manner that allows for ongoing expansion and improvement over time. This version #2 of the Planning Process builds on version #1 that was adopted in September 2017 by clarifying some elements of the process, how it integrates with other Council planning processes, and describing the Suitability Assessment and Utilisation Assessment in more detail.

The Framework core documents and technical reports will be updated to incorporate the Suitability and Utilisation assessments and will be re-published in 2018. These will again be updated as more information is collected and assessed. Communities will have the opportunity to inform successive versions of the documents to ensure that they accurately represent the Shire's most pressing needs.

2.2 *Scope of 'Community Infrastructure'*

The Community Infrastructure Planning Policy provides the following definitions:

Community infrastructure	A collective term for 'community facilities' and 'community services' as defined by this Policy.
Community facilities	Physical infrastructure in the form of buildings, places and spaces through which the community access services provided by Council and other providers.
Community services	Programs and other activities provided to the community by Council or other organisations. Specifically, services that require physical infrastructure to enable their delivery.
Council asset	Land, buildings and other structures owned by Moorabool Shire Council

The full scope of community infrastructure in Moorabool goes beyond the range of facilities currently owned and operated by Council. While it is important to ultimately asses the full range of facilities available to the public, the Framework will initially focus on critical infrastructure that is owned, operated or funded by Council. Future iterations of the Framework will assess third party owned/operated facilities that provide critical services to the public.

The infrastructure types currently included within the scope of the Framework are:

AGED AND DISABILITY:

- Centre-based meals
- Dementia programs
- Seniors groups
- Social support groups

COMMUNITY SPACES AND LIBRARIES

- Community venues (incl. halls)
- Multipurpose community rooms
- Libraries

EARLY YEARS

- 4 year old kindergarten
- Long day care
- Maternal & Child Health (MCH)

CHILDREN AND YOUNG PEOPLE

- Playgrounds
- Skate and BMX parks / tracks
- Youth space
- Youth support

SPORT AND RECREATION

- Basketball courts
- Netball courts
- Tennis courts
- Football ovals
- Cricket ovals
- Soccer pitches
- Lawn bowls
- Swimming pools

Appendix A provides definitions for each of the above infrastructure types.

2.3 *Integrated service and infrastructure planning*

Council owns and invests in assets for the purposes of delivering services or supporting community activities. Planning for facilities must therefore be integrated with planning for services and be based on a comprehensive understanding of service and community needs. Accordingly, the Framework informs and is informed by multiple functions of Council, the key ones being:

Service planning / Service review	The internal service areas within Council that are most relevant to the Framework include Early Years, Youth, Active Ageing, Recreation Development and Community Development. Each service area plans in the short to medium-term for how it delivers services to the community. Council's Business Excellence (BEx) framework records aspects of each service such as relevant legislation and policy, inputs, outputs and customers, staff requirements and budgets. Council is also developing a Service Planning Framework that will require each service area to more fully articulate current service requirements and delivery model(s). Services may also be reviewed in light of new or updated legislation, policy, good practice and/or changing community demand. Service reviews identify improvements, issues, efficiencies and possible alternative delivery models.
Social planning and research	Responsibility for social planning and research generally sits with each service area within Council. There is not currently a department or officer with responsibility to conduct demographic or other research on behalf of the organisation. The current design of the Community Infrastructure Framework ensures that the *Community Needs Analysis* stage is informed by the studies and expertise of Council's internal service areas and by strategic planning and demographic analysis conducted by the Framework Coordinator (see section 2.4.1) and the Strategic Planning and Development unit.
Strategic planning	The Community Infrastructure Framework is coordinated by Council's Strategic Planning and Development unit and is a key component of the 'Moorabool 2041' strategic planning framework. Findings from the Community Infrastructure Framework inform the Planning Scheme and associated documents in terms of the current function of settlements and facilities, future infrastructure priorities, and development contributions.
Asset management	The Asset Management unit ensures that community facilities owned or managed by Council are maintained to meet the needs of services and the community. The unit manages the asset maintenance and renewal programs and building condition audits.
Capital Improvement Program (CIP)	The annual CIP provides the budgets and work plan for all capital projects including major projects, the asset maintenance and renewal programs, and all projects for new and/or upgraded infrastructure. The CIP is supported by the *Capital Works Evaluation Guidelines* that provides criteria and a model for the assessment and prioritisation of capital projects.

The design of the Framework recognises the overlap and inter-dependency between Council functions. The following sections articulate how these Council functions inform and are informed by the Community Infrastructure Planning Process to ensure that the necessary alignment and collaboration takes place across Council.

Figure 3: Flow of information between key functions of Council

2.3.1 *Integration with the Service Planning and Service Review functions*

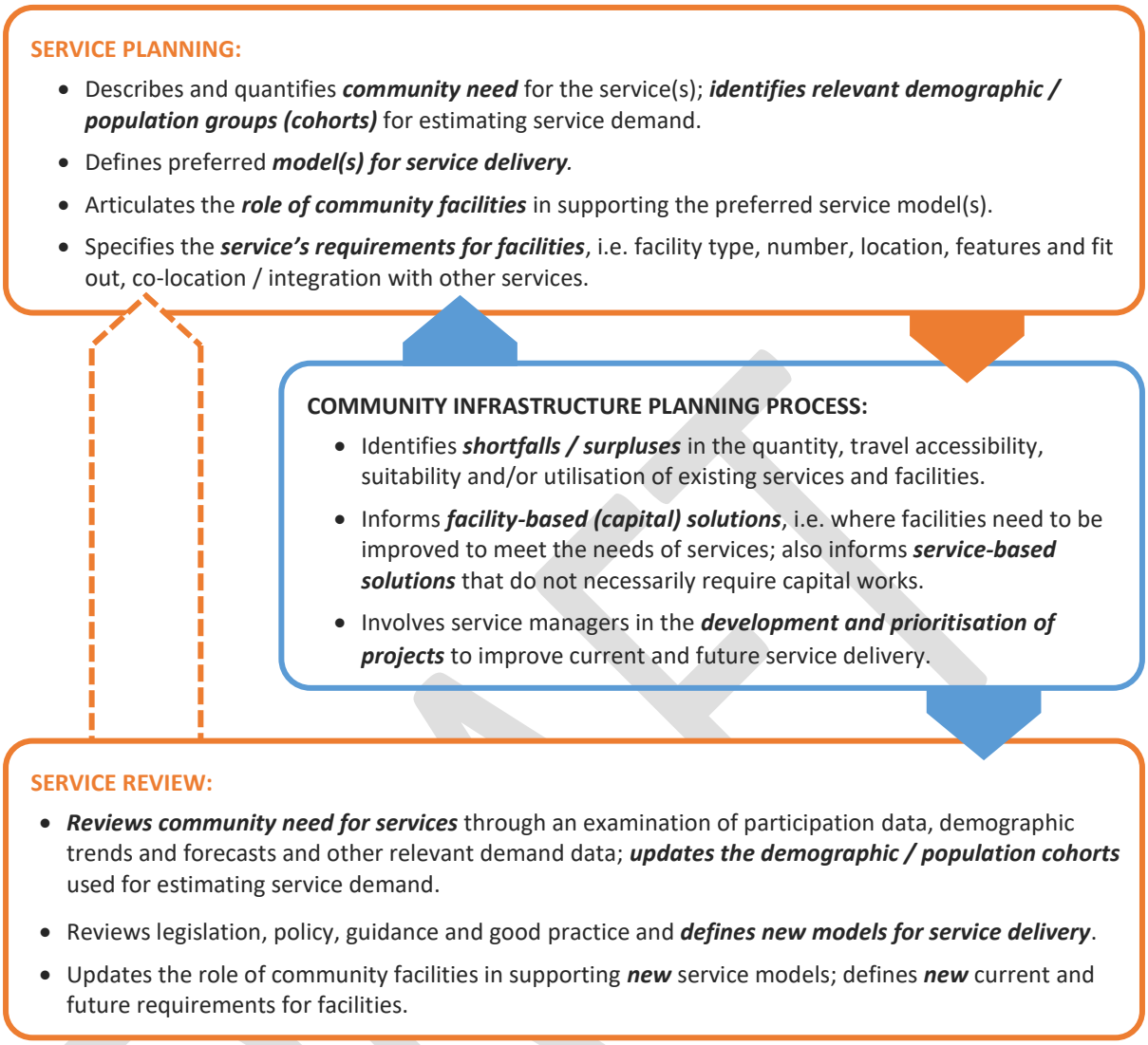


Figure 4: Flow of information between the Service Planning and Service Review functions and the Community Infrastructure Planning Process

Council's service areas have, and will continue to produce, plans and studies relating to their particular services and facilities. Examples include the Municipal Early Years Plan, the Recreation and Leisure Strategy, the Health and Wellbeing Plan and the Age Well Live Well Strategy & Access and Inclusion Plan.

