

Campaspe Shire Places of Assembly/ Community Facilities Policy

2014 **DRAFT**



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1. EXECUTIVE SUMMARY

1.1. Study Aim

Council is presently undertaking a systematic review of all services and assets in accordance with its Financial Sustainability Review (FSR), as documented in Council's *Strategic Resource Plan 2009-2013*. The FSR aims to reduce Council's asset renewal gap. The *Places of Assembly/ Community Facilities Policy* will inform Council's position on the future asset management and service delivery of community facilities across the Campaspe Shire.

Kyabram, with its extensive suite of community meeting and function spaces, was the township used to develop the Shire-wide Policy for the future provision of community facilities. The application of the Policy to Kyabram provides specific direction for the future use and development of the 14 existing places of assembly within Kyabram.

1.2. Places of Assembly Policy Framework

The future provision of community facilities in the Shire will be underpinned by seven Principles and by a hierarchy of facility provision that comprises of three tiers:

1. 'Local' level places of assembly.
2. 'Township' level places of assembly.
3. 'District' level places of assembly.

The distinction between each level is based on the different number, quality or size of the following attributes of a place of assembly: its catchment (driving time from a household), seating capacity, kitchen and toilet provision, storage, accessibility, car parking, and provision of audio-visual equipment. The following broad definitions apply.

'Local' level places of assembly	Generally small, basic meeting facilities with limited capacity (up to 80 people).
'Township' level places of assembly	Most commonly provided facilities, and typically have good flexibility of use due to their size, their location within a catchment, and the good provision of support infrastructure.
'District' level places of assembly	Generally designed and fitted out to a higher quality, and can accommodate large gatherings of people (200+).

Further, the Policy recommends a ratio of provision of places of assembly per thousand people (or benchmark) for each of the three levels within the hierarchy:

- One Local level facility per 3,000 people
- One Township level facility per 2,000 people
- One District level facility per 10,000 people
- *A minimum of one Township level facility for townships and districts with 500 or more people*
(This recommendation recognises the importance of providing a multiuse and flexible space for small communities that can meet a diverse range of uses).

The overall aim of the *Places of Assembly/ Community Facilities Policy* is to ensure more effective use of places of assembly/ community facilities, that there is a demonstrated demand or need for the facilities, and to ensure that they are sustainable and fit for purpose.

2. POLICY BACKGROUND

Places of assembly and community facilities are important assets in townships and districts as they are invariably the venues in which activities, meetings and other gatherings are conducted that collectively are the cornerstones for creating stronger and more inclusive communities. Such facilities are typically used for diverse purposes, such as sporting, cultural, educational and social.

Some places of assembly located in townships throughout the Shire are often the last remaining community facilities left in the area, and in many cases require significant capital investment to make them suitable for community use. Conversely, in other townships more contemporary buildings have been developed and now provide better quality facilities for community use, with the result being that the use of the older and more historic community facility/ies is reduced. This reduced use has become a challenge for Council and communities as there is often an emotional attachment to an historic community facility that drives an aspiration for a community to have the older facility upgraded and redeveloped when in reality it may no longer be required or viable to be retained.

Campaspe Shire Council is presently undertaking a systematic review of all services and assets in accordance with its Financial Sustainability Review, as documented in Council's *Strategic Resource Plan 2009-2013*. The Review aims to reduce Council's asset renewal gap, and the development of this Policy supports the Review process, as it provides clear direction for Council and community stakeholders in relation to the number, type and distribution of meeting and function facilities that are required throughout the Shire.

The development of the Policy has evolved from a study undertaken in 2013 to investigate the future provision of a network of places of assembly/ community facilities within Kyabram and District. In that study, a plan for the future provision of facilities was established after consideration of the availability and condition of existing facilities, their usage, their distribution, and their capacity to meet community/user needs. The principles and guidelines for the model (or hierarchy) of provision of community facilities in Kyabram have been adapted to develop the *Campaspe Shire Places of Assembly/ Community Facilities Policy*.

The Policy will ensure more effective use and management of community facilities throughout the Shire and ensure that they are sustainable and fit for purpose, pending a demonstrated demand or need for the facilities. The Policy has been prepared by Simon Leisure Consulting and communityvibe.



