

Southcombe Park Use and Development Plan

Final Plan

July 2023

**MOYNE
SHIRE**



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Acknowledgment of Country

We respectfully acknowledge the Eastern Maar and Gunditjmara people as the Traditional Custodians of the Port Fairy Region and recognise their continuing connection to the land and waterways.

We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People.


Disclaimer


This Use and Development Plan was prepared by an independent consultant in conjunction with the Moyne Shire Council. The report provides an overview of the context, research, needs analysis and stakeholder engagement methods undertaken which have helped to form the Final Use and Development Plan. This report is also subject to further consultation and consideration by the Council.

All illustrative plans, perspectives and site diagrams contained within this report are indicative artists impressions to illustrate conceptual ideas only and are subject to further resolution, consultation, detailed design, and approvals.

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Foreword

Southcombe Park is one of Moyne Shire's most important open space assets, providing a destination for sport, recreation, events and community use.

There are numerous user groups that have a vested interest in the precinct, including the facilities, infrastructure and amenities located on the site and how they are used and invested in.

This Site Use and Development project was conducted between August 2022 and July 2023, and involved extensive consultation and engagement with the local community, user groups and key stakeholders. This included five workshop meetings with the Southcombe Park Community Asset Committee (CAC) and the Project Control Group (PCG), and 14 in-depth interviews with representatives from each of the user groups at the Park as well as key stakeholders and Council officers.

The key challenge for Southcombe Park is balancing the diverse individual priorities of each user group, the surrounding natural environment and the broader community, while also considering the overall integration and cohesion of the site as a whole.

Our team explored the overall feasibility of each priority raised throughout the consultation and engagement process, and believe we have struck the required balance.

This report is the culmination of the project and presents the independent recommendations and an indicative concept of the future site layout. This demonstrates how the site could look in the future, if the proposed recommendations are implemented.

We look forward to seeing the continual improvement of Southcombe Park as the recommendations within this plan are implemented over the coming years.

Best wishes,

Solucio and The OCD (independent consultant team)



Project Purpose, Objectives and Outcomes

Introduction

Moyne Shire Council developed the Use and Development Plan to identify the key issues that impact the functionality of Southcombe Park, including user group and community uses, benefits and enjoyment. The Plan identifies key opportunities to improve the Park over the coming years.

Consulting firm, Solucio, was appointed to facilitate this process. The purpose of this document is to identify the key issues that impact the functionality of Southcombe Park and limit the potential community use, benefits and enjoyment. This report is supported by, and should be read in conjunction with:

- Executive Summary Report
- Background Analysis Report

Project Objectives

The specific objectives of this project are to:

- Assess the current and future uses and users of Southcombe Park.
- Engage with key stakeholders and build consensus on the issues and opportunities for the Park.
- Identify priorities for investment and integration of infrastructure.
- Provide specific development plans for priority Park projects.
- Provide additional resources to support key recommendations
- Specifically advise on any required adjustments to the existing irrigation plan as a result of this project, and any future drainage considerations.

Desired Outcomes

The ultimate outcome of a successful project and the subsequent implementation of the Southcombe Park Use and Development Plan will be:

- **A long-term Vision and planning principles** for the Park and its diverse community use.
- **Clear roles and responsibilities** for the ongoing planning, development governance and operations of the Park.
- **Integrated processes to ensure adherence to the Plan**, and to maximise the community benefits of Southcombe Park.

What is the Use and Development Plan?

This is the first Use and Development Plan for Southcombe Park and has been prepared to specifically address the emerging pressures and constraints on the Park's current and future users.



What the Use and Development Plan is:

The Use and Development Plan has assessed the current and future uses and users of this important multi-use sport, recreation and community asset. The plan has been developed to:

- Guide future development projects.
- Identify priorities for investment.
- Improve the use and functionality for current and future users.
- Specifically address the key issues constraining the current use and development.
- Integrate with other Council plans and policies (E.g. Open Space Strategy, Asset Management Plan, Playground Strategy, Port Fairy Placemaking Project).



What the Use and Development Plan is not:

- The report is not a Master Plan.
- It does not provide a long-term (20+ year) plan for development at the site.
- Illustrations and staging are indicative and subject to more detailed design and planning.
- It provides an independent view of the preferred site layout and an indicative concept of how the site could look if the proposed recommendations are implemented.

Key Issues and Constraints

The following key issues and constraints were identified through background research and consultation. The Use and Development Plan aims to address these by providing a series of recommendations related to site improvements and governance considerations.



Infrastructure Issues

- As one of the largest sporting assets in the Shire, the site is regularly in demand to host additional sport, recreational and community activities (including ad-hoc school activities and community events).
- Overuse degrades the quality of infrastructure and amenities, and the existing assets and infrastructure are ageing and no longer meeting community expectations or best practice design compliance.