The Framework does not replace the need for service-specific plans; in fact it relies on service providers to continue to develop their own in-depth understanding of community need and service demand. The Framework provides mechanisms to bring together the evidence provided by these plans in a structured, consistent and equitable manner across Council and use them to inform strategic planning.

2.3.2 *Integration with the Asset Management function*

ASSET MANAGEMENT:

- Responds to ***maintenance requests*** submitted by the service providers, tenants / lessees, users or committees who use and/or manage Council-owned community facilities.
- Conducts ***planned maintenance and renewal*** of community facilities and other assets; prepares and manages the maintenance and renewals programs and Capital Improvement Program (CIP)
- Manages the ***asset register*** and ***asset management information system*** (Assetic ©).
- Prepares ***Asset Management Plans*** for community facilities.
- Conducts periodic ***building condition audits***, records and manages audit data.

COMMUNITY INFRASTRUCTURE PLANNING PROCESS:

- Conducts ***Fitness for Purpose Assessments*** of community facilities (the data from which may ultimately be stored in or connected to the asset management information system).
- ***Collects data from services and facilities*** to inform the maintenance and renewal programs and Asset Management Plans.
- Uses ***building condition audits*** to inform the Suitability Assessment.

Figure 5: Flow of information between the Asset Management function and the Community Infrastructure Planning Process

2.3.3 *Integration with the Strategic Planning function*

STRATEGIC PLANNING:

- Prepares long-term land use and development plans based on ***evidence of current and future needs***, including ***community need for service and facilities***.
- Secures ***development contributions*** towards essential infrastructure.
- Seeks to ensure the ***long-term viability and sustainability of rural and urban communities*** in terms of the provision of housing, jobs, services and infrastructure.

COMMUNITY INFRASTRUCTURE PLANNING PROCESS:

- Provides an understanding of the ***current and future role of settlements and developments*** in terms of providing services and facilities to the community.
- Provides a ***comprehensive evidence base*** regarding the type, quantity, location and design of infrastructure needed by communities now and in the future.
- Determines ***broad costings for infrastructure projects*** to inform ***development contribution plans***.

Figure 6: Flow of information between the Strategic Planning function and the Community Infrastructure Planning Process

2.3.4 *Integration with the Capital Improvement Program*

CAPITAL IMPROVEMENT PROGRAM (CIP):

- Funds and delivers projects for the ***maintenance, renewal and upgrade of existing infrastructure*** and ***construction of new infrastructure***.
- ***Evaluates and prioritises projects*** based on various factors including the age and condition of assets, risks, evidence of community need, and deliverability in terms of timing and funding.
- Comprises a major part of Council's ***Strategic Resource Plan*** and ***Long-Term Financial Plan***.

COMMUNITY INFRASTRUCTURE PLANNING PROCESS:

- ***Provides evidence of community need*** for infrastructure; findings inform the assessment and prioritisation of projects by the CIP.
- ***Underpins a collaborative approach*** between service managers and infrastructure planners to the prioritisation, design and delivery of infrastructure improvements.

Figure 7: Flow of information between the Capital Improvement Program and the Community Infrastructure Planning Process

2.4 Framework roles and responsibilities

Development of the Framework has been led by the Strategic and Sustainable Development Unit within the Growth and Development Directorate. The Framework takes a collaborative whole-of-organisation approach, therefore several departments have responsibility for its implementation.

2.4.1 *Framework coordination*

The Social Infrastructure Planner (Strategic and Sustainable Development Unit) is the 'Framework Coordinator', having overall responsibility for developing and implementing the Framework. Specific responsibilities include:

- Prepare and maintain the Community Infrastructure Planning Policy, Planning and Design Principles, and the Planning Process.
- Develop and maintain the Community and Social Infrastructure Model (CASIMO).
- Convene the Community Infrastructure Framework Steering Group.
- Collaborate with internal community service managers[1], external service providers and other information providers to acquire, manage and interpret data and identify infrastructure priorities.
- Seek agreement and sign-off of data and findings by internal service managers.
- Collaborate with internal service managers ahead of the Capital Improvement Program (CIP) to interpret Framework findings, identify synergies between the needs of different services, and identify collaborative infrastructure improvements[2] to be further developed and delivered through the CIP.
- Prepare and maintain Framework reports and other direct outputs.

[1] 'internal community service managers' refers to managers of Council departments with responsibility for delivering services through community facilities (e.g. aged services, sport, early years and libraries).
[2] improvements may be physical capital projects such as upgrades to existing or creation of new facilities, or they may be service-based non-capital improvements such as changes to service delivery models.

2.4.2 *Framework Steering Group*

The Community Infrastructure Framework Steering Group comprises key internal representatives across Council. As a minimum representation will include:

- The Community Infrastructure Framework Coordinator (see above)
- Internal community service managers[1]
- Senior representative from Infrastructure Services (asset management)
- Manager Strategic and Sustainable Development

The Steering Group has oversight of the Framework and is responsible for supporting the Framework Coordinator to implement the Framework in a manner that best supports the effective and efficient provision of community services and facilities.

2.4.3 *Internal community service managers*

Council's internal community service managers are responsible for providing the Framework Coordinator with information required by the Planning Process in a timely manner. As Council's use of the Framework evolves, internal service managers will be able to manage their information directly via the CASIMO database.

Internal service managers (or their representatives) are responsible for engaging with the Framework Coordinator and other internal services through the key stages of the Planning Process, in particular the Community Needs Analysis and Strategic Project Prioritisation stages. The nature and extent of that engagement will depend on the specific community infrastructure needs and/or projects being considered at the time. Service managers may be required to formally agree and sign-off data and findings.

To inform analyses relating to non-Council services, internal service managers will either engage with relevant external service providers to acquire information required by the Planning Process, or will assist the Framework Coordinator to do so.

2.4.4 *Capital Improvement Program (CIP)*

The *Strategic Community Infrastructure Priorities report* (an output from the Strategic Project Prioritisation stage of the Planning Process) will directly inform the CIP. It does this by providing a list of potential projects that are:

- Justified by robust evidence of community need
- Informed by relevant service departments within council
- Developed through a holistic planning process that has considered a wide range of factors including a wide range of service and facility types, forecast population growth and demographic change, future strategic planning, and relationships, conflicts and synergies between different infrastructure types and geographic locations.

Both the Framework Coordinator and the CIP coordinator are responsible for designing and implementing mechanisms to ensure that the *Strategic Community Infrastructure Priorities* and the *Needs Analysis Findings and Recommendations* reports inform the design and delivery of community infrastructure projects through the CIP.

3. Response to the Community Infrastructure Planning and Design Principles

The Community Infrastructure Planning Policy provides the Planning and Design Principles and requires that the Planning Process be consistent with those principles. Table 1 below describes how the Planning Process responds to the Principles:

Table 1: Consistency with the Community Infrastructure Planning and Design Principles

Principles (from the Community Infrastructure Planning Policy)		**Response** (how the Planning Process supports the Principle)
Principle 1: **Community infrastructure planning is strategic and integrated across council.**	1a: A collaborative whole-of-organisation approach is taken to the planning and delivery of community infrastructure.	The Planning Process brings together service managers, asset managers and strategic planners as part of a consistent and equitable process. It integrates directly with other Council systems, processes and plans such as asset management systems, the Capital Improvement Program and the Moorabool 2041 strategic planning framework. Alignment between departments is ensured through the Strategic Project Prioritisation stage.
	1b: Planning is spatial and strategic in nature, extending across administrative boundaries.	The Provision Standards are applied in a consistent and equitable manner across the Shire. Spatial analyses are not confined by administrative boundaries and extend into the neighbouring municipalities that provide infrastructure used by Moorabool residents (primarily the cities of Ballarat and Melton).
	1c: Local needs are expressed within the context of strategic community need.	The prioritisation stages of the Planning Process take into account broad areas of strategic need (e.g. across the whole Shire or across all urban areas) as well as localised needs, such as for individual towns. Identified projects will address the relative demand for infrastructure across the Shire and seek to distribute infrastructure improvements accordingly.