Stanhope Community Hall



Stanhope Community Hall kitchen

3. MODEL OF PROVISION OF PLACES OF ASSEMBLY (POLICY)

3.1. Policy Research and Development

Extensive research was undertaken to identify any existing benchmarks, standards or guidelines for the provision of places of assembly/ community facilities in rural communities. Whilst no definitive document appears to be available (and this was expected as all communities ultimately are different), several reference documents were identified that contained useful discussion, directions and examples relating to community facility planning.

Key reference material reviewed included:

- Planning for Community Infrastructure in Growth Areas, ASR Pty Ltd (2008).
- Guide to Social Infrastructure Planning, ASR Pty Ltd (2009).
- A Guide to Governing Shared Community Facilities, Department of Planning and Community Development (2010).
- Community Buildings Strategy 2007-2010, Sheffield City Council (UK).
- Haringey Strategic Property Review, Haringey Council (UK).
- Strategy for Supporting Community Buildings 2010-2015, Herefordshire Council (UK).

The first three listed reports are planning guides predominantly for application in growth areas, however, some of the principles and guidelines recommended for community facility provision in growth areas are transferable to a rural setting. The ASR reports suggest that the use of standards, benchmarks or provision ratios can provide an equitable “rule of thumb” measure for the quantity of a particular asset or open space required for a defined population size. However, such standards often do not properly consider the quality or type of community infrastructure required, nor do the standards adequately reflect local conditions, such as supply and demand factors, demographics, social economic factors, cultural preferences, or recreation activity trends of the day.

Notwithstanding the abovementioned constraints, the adoption of a standards-based approach can provide councils with an easily understood justification for requiring a specific number or quantum of community infrastructure or land¹. For community meeting spaces, ASR Pty Ltd outline the following suggested planning standards:

"Typically, Council-owned meeting spaces can take many different forms, including dedicated halls, small to large spaces within multipurpose community facilities and spaces within higher order community facilities, such as libraries, cultural centres, leisure centres and civic centres.

Communities should have access to different size meeting spaces from rooms suitable for small groups, to medium size venues areas for 1-20 people, 21-50 people, 51-100 people, and 101-200 people.

Meeting spaces will typically be component elements of larger community facilities. The floor and land areas required will depend on the type and range of activities to be accommodated by the meeting spaces and could range from 30sqm for small group activities through to 400 sqm for large functions for more than 200 people."

¹ Source: Planning for Community Infrastructure in Growth Areas, ASR Pty Ltd (2008).

² Kyabram Town Hall and the Kyabram Sports & Entertainment Centre.

³ This counts the main hall only in the Kyabram Town Hall, and only two spaces in the Kyabram Community & Learning Centre (the function room and one

Other relevant information from the growth area planning reports, includes:

- ‘Shared community facilities’ can be defined as assets:
 - owned, funded or leased by government or the community,
 - used by more than one group, and
 - used for a range of activities that share buildings, rooms or open spaces at the same time (concurrently) or at different times (sequentially).
- Principles of good governance for shared facility partnerships should incorporate:
 - Transparency,
 - Accountability,
 - Participation,
 - Consensus-oriented,
 - Responsiveness,
 - Effectiveness and efficiency,
 - Integrity and stewardship, and
 - Leadership.

The Herefordshire Council (UK) report articulates well the relevance and value of community facilities, particularly in communities that are somewhat isolated or are disadvantaged - “..... they provide a base for social, cultural and recreational activity and there are many benefits that accrue from them, such as improved community cohesion, delivery of services, promotion of health and welfare, education and training” The report also outlines a number of attributes of a community facility that are important for it to be viable and sustainable:

- The facility makes sufficient annual income to cover running costs.
- It is in use on a weekly basis on a minimum of 2 – 3 occasions.
- It has a committee of management of a minimum of 5 – 6 people.
- The committee has or is taking steps to ensure compliance with all relevant legislation and regulations that apply to community facilities.
- The committee actively promotes and publicises the facility and/or the programs available.
- The committee operates in a business-like manner.
- The facility is complementary and not competing against other community facilities within a defined catchment.

The Sheffield Council’s (UK) Community Buildings Strategy articulates a vision for the provision of community facilities, being

An appropriate and sustainable network of Council supported, high quality community buildings

The vision is underpinned by the following four objectives:

1. Appropriate and Sustainable Community Buildings.
2. A Network of Community Buildings.
3. Council Supported Community Buildings.
4. High Quality Community Buildings.