Management/Operational Challenges

- User groups have multiple, varying priorities for development at the site, and there is no universally agreed vision or priority list for use and development of the site. This has made it difficult to set and manage expectations from both Council and the CAC.
- The site hosts the Port Fairy Folk Festival on an annual basis and all other Park uses must cease for the duration of the event. In addition, the event infrastructure has caused damage to infrastructure and ground surfaces in the past.
- The booking process for the grounds and facilities is manual and resource intensive, presenting opportunities to be streamlined.



Broader Trends and Considerations

- The entire project area is subject to flooding and inundation, and the sustainability and climate resilience of future investments and developments will continue to be under increased scrutiny.
- An ageing population and increasing participation in junior and women's sport will place escalating pressure on sports facilities in Port Fairy.
- There are rising costs of insurance, utilities, and maintenance.
- LGA financial constraints, complex funding sources and long lead times (3-5 years) will impact project delivery.



Site Layout Constraints

- There are no formal pathways or circulation provided to connect the buildings, and there are limited walking paths through or surrounding the site.
- There is only a single formalised car parking area that is primarily used for indoor courts and aquatic facility patrons.
- There is a lack of storage for all sporting users, and general areas and change rooms are being used to store equipment.
- The indoor stadium is ageing, and there are narrow run-off areas around the court with limited court-side seating/viewing areas.
- The site is contained by perimeter fencing which impacts the visual amenity of the precinct.



Use and Development Plan

Vision and Principles

The vision and principles have been developed to inform the future use and development of the Park and to guide Council decision-making.

Vision

Southcombe Park will be...

A sport, recreation and tourism destination that positively contributes to community well-being, the local economy and environmental sustainability.

Objective of the Use and Development Plan

Southcombe Park will be an open, activated, attractive and connected precinct for community.

Key Principles



Open

Enables the precinct to be used for multiple sport, recreation and community events



Attractive

Open space areas are environmentally sustainable, well designed and maintained, in line with community expectations



Activated

Recognises the historical importance of the site as the heart of Port Fairy for sport, recreation and leisure



Connected

The precinct is open and accessible to current user groups and visitors, with strong connections to the greater community

Strategic Recommendations and Rationale



Open

Recommendation	Benefits	Disbenefits	Impacts and Implications
Incorporate underutilised areas of the Caravan Park into the Southcombe Park precinct to create a new play and active recreation space	<ul style="list-style-type: none"> • Maximises the usage of a flood-prone area that is currently underutilised. • Improves integration between the caravan park and the sporting complex. 	<ul style="list-style-type: none"> • Reduces the caravan park footprint. • Area is still prone to the risk of flooding. 	<ul style="list-style-type: none"> • Provides an area for a district-level play and active recreation space. • Adds to the recreation offer for the caravan park guests.
Provide dedicated public toilets	<ul style="list-style-type: none"> • Provides additional toilets for the existing user groups and the Folk Festival. 	<ul style="list-style-type: none"> • Requires regular maintenance and cleaning. • Reduces the provision of open space. 	<ul style="list-style-type: none"> • Increases the informal use of the site for longer time periods.
Utilise the cricket oval as a secondary soccer pitch for training (outer field only with turf wicket to be protected)	<ul style="list-style-type: none"> • Enables the soccer club to continue growing. • Spreads the soccer playing and training load over a greater area. 	<ul style="list-style-type: none"> • Full-pitch specifications would not be met. 	<ul style="list-style-type: none"> • Secondary field may be allocated for junior and lower-grade competitions. • Impacts the maintenance of the main cricket oval.
Install an online booking and entry system	<ul style="list-style-type: none"> • Improves safety. • Reduces the volunteer burden. 	<ul style="list-style-type: none"> • Training and induction processes required 	<ul style="list-style-type: none"> • Streamlines access to the stadium and brings the facility in line with contemporary standards.