Principles (from the Community Infrastructure Planning Policy)		**Response** (how the Planning Process supports the Principle)
Principle 2: **Decision-making is consistent, transparent and based on reliable evidence.**	2a: Consistent methods are used to develop evidence relating to the supply of and demand for community infrastructure.	The Provision Standards are applied consistently to all settlements of similar size. The process for identifying and prioritising needs is the same for all service areas, and to all facility types.
	2b: Decisions made with regard to community infrastructure will take account of available relevant evidence.	The Planning Process uses a comprehensive database and geospatial gap analysis tool to collate, manage and report on data. Findings lead directly to the identification of gaps in provision and the prioritisation of projects.
	2c: The justification for community infrastructure projects is clearly explained and openly presented.	The various published reports that are output from the Planning Process will transparently present the audit of infrastructure, the provision standards, the results of the community needs analysis, and the priority infrastructure needs identified by Council.
Principle 3: **Community infrastructure projects deliver net community benefit.**	3a: Community infrastructure projects respond to priority community needs and service objectives and corporately agreed levels of service.	Community Needs Analysis is a key stage of the Planning Process and is fundamental to the identification of infrastructure priorities and projects. The Provision Standards used to inform the Needs Analysis and the Needs Prioritisation stages provide corporately agreed levels of service in addition to those defined in other plans. The Planning Process enables Council to prioritise people's *needs* over *wants*.
	3b: Community infrastructure projects will be delivered in step with population growth and demographic change.	The Community Needs Analysis plans to several future horizons (planning years) and identifies various triggers that determine when an improvement to community infrastructure is required. Project delivery will continue to be managed through the Capital Improvement Program.

Principles (from the Community Infrastructure Planning Policy)		**Response** (how the Planning Process supports the Principle)
Principle 4: **Community infrastructure operates as a network of facilities.**	4a: Community services operate through a network of complementary local, district and regional facilities.	The Community Needs Analysis – in particular the Travel Accessibility Standards - is fundamentally based around a network of accessible facilities distributed between urban and rural towns.
	4b: Community services and facilities have a high degree of transport accessibility and are located within reasonable travel time/distance of the communities they service.	The Travel Accessibility Standards provide an assessment of people's travel time to services and facilities. Travel time/distance is a key component of the gap analysis.
Principle 5: **Community infrastructure supports the delivery of services to the community.**	5a: Community infrastructure is prioritised for the delivery of effective community services by council and other service providers.	The Community Infrastructure Audit records the services being delivered through each facility. Facilities not being used for service delivery may be identified as having potential for alternative use(s). Council's internal service units are engaged through all stages of the Planning Process to ensure facilities directly respond to service needs. The Community Needs Analysis identifies gaps in the provision of infrastructure that Council is not a provider of, or that are better provided by others. Council can then decide whether and how to use its facilities to assist other service providers to meet community needs.
Principle 6: **Community infrastructure supports use by multiple services and users for a range of activities.**	6a: Community facilities are fit for their intended purpose(s).	The Suitability Assessment includes an assessment of the fitness for purpose of facilities. The assessment is part of the gap analysis and will be integrated with the asset management system to complement building condition audits.
	6b: Community facilities are designed and maintained to be multifunctional, flexible and adaptable to change.	The Needs Prioritisation stages consider opportunities to expand the service offering of facilities and the range of users they service. Flexible and adaptable design (to allow for changing uses of time) will need to be managed through the Capital Improvement Program.

Principles (from the Community Infrastructure Planning Policy)		**Response** (how the Planning Process supports the Principle)
	6c: Community facilities support the co-location, integration, and/or clustering of complementary community services.	The Strategic Project Prioritisation stage will identify opportunities to co-locate, integrate and/or cluster complementary services.
Principle 7: **Community infrastructure is inclusive and universally accessible.**	7a: Community facilities are universally accessible, meeting the needs of families, users and staff of all physical and cognitive abilities, gender types and ages.	The fitness for purpose assessment (part of the Suitability Assessment) includes multiple criteria for universal accessibility and equity. The Community Infrastructure Audit uses a typology of uses that includes programs for early years, children, young people, seniors and dementia sufferers. The Community Needs Analysis assesses demand for facilities that are suitable for use by the young, by families, by the elderly and by suffers of dementia.
	7b: Community facilities support active ageing and promote inclusion of older people.	
	7c: Community facilities embody Council's commitments to age-friendly, dementia-friendly and child-friendly communities.	
Principle 8: **Community facilities are optimised for maximum use.**	8a: Community services and facilities are designed and managed to meet their full capacity, making best use of existing facilities where appropriate.	The Capacity and Utilisation Standards directly inform the Community Needs Analysis and Needs Prioritisation stages.
	8b: The maintenance, renewal and upgrade of existing community infrastructure is prioritised above the funding of new community infrastructure.	The Needs Prioritisation stages seek to make best use of existing facilities. Where no suitable facilities exist to meet identified community needs, new ones will be planned.
	8c: New facilities are only planned and delivered where they meet identified priority shortfalls in existing or future infrastructure provision.	

Principles (from the Community Infrastructure Planning Policy)		**Response** (how the Planning Process supports the Principle)
Principle 9: **Community infrastructure is provided through partnerships.**	9a: Community infrastructure is funded, delivered, operated and programmed through collaborative partnerships between council, government and other public, private and community sector providers as appropriate.	The prioritised lists of infrastructure requirements produced through the Framework will directly inform Infrastructure/Development Contributions Plans[3]. Where Council is not the responsible provider for meeting identified shortfalls in community infrastructure provision, the Planning Process will produce the evidence required for advocacy and collaboration.
	9b: Where nexus between new development and the need for new or improved infrastructure is demonstrated, financial contributions towards community infrastructure projects will be sought.	
Principle 10: **Community facilities embody Environmentally Sustainable Design principles.**	10a: Designs for new community facilities and maintenance, renewal or upgrade works to existing facilities seek to reduce Council's environmental impact through environmentally sustainable design measures.	The Fitness for Purpose assessment includes questions relating to the ESD aspects of existing Council facilities. The design and delivery of ESD measures will need to be managed through the Capital Improvement Program.

[3] *Development Contributions Plans* or *Infrastructure Contributions Plans* define the amount and type of contributions – financial or in kind - that developers/builders are required to make in order to manage the social, environmental, economic or service impacts of new housing or other development works.

4. Community and stakeholder engagement

Input from communities and other stakeholders will be essential in order to fully understand which services and facilities are most in need and which improvements to community infrastructure should be prioritised.

The Framework has been designed so that Council's community service departments are the providers and custodians of the various planning standards and assessments that are used to identify and prioritise community need for infrastructure. The Framework addresses a range of critical service and facility types, some owned, operated or funded by Council and others owned and operated by the private or community sector. Where Council is not the provider of infrastructure, the Framework will need to be informed by input from external service providers.

Section 2.4 of this Planning Process describes the roles of the Framework Coordinator and internal service managers with regard to ensuring that the Community Infrastructure Planning Process is based on the best available information. The onus is therefore on internal service providers to engage with the community and other stakeholders through their normal planning and delivery of services. The Framework Coordinator is responsible for ensuring this information is appropriately captured and assessed through the Planning Process and published through the Framework.

Therefore, rather than a one-off consultation exercise on the content of the Framework, community and stakeholder engagement will be an ongoing process of receiving input through a variety of means including:

- Engagement during the preparation of service-based studies and plans such as an Early Years Municipal-wide Infrastructure Plan or a Recreation and Leisure Strategy.
- Engagement during the preparation of corporate documents such the Council Plan and Health and Wellbeing Plan.
- Direct communications received by Council such as letters from residents and community groups.
- Contact with the community via applications to Council's Community Development Fund.
- Contact with Committees of Management for halls and reserves within the Shire.
- Contact with the public and stakeholders through Council's normal delivery of services.
- Contact with community groups and service providers through the various sector working groups that Council is represented on.

In addition to the above, all planning standards, analyses and findings relating to the Framework will be made available for public scrutiny via Council's website.

5. Community Infrastructure Audit

Figure 1 on page 3 illustrates how the Community Infrastructure Audit relates to the other key stages of the Planning Process. The Infrastructure Audit collects information relating to the quantity, suitability, travel accessibility, capacity, availability and utilisation of infrastructure that is needed to inform the Community Needs Analysis.

The analysis is conducted by the Framework Coordinator in collaboration with Council's internal service managers.

5.1 Facilities register

The first stage of implementing the Planning Process has been to create a register of all existing community infrastructure that serves Moorabool residents, irrespective of ownership. As residents access facilities and services that are outside of the Shire as well as within, the audit has recorded infrastructure in surrounding towns such as Ballarat, Buninyong, Melton, Meredith and Trentham.

The register of existing community infrastructure is managed through the 'Facilities Register' module of Council's Community and Social Infrastructure Model CASIMO.

5.2 Typology of Uses

Council has created a typology of a wide range of services, facility types, programs and activities (collectively referred to as 'uses'). Along with recording the location and name of a facility, the Facilities Register records all the uses applicable to each facility.