The above information was used as reference material for the preparation of the Campaspe Shire Places of Assembly/ Community Facilities Policy.

3.2. Places of Assembly/ Community Facilities Policy Framework

The future provision of places of assembly/ community facilities in the Campaspe Shire will be underpinned by a set of guiding principles and by a hierarchy of facility provision. This section describes in detail each of these strategic facility planning inputs and will apply where Council directly provides places of assembly and where Council facilitates the provision of places of assembly.

3.2.1. Principles

The following Principles have been identified to underpin the *Places of Assembly/ Community Facilities Policy* for the future planning, provision and management of meeting and other community facilities with their key function being to accommodate public gatherings.

DIVERSE	<i>Council will facilitate the provision of a range of meeting and community facilities within districts across the Shire to firstly, ensure that the community has access to a variety of different indoor spaces and settings, and secondly, to cater for different needs in relation to quality.</i>
MAXIMISE USE	<i>Council expects all meeting and community facilities to be utilised to their maximum potential through effective marketing and promotion, and service innovation.</i>
ACCESSIBLE	<i>Meeting and community facilities will be accessible to and welcome people of all ages, genders, abilities and cultural backgrounds to utilise them.</i>
SUSTAINABLE	<i>Meeting and community facilities will be located, designed and managed, where appropriate and practical, to ensure longevity, relevance and financial viability.</i>
ADAPTABLE	<i>Meeting and community facilities will be designed and managed to be flexible use spaces to meet a range of existing community needs, and when required, have the capability to be responsive to new or emerging needs.</i>
PARTNERSHIPS	<i>Council will adopt a collaborative and partnership approach with the community and appropriate agencies for the day to day planning and management of community facilities.</i>
FINANCIALLY RESPONSIBLE	<i>The financial viability and cost effectiveness of Council-owned community facilities will be considered in all aspects of their planning, development, use and management.</i>

3.2.2. Hierarchy of Provision of Community Facilities

Historically in Campaspe Shire, there has been no deliberate or conscious distinction made between the different types of places of assembly / community facilities provided, in terms of their quality and capacity, or the availability of other supporting infrastructure such as kitchen type, car parking, storage and accessibility. Typically, any distinction between community facilities has been largely restricted to the intended primary use, e.g. a sports pavilion social room, a scout hall, and a community hall.

The *Places of Assembly/ Community Facilities Policy* is recommending that a framework for the provision of places of assembly be introduced that recognises and reflects the type and quality of the usable (hireable) space available, the level of provision of supporting infrastructure, and the primary use of the facility. The framework (or *hierarchy of provision of community facilities*) will

help delineate between the different standards of facility provision, irrespective of each facility's primary use, and be consistent with Council's overall objective to support facilities that have multiuse capabilities rather than facilities with a single use or function. The framework will also assist potential users (or hirers) to more easily distinguish between the quality of facilities built for similar uses or functions.

The hierarchy accommodates three tiers:

1. 'Local' level places of assembly,
2. 'Township' level places of assembly, and
3. 'District' level places of assembly,

and uses the following criteria to distinguish between each of the three levels of the hierarchy:

- | | |
|--------------------|--------------------------|
| • catchment | • storage availability |
| • capacity | • audio-visual equipment |
| • kitchen | • accessibility |
| • toilet provision | • car parking |

'Local' level places of assembly are generally small, basic meeting facilities with limited capacity.

'Township' level places of assembly are the most commonly provided facilities, and typically have good flexibility of use due to their size, their location within a catchment, and the good provision of support infrastructure.

'District' level places of assembly are generally designed and fitted out to a higher quality, and can accommodate large gatherings of people (200+).

Table 1 on the following page shows the three levels of the provision framework and defines more clearly the distinction between each level, based on the above-listed criteria.

The table shows that the two key distinguishing features between the three levels of the provision framework are the seating capacity for each level and their catchment. The seating capacity (or size) of a facility is an important indicator of the range of potential uses for a facility, and in most instances will directly align with the level of provision of the supporting infrastructure.