5.3 Quantity measures

For each use recorded against facilities in the register, a measure of the quantity of provision is also recorded. For some facilities this is simply '1' for the number of facilities but for other uses a more appropriate measure is recorded, such as:

4 yr old kindergarten	Licensed places
Tennis	Courts
Centre-based meals	Weekly meals
Dementia programs	Program places

These quantities form the 'supply' that is assessed through the Community Needs Analysis stage, in particular the Quantity Assessment, which applies the Population Standards.

5.4 Audits of Building Condition and Fitness for Purpose

The Suitability Assessment uses information from Council's Building Condition audits and Fitness for Purpose assessments. Building condition audit information is stored in Council's asset management system and fitness for purpose information is stored in CASIMO. The information is then used to inform the Community Needs Analysis stage.

Building Condition refers to the physical condition of built facilities and is assessed through regular audits carried out by specialist contractors.

Fitness for Purpose relates to the broader function of facilities in terms of how well (or poorly) they meet the needs of building users. The Fitness for Purpose assessments have been developed and conducted by Council officers, service providers and primary building users.

5.5 Audits of facility Capacity, Availability and Utilisation

The Utilisation Assessment is informed by the audits of facility capacity, availability and utilisation. This information is collected through the Community Infrastructure Audit, stored in CASIMO and assessed through the Community Needs Analysis stage.

6. Community Needs Analysis

Figure 1 on page 3 illustrates how the Community Needs Analysis relates to the other key stages of the Planning Process.

The Community Needs Analysis compares the Community Infrastructure Audit (i.e. the 'supply' of infrastructure) with demographic data and a set of provision standards (targets) to determine where shortfalls or surpluses in provision exist today. The analysis then uses the Shire's population projections to forecast how these 'gaps' in provision will change over time.

The analysis is conducted collaboratively between the Framework Coordinator and Council's internal service managers.

6.1 Needs Assessments and Provision Standards (overview)

This section provides an overview of the various assessments and provision standards use by the Community Needs Analysis stage. Later sections of this document describe each of the assessments and standards in detail.

The Community Needs Analysis addresses four different aspects of community need for services and facilities: quantity, travel accessibility, suitability and utilisation. A separate assessment has been designed for each of these aspects. Each assessment uses information from the Community Infrastructure Audit, and compares it with one or more provision standards (measures):

1. **QUANTITY ASSESSMENT**

   A strategic assessment to determine whether there are enough facilities in relation to population size.

   Purpose:

   The Quantity Assessment determines whether there is currently a suitable and sufficient quantity of services or facilities to meet the needs of the population of an area. It seeks to identify any under or over-provision that exists now and, using Council's population forecasts, may exist in the future.

   Audit information:

   - Quantity measures (from the Facilities Register)
   - Facility location (from the Facilities Register)

   Provision standards:

   - the '**Population Standard**' (the desired quantity of infrastructure provision in relation to population size, by relevant age cohort[4])

[4] Age range of the population that creates demand for the infrastructure type

2. TRAVEL ACCESSIBILITY ASSESSMENT

A strategic assessment to determine whether people can travel to services and facilities within a reasonable journey time.

Purpose:

The Travel Accessibility Assessment examines the geographic distribution of existing facilities and their relationship to public transport (train station and bus stops) and car parking. It assesses whether facilities are accessible within a reasonable journey distance or time from where people live and identifies any significant spatial gaps in provision.

Audit information:

- Facility location (from the Facilities Register)

Other information:

- Road and footpath networks (GIS)
- Travel time and distance network (GIS)

Provision standards:

- the '**Travel Standard**' (the time or distance that people must travel to facilities from home)

3. SUITABILITY ASSESSMENT

Facility-specific assessments that determine whether facilities are fit for their purpose and in adequate physical condition.

Purpose:

The Suitability Assessment seeks to determine how suitable facilities are in terms of supporting the services or community activities delivered through them.

Audit information:

- Building condition audits
- Facility Fitness for Purpose assessments

Provision standards:

- the '**Building Condition Standard**' (the physical condition of the facility - as assessed through a professional audit)
- the '**Fitness for Purpose Standard**' (the functional suitability of the facility for the services delivered through it - as assessed by Council)

4. **UTILISATION ASSESSMENT**

Facility-specific assessments that determine whether services and facilities have adequate capacity to meet community demand.

Purpose:

The Utilisation Assessment examines the current level of use of facilities and determines whether or not they have capacity to accommodate existing and/or increased use.

Audit information:

- Facility utilisation audits (based on capacity, availability and current use)

Provision standards:

- the '**Utilisation Standard**' (the proportion of the maximum capacity that is available and actually being used)

The above provision standards are detailed in later sections of this document.

6.2 Strategic vs. facility-specific assessments and provision standards

The Quantity Assessment and the Travel Accessibility Assessment are applied strategically across the Shire to measure demand for community infrastructure. The assessments are applied consistently and equitably for all towns and communities across the Shire.

The Suitability Assessment and Utilisation Assessment are applied to existing infrastructure and conducted on a facility-by-facility basis.

6.3 The Quantity Assessment

The Quantity Assessment considers how much provision is required to meet the needs of the current and future population. Population estimates and forecasts for Moorabool Shire are provided by ID Consulting and provided online at http://forecast.id.com.au/moorabool. Population estimates are available by gender and age for every year up to 2041 for the following 'Population Forecast Areas':

- Bacchus Marsh
- Darley
- Maddingley
- Ballan
- Rural East
- Rural West

Boundaries for the above areas can be viewed at http://forecast.id.com.au/moorabool/about-forecast-areas.

Many services and facilities such as libraries and open space are used by people of all ages whereas others are more relevant to people of certain ages. An example of the latter includes Long Day Care which is used by children aged up to 6 years old. The age range used to estimate the demand for a certain service or facility is called the 'age cohort'. The age cohorts used to model demand for the various infrastructure types will be published through the *Community Infrastructure Provision Standards* report on Council's website.

The limitation of Moorabool's population estimates (and therefore age cohort estimates) is that they are only available for the six Population Forecast Areas listed above. This means that demand for

community infrastructure can only be determined for each Population Forecast Area or an aggregation of areas; it cannot be measured for smaller geographic areas such as individual towns. To overcome this, Council uses population estimates for sub-areas such as small towns.

The size of the age cohort population within an area gives an indication of the *maximum* number of people who are likely to create demand for a service or facility; however, not all of these people will actually use one. It is therefore necessary to determine a *provision standard* that estimates the proportion of the age cohort population who will actually use (i.e. create demand for) a service or facility. Council has developed a set of 'Population Standards' for each infrastructure type.

6.3.1 *The Population Standards*

The Populations Standards are expressed as the number of population within the relevant age cohort that a facility can support. Units of measure vary depending on the type of facility, for example the unit of measure for tennis courts is '1 court', for community venues it is '1 facility' and for kindergarten it is '1 licensed place'.

The Population Standards have been developed specifically for Moorabool to reflect local drivers for demand such as the existing rate of provision, legacy infrastructure, current and forecast rates of participation and utilisation, opportunities and constraints arising from new development, Council policy, and constrained capital and operational budgets. Comparison with provision rates in other municipalities can be useful to suggest how Moorabool compares, but it is not appropriate to simply 'borrow in' these rates[5].

The process of setting the Population Standards has examined current ratios of provision across the Shire and compared them with relevant information such as:

- studies and plans (e.g. Recreation and Leisure Strategy or Municipal Early Years Plan)
- service provider knowledge of participation rates and trends, waiting lists, facility utilisation, good practice models and other service planning factors
- population and development forecasts
- local policy and planning objectives

The Population Standards are expressed as two figures:

1. Population trigger (minimum cohort population required to trigger need for a facility)
2. Population ratio (the maximum cohort population a facility is able to support)

The Population Standards are defined and managed through Council's CASIMO database and will be provided through the *Community Infrastructure Provision Standards* report and published on Council's website. The results of the Quantity Assessment will be published through the *Community Infrastructure Needs Analysis Findings* report and published on Council's website.

[5] The Victorian Planning Authority *Guide to Planning for Community Infrastructure in Urban Renewal Areas* specifically advises against the application of 'arbitrary benchmarks' from other LGAs.

Worked example: development of a Population Standard for soccer pitches

All figures in this worked example are illustrative only.

Step 1:

Select an appropriate age cohort

Example soccer pitches age cohort = persons aged 5 to 85

Step 2:

Calculate the current actual rate of provision

If Settlement A currently has 2 soccer pitches and a population of 12,000 persons aged 5 to 85, the current actual rate of provision is 2: 12,000 or 1: 6,000.

Step 3:

Consider the current rate of provision against Council's understanding of whether demand for soccer is being adequately met. Apply knowledge such as current and projected participation rates, known unmet demand (e.g. waiting lists), utilisation of existing facilities, and other relevant drivers. Comparisons with other municipalities or benchmarks may also be used.

In this example, existing facilities are fully utilised and substantial unmet demand is known to exist. This suggests that the current rate of provision of 1:6,000 is inadequate.

Step 4:

Select an appropriate population ratio

Council selects a target population ratio of 1:3,000 (i.e. twice the current rate of provision)

Step 5:

Compare the selected population ratio with current and forecast population

Comparison of existing supply with the population ratio produces the table of results below:

Year	Estimated population of persons aged 5-85	Facilities required to meet 1:3000 target population ratio	Existing provision	Shortfall
2018	12,000	4	2	-2
2021	14,000	5 (rounded)	2	-3
2031	18,000	6	2	-4
2041	24,000	8	2	-6

In this example Council decides that the forecast shortfalls are realistic and that it has the resources to deliver 6 pitches by 2041. Council therefore adopts the population ratio of 1:3,000 persons aged 5 to 85.

If Council decided that delivery of 6 pitches was not possible or necessary, the population ratio would be revised to a higher ratio (e.g. 1:4,000), thereby reducing the forecast shortfall to a more realistic and deliverable figure.

Step 6:

Determine a population trigger

Based on knowledge of participation rates, utilisation of facilities, costs of operating and maintaining soccer pitches, and other relevant information Council determines that a minimum population of 2,000 persons aged 5 to 85 is required to support a soccer pitch.

6.4 *The Travel Accessibility Assessment*

Another key aspect of assessing community demand for infrastructure is the location and distribution of facilities as these determine the distance that people must travel to access a service or facility.

The Travel Accessibility Assessment considers the actual on-road distance between people and community facilities. The assessment applies the Travel Accessibility Standards to determine whether people can access services and facilities within a reasonable journey time.

'Walkability' or 'driveability' are widely recognised as appropriate measures of travel accessibility. Several urban municipalities in Australia (including the cities of Ballarat, Bendigo and Melbourne) have goals of achieving 10 or 20 minute neighbourhoods where all critical services and facilities are provided within a 10 or 20 minute journey. Walking or public transport time is commonly used in urban areas but for rural areas where walking or public transport is not an option, travel time by private vehicle is a much more realistic standard.

6.4.1 *The Travel Accessibility Standards*

For rural areas the Travel Accessibility Standards are expressed as drive time. For urban areas they are a mix of drive time and walking distance, depending on the type of facility the standard is being applied to.

Council's data and spatial analysis capabilities do not currently allow for the travel accessibility standards to include journeys by public transport. However, these tools are in development and will be applied to the travel accessibility standards through a future iteration of the Framework.

A time or distance-based Travel Accessibility Standard has been set for each infrastructure type addressed by the Community Infrastructure Framework. The proposed travel standards are:

- '400m walking distance' (equivalent to a 5 minute walk)
- '800m walking distance' (equivalent to a 10 minute walk)
- '1600m walking distance / 2 minute drive'
- '5 minutes drive time' (equivalent to travelling across a person's own community)
- '10 minutes drive time'
- '20 minutes drive time'
- '30 minutes drive time' (for major regional facilities)

Settlements of different population sizes cannot all realistically be provided with the same level of access to facilities. For example, due to its much smaller population a village cannot support the same range of facilities within its boundary as a large urban area. Therefore, the Travel Accessibility Standards are defined differently for settlements of different sizes. For example, the standard for Long Day Care might be '5 minutes drive time' for a large urban area of 10,000 people but would most likely be '20 minutes drive time' for a rural settlement of less than 200 people.

The Travel Accessibility Standards are initially defined according to the travel time/distance that is considered reasonable for residents within settlements of different sizes to travel to access facilities. They are then refined by studying the implications of setting them at the chosen level. For example, defining a travel standard for Long Day Care of '10 minutes drive time' for all villages may result in the gap analysis concluding that five new day care centres are required across the rural west. Council may decide that such a requirement is not affordable or viable and consequently revise the standard to '20 minutes drive time'. Defining the Travel Standards in this manner ensures that all settlements of similar sizes are equitably assessed against each other.

The Travel Accessibility Assessment compares the standards with current travel times / distance to determine whether the standards are met or failed for each facility type, for each settlement in the Shire.

The Travel Accessibility Standards are defined and managed through Council's CASIMO database and will be provided through the *Community Infrastructure Provision Standards* report and published on Council's website. The results of the Travel Accessibility Assessment will be published through the *Community Infrastructure Needs Analysis Findings* report and published on Council's website.

6.5 *The Suitability Assessment*

The Suitability Assessment determines whether existing facilities are physically meeting the needs of the services or activities delivered through them and the people who access those services or activities. Where needs are not being met, the assessment considers whether facilities would be more suitable for use by different services.

The Suitability Assessment has two components: building condition audits, and fitness for purpose assessments. The building condition audits and fitness for purpose assessments use comparable scoring systems and together provide a comprehensive understanding of whether facilities are physically able to meet the needs of their users (as well as ensuring they are safe for public use).

6.5.1 *Building Condition audits*

Approximately every four years Council commissions a professional condition audit of its buildings. Audits are only carried out for Council assets and as such can only be used to inform the Suitability Assessment for existing Council-owned facilities.

The audits typically assesses buildings based on their major components such as roof, exterior and interior walls, windows, plumbing and electrical systems. A score is given to each component. The scores given to each building component and the building overall are:

Rating	Considered to be	Description
1	Very Good	Near new condition with no obvious signs of wear.
2	Good	Very good condition with limited signs of wear. Component/s does not require any special attention.
3	Fair	Generally good condition with some evidence of minor defects in local spots. Component/s requires some planned maintenance to prevent further deterioration and to return it to a very good condition.
4	Poor	Significant defects in multiple locations. Requires major maintenance to prevent further deterioration to return it to a very good condition. Will need to be renewed, upgraded or disposed in near future.
5	Very Poor	In need of major repair and referred to the capital works program for renewal / replacement / disposal. Will need to be renewed, upgraded or disposed in near future.
6	End of Life	End of service life. No remaining service potential.

Over time, Council may change the questions, categories and scoring system to refine and improve the audits without the need to update the Community Infrastructure Planning Process.

6.5.2 *Fitness for Purpose assessments*

Fitness for purpose assessments consider a broader range of physical and functional characteristics of facilities that are not addressed by building condition audits. They are also applied to a broader range of facility types such as sports grounds and courts.

Assessments are tailored to different facility types and comprise questions on many aspects of building function such as:

- Location and travel accessibility
- Appearance and fit out
- Configuration and size
- Physical accessibility and gender equity
- Environmental sustainability

Fitness for Purpose assessments have been developed by council officers and are conducted with building users, Council's internal service managers and asset managers. The assessments are updated as often as required to maintain an up-to-date understanding of the physical state and suitability of facilities.

Whereas a single building condition audit is conducted for each building, multiple fitness for purpose assessments may be completed. This is because each assessment considers fitness for purpose based on the specific needs of each service or activity delivered through a facility.

At present they will only be applied to Council-owned, leased or managed facilities or ones to which Council provides operational funding.

Category and overall scores

The scores given to each category of the assessment and the facility overall are:

Score	Fitness for Purpose
1	*Fully meets service needs with no impact on delivery of services/activities, AND No identified risks to users or building integrity*
2	*Minor impact on ability to deliver the required services/activities, OR Minor identified risks to users or building integrity*
3	*Moderate impact on ability to deliver the required services/activities, OR Moderate identified risks to users or building integrity*
4	*Significant impact on ability to deliver the required services/activities, OR Significant identified risks to users or building integrity*
5	*Severe impact - required services cannot be delivered/activities, OR Severe identified risks to users or building integrity*

Overall rating

Facilities are assigned an overall rating based on their score:

Overall score	Rating	Rationale
1 to 2	*'Fit for purpose'*	*equivalent to the top 25%*
2 to 3	*'Attention required (minor)'*	*equivalent to upper 25% to 50%*
3 to 4	*'Attention required (major)'*	*equivalent to lower 25% to 50%*
4 to 5	*'Unfit for purpose'*	*equivalent to bottom 25%*

The above scores represent 25% bands where the top 25% indicate facilities that are fit for purpose and the bottom 25% unfit. Scores in between are graded into facilities that exhibit major and minor issues.

Assessment templates

Example fitness for purpose assessment questions and categories are included at Appendix B. Over time, Council may change the questions, categories and scoring system to refine and improve the assessments without the need to update the Community Infrastructure Planning Process.

6.5.3 *Building Condition and Fitness for Purpose Standards*

It is proposed to develop, through a future version of the Community Infrastructure Planning Process, minimum condition and fitness for purpose standards for different building/facility types. It is anticipated that the standards would be higher for facilities that support higher-order community services, are used by a larger number of people or by vulnerable users such as young children and the elderly, or have a higher intrinsic cost or risk associated with them.