Catchment (or driving time from households) is an important indicator for the density of provision of the types of facilities within each level of the hierarchy. For example, Local level facilities will generally be spaces required for use more frequently by a majority of people and groups within a community for uses such as community group meetings, therefore, a higher density of provision within a population catchment is appropriate and necessary. Conversely, District level facilities, which are used less frequently and typically for large community gatherings and social events, are not required to be accessed as often. Therefore, it can be justified that such facilities are not required to be provided as densely as Local level facilities, meaning that it is not unreasonable to expect that some people within their primary catchment areas may reside a reasonable driving distance (20+ minutes) away from them.

Table 1 – Hierarchy of Provision of Places of Assembly

Criteria	Local	Township	District
Catchment (driving time from household)	0 - 15 mins	15 - 20 mins	20+ mins
Capacity (number able to be seated)	Up to 80 people	80 - 300 people	200 - 400 people
Kitchen (see definitions below)	Kitchenette, or access to an urn/hot water facilities and fridge within the building	Basic to large kitchen connected to room by a servery	Large to commercial kitchen connected to room by a servery
Toilets	Available within the building or adjacent outside	Likely connected directly to the room	Likely connected directly to the room
Storage	Little or no storage space available for regular users	May have lockable storage space available for user groups	Will have lockable storage space available for user groups
Stage	Unlikely	May have a stage, or area designed to accommodate a portable stage or lectern	May have a stage, or area designed to accommodate a portable stage or lectern
Audio-Visual Equipment	Unlikely	Unlikely to be permanently installed, but equipment available on-site	Likely to be permanently installed, or equipment available on-site
Disabled Access	Unlikely to have a disabled car park and/or disabled toilet	Will have disabled car park and a disabled toilet	Will have disabled car park and a disabled toilet
Car Parking	On-street parking	Off-street parking available for a minimum of 30 vehicles	Off-street parking available for a minimum of 50 vehicles

Kitchen Definitions

Kitchenette = benchtop, sink and concealed fridge within the room

Basic kitchen = small in area with domestic sink, stove, fridge and other appliances

Large kitchen = large in area with multiple bench spaces, and likely to have at least one unit of each appliance and/or some commercial appliances

Commercial kitchen = designed and fitted out to commercial kitchen regulations

3.2.3. Ratio of Provision of Community Facilities

The planning report, *Planning for Community Infrastructure in Growth Areas (2008)*, recommends as a guide the following levels of provision of community meeting spaces per thousand people.

- One venue to accommodate 200+ people per 20,000 people
- One venue to accommodate 101-200 people venue per 8,000 people
- One venue to accommodate 51-100 people venue per 8,000 people
- One venue to accommodate 21-50 people venue per 8,000 people
- One venue to accommodate 1-20 people venue per 4,000 people

Whilst these ratios are based on the needs of communities in urban growth areas, they can provide a useful guide as to what the ratio of provision could be in a rural setting as long as the following considerations are taken into account:

1. The relative isolation of rural townships compared to urban areas (suburbs), that is, there are more options for people in urban areas to access facilities and services beyond their defined catchment areas than there will generally be for people residing in rural areas and who may have to travel long distances to access alternate options.
2. In urban areas there is more likely to be additional options for residents and groups to access community meeting places via private sector providers.
3. Similar to the above, there is more likely to be additional options for residents and groups in urban areas to access community meeting places in other public-owned facilities, such as schools, churches and community centres, as there is a higher density of provision of these facilities in urban areas compared to rural townships.

After considering the above factors and the current level of use of the existing Council-owned and managed places of assembly/ community meeting facilities in Kyabram as a guide (refer Section 4), the following ratios of provision of community meeting facilities are recommended for Campaspe Shire, based on the three tiers of the Policy framework outlined in the previous section.

- One District level facility per 10,000 people
- One Township level facility per 2,000 people
- One Local level facility per 3,000 people
- *A minimum of one Township level facility for townships and districts with a population of 500 or more*

(This recommendation recognises the importance of providing a multiuse and flexible space for small communities that can meet a diverse range of uses).



Kyvalley Hall



3.3. Application of the Policy in Campaspe Shire

The 'benchmarked' level of provision of places of assembly/ community meeting facilities across the Campaspe Shire is shown in the following table after the *Places of Assembly/ Community Facilities Policy* is applied.