6.6 *The Utilisation Assessment*

The Utilisation Assessment records the current level of community use of facilities and compares that with facilities' maximum capacity and/or availability. Measures for utilisation, capacity and availability vary for different facility types, examples include:

<table>
<tr><th></th><th colspan="3">Measures</th></tr>
<tr><th>Facility type</th><th>Utilisation</th><th>Facility capacity</th><th>Facility availability</th></tr>
<tr><td rowspan="5">Community venue / multipurpose community room</td><td colspan="3">Method: Frequency and duration of use</td></tr>
<tr><td rowspan="2">How often the facility is used and the total hours of use.

And/or</td><td>Maximum number of hours the facility is available for use per week.</td><td>Hours of the each day of the week the facility can be used.</td></tr>
<tr><td colspan="2">Seasonality may need to be accounted for, e.g. summer vs winter.</td></tr>
<tr><td colspan="3">Method: Size of activity / group</td></tr>
<tr><td>Number of people at an event or the number rooms / area of floorspace used for an event.</td><td>Maximum number of people the facility can accommodate safely / within license.</td><td>n/a</td></tr>
<tr><td rowspan="3">Sports surfaces
e.g. football oval or tennis court</td><td colspan="3">Method: Frequency and duration of use</td></tr>
<tr><td rowspan="2">How often the surface is played on and total hours of use.</td><td>Maximum number of hours of active use the surface can support e.g. a turf surface maintained to high standards may be able support up to 25 hours of use before degrading beyond repair.</td><td>Hours of each day of the week the facility can be used.

This may be affected by factors such as the presence or not of floodlighting to allow for use after dark.</td></tr>
<tr><td colspan="2">Summer vs winter seasonality must be accounted for.</td></tr>
<tr><td>Sports pavilions</td><td colspan="3">The assessment of pavilions will be as for 'community venues' above. The frequency and duration of use of pavilions will account for use by sports clubs (at times when the club are playing on the sports surface the pavilion is associated with) plus any general community use of a pavilion.</td></tr>
</table>

The above method and measures used to conduct the Utilisation Assessment for any given facility will depend on the availability of usage data. Council will seek to acquire as much utilisation information as it reasonably can to inform the assessment but acknowledges that some facility operators do not maintain detailed booking registers.

Detailed booking data exists for some Council-operated facilities, which will be used to inform a detailed week-by-week assessment of use. For many non-Council facilities however, it may only be possible to record an overview or snapshot of use (such as a typical week) or an estimate of the number and duration of bookings during a year.

The maximum facility capacity determined for each facility will also depend on its specific circumstances and nature of use. For example, a turf surface maintained to support up to 25 hours of active use per week has a maximum capacity/availability of 25 hours per week. In this case, optimum utilisation may be taken as 100% of maximum capacity/availability. However, for a community venue a more reasonable expectation may be that it should be used up to 80% of its maximum availability, to allow for change-overs between bookings, facility cleaning and maintenance.

6.7 Identifying gaps in provision (gap analysis)

Differences between existing infrastructure provision across the Shire and desired (target) levels of provision are determined by comparing the Community Infrastructure Audit (the 'supply') with demand data and the various Provision Standards:

- Quantity Assessment: comparison between the Audit, the age cohort populations and the Population Standards suggest where there are shortfall or surpluses in the number and distribution of services and facilities.
- Travel Accessibility Assessment: comparison between the current location of facilities and the Travel Accessibility Standards using spatial GIS[6] analysis identifies geographic gaps in provision where people have to travel unreasonable distances to reach infrastructure.
- Suitability Assessment: comparison between the Building Condition audits, Fitness for Purpose assessments and the Provision Standards identifies where facilities are unsuitable in terms of their physical attributes.
- Utilisation Assessment: comparison between the capacity, availability and utilisation audits and the Provision Standards suggests where infrastructure is being over or under used.

These comparisons are projected into the future using Council's population forecasts and its understanding of how future growth and development is likely to affect the size and makeup of settlements, transport patterns, and the nature of people's demand for services and facilities.

[6] Geographical Information System (GIS) is software used to analyse the spatial (geographical) relationships between objects and data.

7. Service-based Needs Prioritisation

Service-based Needs Prioritisation is the first of two stages that identify the Shire's community infrastructure priorities. It is essential that Council and service providers understand the extent, location and nature of community needs for infrastructure before designing projects to meet that need. As such, this stage addresses community needs as they relate to specific service and facility types.

Service-based needs prioritisation is carried out on a service-by-service basis by Council's internal service managers who have an intimate understanding of community and service requirements. Council officers consider the evidence developed through the *Community Infrastructure Audit* and *Community Needs Analysis* stages of the Framework and identify the findings that are most significant.

One of the Community Infrastructure Planning and Design Principles is that "Community infrastructure projects respond to priority community needs and service objectives and corporately agreed levels of service". Given Council's limited budgets for community infrastructure, the prioritisation stages of the Framework seek to prioritise 'needs' over 'wants' and address the most critical community needs first.

The key output from this stage is the *Needs Analysis Key Findings & Recommendations* report that:

- sets out the results of various assessments of community need for infrastructure, and
- makes recommendations for each of the service and facility types assessed.

The key findings and recommendation are then taken forward to the *Strategic Project Prioritisation* stage.

8. Strategic Project Prioritisation

The purpose of the Strategic Project Prioritisation stage is to identify specific projects that address the key findings identified through the *Service-based Needs Prioritisation* stage.

This strategic prioritisation stage considers whether and how projects may be able to meet the needs of multiple services, across a wide geographic area. In line with the Community Infrastructure Planning and Design Principles, this stage will favour multi-purpose facilities that co-locate or integrate complementary services and provide significant strategic benefits to the broadest possible range of people.

The outputs from the Strategic Project Prioritisation stage are published through the *Strategic Community Infrastructure Priorities* report.

9. The Moorabool Community and Social Infrastructure Model (CASIMO)

Council has developed a database (CASIMO) to manage the large amount of data required to perform gap analysis of current and future supply and demand for community infrastructure. The database is linked to GIS to enable spatial assessment of the distribution of facilities and the places where shortfalls or surpluses in supply exist. The figure below outlines the function of the model.