Table 2 – Theoretical Provision of Places of Assembly Across the Shire, based on Benchmarks

Town	Population (2011)	No. of 'Local' Level Facilities Required (1: 3,000 people)	No. of 'Township' Level Facilities Required (1: 2,000 people)	No. of 'District' Level Facilities Required (1: 10,000 people)
Campaspe Shire	36,400	12	18	3 - 4
Echuca	13,600	4 - 5	7	1 - 2
Kyabram	7,400	2 - 3	3 - 4	1
Rochester	1,900	1	1	0
Tongala	1,300	1	1	0
Rushworth	1,100	1	1	0
Girgarre	650	0	1	0
Stanhope	550	0	1	0
Other Towns	500+	0	2	0

The table shows that the two main townships of Echuca and Kyabram should have the highest and broadest level of provision of places of assembly due to the strong demand for facilities created by their comparative large populations. In keeping with the recommendation contained within the Policy, people residing in townships with populations of 500 people or more should have access to a Township level facility within 15 – 20 minutes of their household.

One operational outcome for Council after adopting the *Places of Assembly/ Community Facilities Policy* will be to use the benchmark of provision as a guide when assessing the number of places of assembly facilities in each township eligible to receive the annual operating grant from Council. The grant is currently \$730 per annum.

The Policy does not restrict or exclude the opportunity for all committees of management managing places of assembly facilities to apply for grants under Council's annual Community Grants Program for equipment or capital improvements to the facilities that they are responsible for.



Gunbower Soldiers Memorial Hall

4. POLICY APPLICATION - KYABRAM CASE STUDY

As previously mentioned, the *Places of Assembly/ Community Facilities Policy* evolved from a broader study investigating the network of community facilities within Kyabram and District. The application of the Policy to Kyabram provides specific direction for the future use and development of the 14 existing places of assembly within Kyabram. The process undertaken to apply the Policy to Kyabram is outlined below as a case study of how the policy can be applied to a township, and the resultant outcomes.

4.1. Current Provision of Facilities

Kyabram has more than 14 places of assembly that are available for public use. The map and legend below identifies each venue, and their distribution throughout Kyabram.



Places of Assembly / Community Facilities in Kyabram

- | | |
|--------------------------------------|--|
| 1. Northern Oval Clubrooms | 8. Kyabram Community and Learning Centre |
| 2. 1st Kyabram & Brownie Guides Hall | 9. Kyabram Sports & Entertainment Centre |
| 3. Wilf Cox Pavilion | 10. Kyabram P-12 College Hall |
| 4. Kyabram Youth Club Hall | 11. Kyabram Italian Social Bocce Club |
| 5. Kyabram Club | 12. Kyabram Fauna Farm |
| 6. Kyabram Town Hall | 13. Kyabram Scout Hall |
| 7. Kyabram Plaza Theatre | 14. Parklands Golf Club |
| Other | |
| Kyvalley Hall | |

4.2. Issues and Opportunities of the Current Provision

The audit of available community owned/managed places of assembly in Kyabram identified the following information:

- There are 14 places of assembly facilities within Kyabram, plus the Kyvalley Hall less than 7km away.
- Of these 15 facilities, two are directly managed by the Campaspe Shire Council² and one is a school, with the balance managed by community committees or not-for-profit organisations.
- Within these facilities, there are in excess of 19 different spaces available for separate use or hire³.
- The Northern Oval Clubrooms and the Kyvalley Hall are the only two places of assembly facilities available north of the railway line, which bisects Kyabram.
- Generally, the combined use of all facilities is low. The exceptions are the Kyabram Plaza Theatre, the Kyabram Community & Learning Centre which has a range of service providers and counsellors using most rooms on a daily basis Monday – Friday, and the Kyabram Sports and Entertainment Centre which has a dance school and an indoor bowls group that use the meeting room four nights per week.
- The general condition and presentation of the spaces available for hire in each of the places of assembly facilities is good to excellent, except for the Kyabram Guide Hall where the facilities are fair.
- The cost to hire the available spaces with each of the facilities varies considerably.

4.3. Application of Places of Assembly Policy in Kyabram

When applying the *Places of Assembly/ Community Facilities Policy* to Kyabram, the ‘benchmark’ level of provision of places of assembly / community meeting facilities is:

- 2 – 3 Local level facilities.
- 3 – 4 Township level facilities.
- 1 District level facility.

The table on the following page classifies each of the existing 14 community facilities within the three tiered hierarchy of facilities, and shows where there might be an oversupply or undersupply of the facilities in each level when compared to the benchmarked numbers above.

The comparison between the benchmarked number and the actual number of places of assembly for each level of facility shows that:

1. There is a potential oversupply of Local level places of assembly by up to four facilities.
2. There is a potential oversupply of Township level places of assembly by up to seven facilities.
3. There is a potential oversupply of District level places of assembly by up to two facilities.

² Kyabram Town Hall and the Kyabram Sports & Entertainment Centre.

³ This counts the main hall only in the Kyabram Town Hall, and only two spaces in the Kyabram Community & Learning Centre (the function room and one small meeting room). Whilst the KCLC has up to 16 rooms, two counseling rooms and two offices for hire, their availability for general hire by the public is restricted as a range of service providers regularly utilize the rooms as part of the overall program of services, training and counseling organized by the centre.

Table 3 – Classification of the Existing Kyabram Places of Assembly Within the Three Tiered Hierarchy of Facilities

Local level facility	Township level facility	District level facility
Kyabram Fauna Park (Classroom 1)	Wilf Cox Pavilion ⁴	Kyabram Italian Social Bocce Club
Kyabram Fauna Park (Wetlands Room)	Parklands Golf Club	Kyabram Plaza Theatre
Kyabram CLC (several offices/rooms)	Kyabram Club (large function room)	Kyabram Town Hall
Kyabram Club (small function room)	Kyabram Fauna Park (Theatre)	
1 st Kyabram & Brownie Guides Hall	Kyabram CLC (Function Room)	
Northern Oval Netball Clubrooms ⁵	Kyabram Scout Hall	
	Kyabram Sports and Entertainment Centre	
	Kyabram Youth Club Hall ⁶	
	Kyabram P-12 College Hall	
	Kyvalley Community Hall	
Total Existing Facilities: 6	Total Existing Facilities: 10	Total Existing Facilities: 2
Benchmarked No. Facilities: 2 – 3	Benchmarked No. Facilities: 3 – 4	Benchmarked No. Facilities: 1
Assessment: Oversupply of 3 - 4	Assessment: Oversupply of 6 – 7	Assessment: Oversupply of 2

Please Note: The Kyabram Plaza Theatre has permanent raked seating making it a specific-use facility with few opportunities for flexible usage. For this reason, it has not been included in the comparison between benchmarked provision and actual provision of places of assembly in Kyabram.

4.4. Recommendations for the Future Provision of Places of Assembly

A series of recommendations for the future use and development of the 15 places of assembly in Kyabram and Kyvalley have been prepared following consideration of the following inputs:

- Application of the *Places of Assembly/ Community Facilities Policy* in Kyabram.
- Review and assessment of the layout, condition and components of each facility.
- Interviews and discussions with representatives from each of the committees of management (or staff) associated with each facility.

The following table lists the recommendations for each facility, provides a brief description of the upgrade or improvement works (where required), and includes any other relevant information. Recommendations for any upgrades or new works are restricted to those facilities owned or managed by Council.

⁴ Under Council's reserve classification system, the Kyabram Recreation Reserve is a 'Regional' reserve. The Places of Assembly Policy is classifying the Wilf Cox Pavilion only as a 'Township' level facility.

⁵ Under Council's reserve classification system, the Kyabram Northern Oval Recreation Reserve is a 'District' reserve. The Places of Assembly Policy is classifying the netball clubrooms only as a 'Local' level facility.

⁶ Under Council's reserve classification system, the Kyabram Recreation Reserve is a 'Regional' reserve. The Places of Assembly Policy is classifying the Kyabram Youth Club Hall only as a 'Township' level facility.