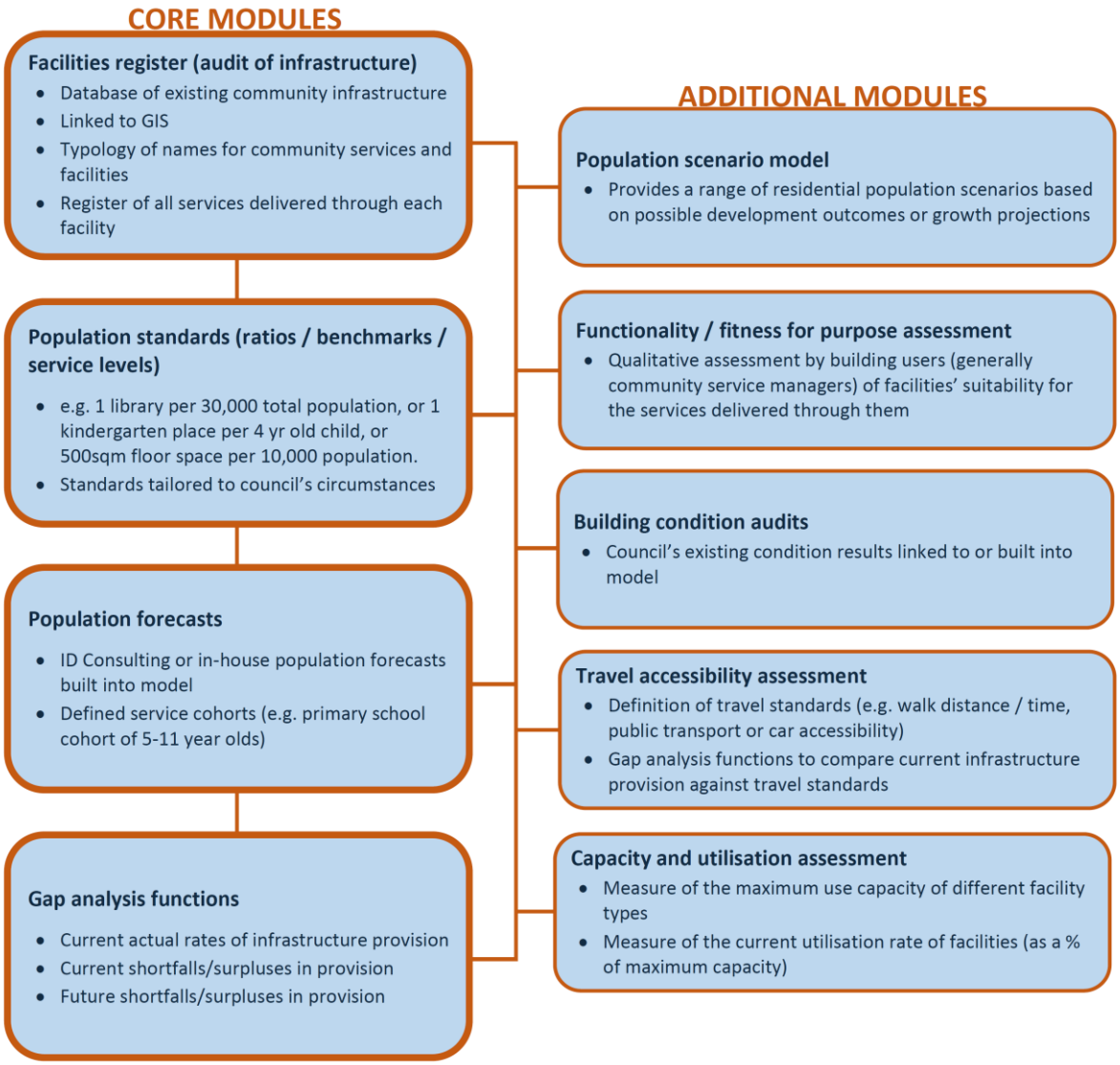


Figure 3: overview of the Moorabool Community and Social Infrastructure Model (CASIMO)

CASIMO directly supports the Community Infrastructure Audit and the Community Needs Analysis stages. CASIMO stores and manages data, the various provision standards, the gap analysis and the prioritisation of community needs.

The following reports are created and output directly from CASIMO:

- Priority Community Infrastructure Needs report
- Provision Standards report
- Community Infrastructure Audit report
- Community Needs Analysis Findings report

Appendix A: Infrastructure type definitions

Services and facilities that are within the present scope of the Framework.

AGED AND DISABILITY	
Centre-based meals	Nutritious meals funded by the Commonwealth Home Support Programme (CHSP), prepared at or delivered to a facility (such as a community centre or senior citizens club) and eaten in a social setting. Meals are provided to people in the CHSP target population who are at nutritional risk or who have decreased capacity to prepare their own meals. In-centre meals also provide a social setting for interaction between clients and monitoring by service professionals.
Dementia programs	Facility-based programs designed along Montessori principles and delivered through small groups that engage, encourage participation and enhance the lives of people living with dementia. Funded by the Commonwealth Home Support Programme (for people over 65 or over 50 for Aboriginal people) and the Home and Community Care (HACC) Program (for younger persons, people under 65 and under 50 if an Aboriginal person).
Senior citizens centre	A community facility primarily or exclusively used by seniors groups, social support groups and/or for delivery of programs to older people.
Seniors groups	Any social group primarily participated in by seniors (over 60s)
Social support groups	A range of facility-based or mobile programs, groups and social activities accessed by the elderly or individuals with physical, cognitive or other health needs. Facilities suitable for Social Support Groups have higher design requirements relating to universal accessibility.
CHILDREN AND YOUNG PEOPLE	
Playgrounds	Equipped spaces that provide structured play opportunities for children.
Play spaces	A more general form of 'playgrounds' that includes informal and unequipped spaces that provide unstructured play opportunities.
Skate park	Purpose-built surfaces or equipment intended for skateboarding.
BMX park or track	Purpose-built surfaces or equipment intended for BMX riding or racing.
Youth space	Facilities that support the delivery of programs and services for young people aged 12-25 years. Facilities are either dedicated for use as a youth space or designed and managed to foster a sense of identity and belonging relevant to young people.
Youth support	A wide range of support, referral or development activities delivered through a mix of targeted programs and drop-in services addressing factors such as unemployment, housing, poverty, mental health, gambling, and substance use.

COMMUNITY SPACES AND LIBRARIES	
Consulting room	A room suitable for clinical or non-clinical consultations or meetings. Generally a size suitable for between 2 and 10 people to meet. Equipped with suitable furniture (table/desk and chairs) in the room or easily available. Access to suitable kitchen facilities and toilets.
Multipurpose community room	A room suitable for general purpose use by the community such as meetings, events or indoor recreation. Generally a minimum size large enough to accommodate at least 10 people around a central table, Equipped with suitable furniture (tables and chairs) in the room or easily available. Access to suitable kitchen facilities and toilets.
Community venue – **local**	Either: a facility providing one or more multipurpose community rooms, where the largest room can seat at least 20 people around one or more tables, or, a facility providing one or more multipurpose community rooms, that is intended and is able to serve a 'local' community of up to 5,000 people. with access to suitable kitchen or food preparation facilities, accessible toilets (male, female or unisex), and suitable storage for chairs, tables and other equipment. Fit out of the facility must be suitable for meetings, small community events, playgroups, youth and seniors groups and community arts.
Community venue – **district**	Either: a facility providing two or more multipurpose community rooms that can be used concurrently by separate users, where the largest room can seat at least 50 people around one or more tables, or, a facility providing two or more multipurpose community rooms, that is intended and is able to serve a 'district' community of more than 5,000 people and up to 10,000 people. with access to suitable kitchen or food preparation facilities, accessible toilets (male, female or unisex), and suitable storage for chairs, tables and other equipment. Fit out of the facility must be suitable for meetings, small community events, playgroups, youth and seniors groups and community arts.

Community venue – **municipal**	Either: a facility providing two or more multipurpose community rooms that can be used concurrently by separate users, where the largest room can seat at least 200 people around one or more tables, plus a secondary room that can seat at least 50 people around one or more tables or, a facility providing two or more multipurpose community rooms, that is intended and is able to serve a 'municipal' community of more than 10,000 and up to 30,000 people or more. with access to a registered (commercial) kitchen suitable to cater for 250 people, accessible toilets (male, female or unisex), and suitable storage for chairs, tables and other equipment. Fit out of the facility must be suitable for a broad range of uses including playgroups, youth and seniors groups, community arts and performances.
Library (centre-based)	A staffed facility providing public access to printed collection items and electronic information resources for reference or borrowing, internet access, and space for community engagement programs such as story times, holiday programs, author talks, or reading groups.
Library (rural service)	Mobile service that provides library materials to rural communities, visiting various locations to a regular timetable.
EARLY YEARS	
Long day care	Centre-based education and care services for children aged 0-6 years, providing up to 12 hours of care a day. Services operate under the Australian Government *National Quality Framework* and must meet the requirements of the Education and Care Services National Law Act 2010 and Education and Care Services National Regulations 2011. Long Day Care in Moorabool is provided by the private sector and community organisations.
Maternal & Child Health (MCH)[7]	Maternal and Child Health (MCH) provide services for families with children 0-6 years, e.g. support for parents, breastfeeding, developmental assessments for babies and children and activities for families. It is funded under a joint MOU between State Government and Local Government. In Victoria Local Government is the infrastructure provider for Maternal & Child Health.
4 year old kindergarten	Kindergarten (also called preschool) is a program for young children delivered by a qualified early childhood teacher. Children attend a kindergarten program in the year before starting school, usually at four years of age. Kindergarten operates under the Australian Government *National Quality Framework* and must meet the requirements of the Education and Care Services National Law Act 2010 and Education and Care Services National Regulations 2011. In Victoria local government is the infrastructure provider for Kindergarten.

[7] The Community Needs Analysis has assessed MCH services that are provided from a facility. Outreach MCH services to the home are also available but are not included in the assessments.

SPORT AND RECREATION	
Aquatic centre	An indoor facility providing water-based recreation facilities such as swimming pools and water play facilities, typically also providing other indoor recreation facilities such as soft play, gymnasium and indoor fitness.
Basketball court (competition)	A hard surface court marked out for the playing of basketball and compliant with standards that allow for competitive sport.
Netball court (competition)	A hard surface court marked out for the playing of netball and compliant with standards that allow for competitive sport.
Tennis court (competition)	A grass or synthetic surface court with suitable net, marked out for the playing of tennis, and compliant with standards that allow for competitive sport.
Football oval (competition)	A grass or synthetic surface oval or pitch with suitable goal posts, laid and marked out for the playing of football and compliant with standards that allow for competitive sport.
Cricket oval (competition)	A grass or synthetic surface oval or pitch, with a grass or synthetic wicket, laid and marked out for the playing of cricket and compliant with standards that allow for competitive sport.
Soccer pitch (competition)	A grass or synthetic surface pitch with suitable goal posts, laid and marked out for the playing of soccer and compliant with standards that allow for competitive sport.
Lawn bowls	Grass or synthetic green laid and marked out for the playing of lawn bowls.
Swimming pool (indoor)	An indoor pool of at least 25m length, suitable for lane swimming.
Swimming pool (outdoor)	An outdoor pool of at least 25m length, suitable for lane swimming.
Sports pavilion and clubroom(s)	A building associated with an outdoor sports facility that provides change rooms and amenities for players as well as clubrooms used for the social activities of sports clubs and other users.
Sports change room(s)	A building associated with an outdoor sports facility that provides change rooms and amenities for players but not clubrooms.
Sports clubroom(s)	A building associated with an outdoor sports facility that provides rooms used for the social activities of sports clubs and other users but not change rooms and amenities for players.
Sports shelter	A structure associated with an outdoor sports facility that provides shelter and shade for spectators and players. Typically roofed, and may or may not be open-sided.
SUPPORT INFRASTRUCTURE	
Council customer service centre	A staffed facility providing services and information relating to Council business and contact with Council staff.