Table 4 – Recommendations for the Future Management and Upgrade of the Kyabram Places of Assembly

Recommendation	Comments
Local Level Facilities	
Kyabram Fauna Park (Classroom 1)	Council should continue to cross-promote the availability of the spaces for hire at Kyabram Fauna Park, due to their unique settings and educational value, particularly for school and corporate groups (the Wetlands Room).
No recommendations	
Kyabram Fauna Park (Wetlands Room)	
No recommendations	
Kyabram Community and Learning Centre (offices/meeting rooms)	The KCLC is more suited for use by public and private service providers in the fields of community, financial, educational and vocational services, rather than as a facility for general hire by the community for functions and events.
No recommendations	
Kyabram Club (small function room)	The functionality of the function spaces is constrained by the fact that the kitchen is separated from them, which requires staff to transport food between the kitchen and function spaces via the public dining area.
No recommendations	The Board has plans to install air conditioning throughout the complex, and to purchase an adjoining property for possible use as a dedicated functions venue.
1st Kyabram & Brownie Guides Hall	The Guides Hall is in fair condition only, and requires upgrading for it to become fit for purpose. The Kyabram Scout Hall has capacity for additional usage and it is recommended that the guides and brownies relocate to the scout hall rather than invest funds into what will essentially be the duplication of another facility that already exists and has capacity to absorb more use.
1. Liaise with the committee of management to discuss the option of the 1 st Kyabram & Brownie Girl Guides relocating to the Kyabram Scout Hall and becoming joint tenants.	Co-locating the scouts, venturers and cubs with the guides and brownies will provide improved opportunities for sharing resources and for undertaking joint projects and equipment purchases.
Northern Oval Clubrooms	The netball clubrooms and cricket rooms are adjoining rooms. The reserve management committee has indicated that both user groups have aspirations for improved kitchen and bar facilities to improve the functionality of each space.
2. Investigate the opportunity to consolidate the kitchen and bar areas in the cricket social rooms and the netball clubrooms.	A possibility exists to develop a good quality shared kitchen and bar facility that could service both rooms, rather than provide similar facilities in each space. This upgrade is consistent with the general directions of the Northern Oval Recreation Reserve Master Plan (2013).
	If this upgrade was to occur, the Northern Oval Clubrooms would change classification from a 'Local' level place of assembly to a 'Township' level facility, and would provide a more flexible and better quality facility for hire for residents in the northern Kyabram precinct, which has a current shortage of local facilities for hire.

Recommendation		Comments
Township Level Facilities		
Wilf Cox Pavilion		
3.	Reinstate the community-based governance model for the management of the Wilf Cox Pavilion.	<p>The aim of the Wilf Cox Pavilion when constructed was to provide a community facility readily available for hire and use by local residents and groups, however, the facility now appears to be largely used by only the Kyabram Football and Netball Club and its members. The Kyabram Cricket Club, a tenant at the reserve, has had to create an alternate social facility within the southern grandstand due to their inability to be able to successfully negotiate satisfactory terms and conditions to access the Wilf Cox Pavilion during the cricket season.</p> <p>Several circumstances in relation to the presentation and management of the Wilf Cox Pavilion now exist that appear to discourage the general public's use of the facility. These include the proliferation of club memorabilia throughout the function room and its entrance, the lack of information signage in and around the reserve promoting the availability of the function room for hire, the management of the facility by the Secretary of the Kyabram Football and Netball Club, the presentation of the function room (dark and cluttered with chairs and tables), and the poor access arrangements for people with a disability (rear ramp versus a lift).</p> <p>The Wilf Cox Pavilion was and should continue to be an important community function and activity space given to its central location in town, its size and capacity, its community ownership, and the excellent provision for car parking.</p> <p>Council should continue to cross-promote the availability of the venue as a place for hire.</p>
4.	Upgrade the function space by modernising the room and installing a table and chair store.	
5.	Review Council's DDA Compliance Works Program to assess the need and justification for upgrading the accessible areas within the pavilion to achieve DDA compliance, e.g. installation of a lift to replace the rear ramp and upgrading the accessible toilet.	
6.	Consider making the room a more generic function space by removing or reducing the extensive football and netball club memorabilia and signage.	
Parklands Golf Club		
No recommendations		
Kyabram Club (large function room)		See previous comments concerning the Kyabram Club.
No recommendations		Council should continue to cross-promote the availability of the venue for public hire, due to its unique setting and educational value, particularly for school and corporate groups.
Kyabram Fauna Park (Theatre)		
No recommendations		The KCLC is more suited for use by public and private service providers in the fields of community, financial, educational and vocational services, rather than as a facility for general hire by the community for functions and events.
Kyabram Community and Learning Centre (Function Room)		
No recommendations		