Appendix B: Example Fitness for Purpose Assessment templates

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Template: Community Buildings

Question title	Question	Considerations
LOCATION and TRAVEL ACCESSIBILITY		
Location	Is the facility in the right location to serve its intended users?	*Consider: the size of catchment the facility serves, visibility, community awareness and ease of finding the facility*
Transport options	Are users able to reach the facility by convenient means of travel?	*Consider: public transport, walking and cycling*
Car parking	Is there sufficient and suitable car parking?	*Consider: size and configuration of parking, surface materials and condition, entry and exit points*
Proximity to other services and facilities	Are there community or other complementary services and facilities near by?	*Consider: other relevant community uses; activity centres, retail, employment areas*
Personal safety while travelling to the facility	Is the facility in a location that is safe for users (especially lone users) to travel to and from?	*Consider: safety of journey to and from the facility; lighting; neighbouring uses*
APPEARANCE and FIT OUT		
Exterior appearance	Are the exterior appearance, finish and feel of the facility fit for purpose?	*Consider: paint, cleanliness, age, design, wear and tear*
Kitchen	Are the appearance and fit out of the kitchen / food preparation facilities fit for purpose?	*Consider: age, design, appliances, lighting, furniture, fixtures and fittings, hygiene, safety*
Toilets and changing	Are the appearance and fit out of the toilet, shower and changing facilities fit for purpose?	*Consider: age, design, appliances, lighting, furniture, fixtures and fittings*
Other interior spaces	Are the appearance and fit out of other spaces fit for purpose?	*Consider: halls, meeting/secondary rooms, corridors; age, design, appliances, lighting, furniture, fixtures and fittings*
Surfaces	Are surfaces - floors, walls, windows, doors - fit for purpose?	*Consider: materials, wear, structure, security*
Utilities	Are utilities - electricity, water and gas supply, drainage and sewerage, telephone and internet - fit for purpose?	*Consider: usage, safety, reliability, capacity, outages, leaks, blockages*
Outdoor areas	Are outdoor areas and features fit for purpose?	*Consider: gardens, paths, planting, shade structures, outside lighting, fencing, BBQ areas, seating*
Facility security	Is the security of the facility, its contents and surrounds adequate?	*Consider: locks, alarms, points of entry, surveillance*
Personal safety while using the facility	Is the facility safe for users (especially lone users), especially during an emergency?	*Consider: risks to a lone user; safe movement throughout the facility; number and location of fire exits, extinguishers and alarms; hazards in and around the building*

CONFIGURATION and SIZE		
Layout	Is the layout of the facility fit for purpose?	*Consider: configuration, functionality, inter-connectedness, ease of use, safe circulation throughout the facility*
Space types	Are the types of spaces / rooms fit for purpose?	*Consider: does the facility have all necessary spaces / rooms and adequate storage?*
Size	Is the overall size of the facility, and the size of individual rooms and spaces, fit for purpose?	*Consider: is the facility the right size to meet the needs of the majority of users and activities?*
UNIVERSAL ACCESS and EQUITY		
Physical & cognitive ability	Can users and staff of all physical and cognitive (mental) abilities access and use the facility?	*Consider: all physical abilities including eyesight and hearing, and cognitive / mental abilities including dementia*
Gender equity	Can users and staff of all genders access and use the facility equally?	*Consider: the needs of all gender types*
Generational equity	Can families, staff and users of all ages access and use the facility?	*Consider: the needs of parents/carers, children, families and individuals of all ages*
Environmentally Sustainable Design (ESD)	Does the facility embody adequate standards of ESD?	*Consider: heating, lighting, water use, temperature control, renewable energy generation, power consumption*
GENERAL FEEDBACK		
General comments	Are there any other comments you would like to make about the facility?	

Template: Sports pavilions, club rooms and shelters

Question title	Question	Considerations
PLAYERS AMENITIES		
Players' change rooms	Are the players' change rooms fit for purpose?	*Consider: number, type, size and fit out; change rooms for home and away teams; female-friendliness; bench seating, lockers and clothing hooks.*
Players' showers	Are the players' showers fit for purpose?	*Consider: number, type, size and fit out of showers*
Players' toilets	Are the players' toilets fit for purpose?	*Consider: number, type, size and fit out of players' toilets*
SOCIAL / COMMUNITY FACILITIES		
Food preparation and serving facilities	Are the size, layout and fit out of kitchen / canteen or other facilities for the preparation and serving of food fit for purpose?	*Consider: size, layout and fit out of kitchen / canteen / food preparation areas, servery and/or kiosk.*
Social room(s) – number, size and fit out for use by sports clubs	Are the number, size, layout and fit out of interior rooms suitable for social use by sports clubs?	*Consider: number, size and layout of rooms, level of use by clubs and types of activities; bar, relationship to kitchen / canteen / servery, storage, tables and chairs, circulation space, heating and cooling, audio-visual and presentation equipment.*
Social room(s) – suitability for community use	Are interior rooms suitable for use by the wider community?	*Consider: access and usability by non-club users e.g. community meetings and events, parties, playgroups*
LOCATION and CONFIGURATION		
Position within site	Is the pavilion well located in relation to the oval, court or other sports facility that it serves, car parking and paths?	*Consider: location of pavilion within the site; distance between pavilion and ovals / courts / other sports facilities, car parking and paths; visibility of sports facility from spectator areas; orientation of pavilion in terms of sun and wind.*
Layout	Is the layout of the facility fit for purpose?	*Consider: configuration, functionality, inter-connectedness, ease of use, safe circulation throughout the facility*
Personal safety while travelling to the facility	Is the facility in a location that is safe for users (especially lone users) to travel to and from?	*Consider: safety of journey to and from the facility; lighting; neighbouring uses*
APPEARANCE and FIT OUT		
General appearance	Are the interior and exterior appearance, finish and feel of the facility fit for purpose?	*Consider: paint, cleanliness, age, design, wear and tear*
Surfaces	Are surfaces - floors, walls, windows, doors - fit for purpose?	*Consider: materials, wear, structure, security*

Outdoor areas	Are outdoor areas and features fit for purpose?	*Consider: spectator areas, seating, shade structures, outside lighting, fencing, paths, planting*
Utilities	Are utilities - electricity, water and gas supply, drainage and sewerage, telephone and internet - fit for purpose?	*Consider: usage, safety, reliability, capacity, outages, leaks, blockages*
Facility security	Is the security of the facility, its contents and surrounds adequate?	*Consider: locks, alarms, points of entry, surveillance*
Personal safety while using the facility	Is the facility safe for users (especially lone users), especially during an emergency?	*Consider: risks to a lone user; safe movement throughout the facility; number and location of fire exits, extinguishers and alarms; hazards in and around the building*
OTHER FACILITIES		
Umpires' facilities	Are there suitable facilities for umpires?	*Consider: change rooms, toilets and showers suitable for male and female umpires*
Public toilets	Are the public toilets fit for purpose?	*Consider: number, type, size and fit out of toilets in relation to normal crowd sizes*
Storage	Is the type, size and location of internal and external storage suitable?	*Consider: seasonal storage of club equipment, files, stock, cleaning materials and general stores. Secure externally-accessible storage for maintenance equipment, materials and secure services (e.g. rubbish bins).*
Other spaces and features	Are other spaces and features (not addressed by other questions) fit for purpose?	*Consider: first aid/medical, office/admin areas, kiosk, corridors.*
UNIVERSAL ACCESS and EQUITY		
Physical and cognitive ability	Can users of all physical and cognitive (mental) abilities access and use the facility?	*Consider: all physical abilities including eyesight and hearing, and cognitive / mental abilities including dementia*
Gender equity	Can users of all genders access and use the facility equally?	*Consider: the needs of all gender types*
Generational equity	Can families, staff and users of all ages access and use the facility?	*Consider: the needs of parents/carers, children, families and individuals of all ages*
GENERAL FEEDBACK		
General comments	Are there any other comments you would like to make about the facility?	