Recommendation		Comments
Township Level Facilities (cont)		
Kyabram Scout Hall		Few venues in Kyabram accept bookings for functions predominantly involving young people, such as 18th and 21st birthdays, debutant ball post-parties, etc. It is suggested that the Kyabram Scout Hall is a good option for such functions, due its historic association with activities and programs for young people, its relative isolation from residents, and the layout and size of the Hall.
7.	Increase the promotion of the availability of the Scout Hall for function hire, particularly functions and events for young people (with appropriate supervision and security).	
8.	Install split system heating and cooling in the main hall area.	
Kyabram Sports & Entertainment Centre		
No recommendations		
Kyabram Youth Club Hall		The Kyabram Youth Hall has had a long history of being a venue for recreational youth activities. The KCLC and the committee of management are now working closely together to develop programs and attract hirers that might increase the current use of the Hall for similar activities. The stadium floor is a sprung parquetry floor, however, it is in poor condition and needs replacement. The floor replacement should only proceed if increased usage of the facility is found through the management support currently being provided by the KCLC. Should sustainable usage of the Hall not occur, it is recommended that Council review the viability of retaining this facility in the future. The Kyabram Sports & Entertainment Centre is now the main indoor sporting and recreation facility in Kyabram. Council has identified the opportunity to utilise the toilets on large event days at the reserve, such as football finals, but some minor upgrades and extensions will be required to make this additional use feasible and workable.
9.	Assist the committee of management and the KCLC to continue to promote the Hall as an active indoor leisure venue for people of ages and abilities.	
10.	Review the viability and sustainability of retaining the Hall prior to replacing the wooden floor in the stadium.	
11.	Review Council's DDA Compliance Works Program to assess the need and justification for upgrading the accessible areas within the Hall to achieve DDA compliance, including the ramped entrance and the accessible toilet.	
12.	Install a rear access in the Hall to facilitate access the toilets to enable the amenities to be used as overflow toilets on large event days held at the reserve.	
Kyabram P-12 College Hall		The P-12 College has an endorsed master plan that shows that the Hall will become part of a new technology wing at the school. A new multipurpose indoor / outdoor space is proposed in the master plan adjacent to the junior section of the school, which will accommodate productions and events. The school is likely to reduce its use of external venues following the completion of this project.
No recommendations		
Kyvalley Hall		The condition and use of the Kyvalley Hall is good. It does not have an accessible toilet.
13.	Install an accessible toilet in the Hall.	

Recommendation	Comments
District Level Facilities	
Kyabram Italian Social Bocce Club	The Bocce Club land and building is privately owned.
No recommendations	It is a licensed premises for up to 400 people, and the overall provision and condition of the facilities are excellent. Whilst the club membership and numbers actively participating in bocce are declining, the facility is available for use and hire by the community, albeit the committee is very selective in the type of function or use that is permitted.
Kyabram Plaza Theatre	The Plaza Theatre has permanent raked seating for 450 people. The theatre is in excellent condition, including the stage and backstage areas, which have been progressively upgraded by the management committee. The lounge area on the first floor is not accessible for people with poor mobility, and is rarely used for functions or events not associated with the main theatre space. The adjoining kitchen provides only basic facilities.
14. Investigate options to increase the number of toilets available in the Plaza Theatre.	The Theatre is well used for films and for a variety of performing arts productions, including commercial shows, school concerts and plays, and amateur theatre.
15. Review Council's DDA Compliance Works Program to assess the need and justification for improving access to the first floor areas of the Plaza Theatre, including the lounge, to achieve DDA compliance (e.g. installing a lift).	There are two shop fronts/offices on Allan Street that are part of the Kyabram Plaza Theatre building. One is leased whilst the second shop is utilised by the management committee as an office. The committee only uses a small part of the total area of the shop, and consideration should be given to relocating the committee's office and leasing this space.
16. Cease use of the west shop front as an office for the management committee, and lease the space.	
17. Consider combining the management of the Kyabram Plaza Theatre and the Kyabram Town Hall under the same community management entity	
Kyabram Town Hall	Refer accompanying report for background information concerning the Town Hall.
Refer accompanying report	

The main purpose of including the above information in this policy paper is to demonstrate how the Policy can be applied in a township within the Shire, and the means by which meaningful recommendations can be developed relating to the future provision of community facilities.