Strategic Recommendations and Rationale

Activated

Recommendation	Benefits	Disbenefits	Impacts and Implications
Expand the cricket and soccer pavilion	<ul style="list-style-type: none"> Provides inclusive and gender-neutral amenities to cater for growth in junior and female cricket participation. 	<ul style="list-style-type: none"> Increased building footprint reduces open space. 	<ul style="list-style-type: none"> Enables the cricket club and soccer club to grow and diversify participation.
Replace and expand the current Folk Festival shed to also facilitate sports equipment storage.	<ul style="list-style-type: none"> Enhanced storage for Folk Festival. Additional storage for sporting equipment, located proximal to fields. 	<ul style="list-style-type: none"> Replacing building prior to reaching its useful life. Increased building footprint reduces open space. 	<ul style="list-style-type: none"> Improves volunteer experience. Reduces risks of injuries from using overcrowded storage spaces.
Provide a tennis pavilion in the location proposed by Port Fairy Tennis Club	<ul style="list-style-type: none"> Provides a 'home' for the tennis club and its memorabilia and storage. Improves safety and accessibility for tennis patrons. Provides additional meeting spaces for community groups. 	<ul style="list-style-type: none"> Adds additional building footprint and reduces open space. 	<ul style="list-style-type: none"> The proposed location is optimal for the Tennis Club to activate. Consideration required for accessible walking paths to/from pavilion entry.
Once formal and informal community usage of the existing indoor court reaches a consistent level of 40 hours per week, explore the feasibility (location and viability) of an additional indoor court.	<ul style="list-style-type: none"> Provides a clear target for weekly usage for the community to work towards. An evidence-based approach to expansion based on demand. Future expansion of courts would also enable upgrades to storage capacity, multi-use activity areas, and meeting rooms. 	<ul style="list-style-type: none"> No immediate recommendation to increase the number of basketball courts. Future expansion of courts would increase the building footprint and reduces the amount of open space within the site. 	<ul style="list-style-type: none"> Increasing overall usage of the current court to the recommended levels will likely require additional user groups. There may be opportunities to collaborate with Belfast Aquatics, should there be demand for expanding fitness classes.

Strategic Recommendations and Rationale

Activated

Recommendation	Benefits	Disbenefits	Impacts and Implications
<p>Provide an area for community activation and use adjacent to the Aquatic Centre</p>	<ul style="list-style-type: none"> Increases activation of an unappealing and underutilised area of the site. Creates potential to cater for new and additional uses on the site. 	<ul style="list-style-type: none"> Any future development in this area will require additional connectivity improvements to open it up to the rest of the site. 	<ul style="list-style-type: none"> Creates an opportunity to expand or integrate with the Aquatic Centre.
<p>Maintain Southcombe Park as the home of the Port Fairy Folk Festival</p>	<ul style="list-style-type: none"> Maintains the historic significance of Southcombe Park and Port Fairy as the home of the Festival. Ensures the festival is connected to the accommodation and hospitality businesses in the town centre. Provides the tenant sports and user groups with direct and indirect funding and sponsorship support. Maintains patronage of the Southcombe Caravan Park. 	<ul style="list-style-type: none"> Some of the permanent infrastructure (e.g. fencing) is tailored to the specific needs of the festival. Limits usage of the park by other user groups during the festival set-up, staging and pack down. Impacts the condition of the playing surfaces and other site assets and infrastructure. 	<ul style="list-style-type: none"> Maintains tourism visitation, overnight stays and economic activity within the Port Fairy township. The updated Folk Festival use agreement conditions will address some of the impact issues.

Strategic Recommendations and Rationale



Recommendation	Benefits	Disbenefits	Impacts and Implications
Upgrade the irrigation and drainage of the playing surfaces	<ul style="list-style-type: none"> Improves the safety of the playing surfaces to accommodate increased usage. Enhances the presentation and condition of the fields. Meets minimum requirements of state sport facility guidelines. 	<ul style="list-style-type: none"> Constrains the ability of the Folk Festival venue planning and of large structure location options. Limits the future planning/design of pedestrian access and circulation, and internal road networks. Constrains heavy vehicle access and circulation across the site. Relies on mains water until on-site water capture and storage solutions are installed. May impact the existing in-ground infrastructure (e.g. sewer lines, power etc.). 	<ul style="list-style-type: none"> Changes to drainage and the hydrology at the site would have an impact on the Snipe and other wetland species. The Folk Festival site layout needs to be reviewed and approved to ensure there is no impact on the irrigation infrastructure. Concurrent drainage improvements will further enhance the benefits of the irrigation plan. There are ongoing cost implications which will need to be considered in any decision-making.
Provide training-level lighting in an agreed location and investigate options for competition level sports field lighting	<ul style="list-style-type: none"> The soccer club is able to train in the evening through the winter months. Creates potential for additional activation and usage of the site from other sports and user groups in the evening. Enables the soccer club to continue growing its activities and membership. 	<ul style="list-style-type: none"> Increasing foot traffic during winter will potentially reduce the quality of the playing surface condition and presentation. Permanent lighting structures can reduce site flexibility. Disruptions to the natural habitat and biodiversity for local flora and fauna. 	<ul style="list-style-type: none"> Additional winter evening usage should be carefully monitored for degradation of the playing surfaces. Should soccer participation continue outgrow the proposed facilities in this plan (a full-size pitch and a smaller training pitch), an alternative location will need to be investigated.
Upgrade the cricket nets	<ul style="list-style-type: none"> Addresses safety concerns and provides a better training environment. 	<ul style="list-style-type: none"> Outdoor nets would be unavailable during upgrade. 	<ul style="list-style-type: none"> More training within the indoor centre during construction/upgrade. Reduces risk of injury from Council infrastructure.

Strategic Recommendations and Rationale



Recommendation	Benefits	Disbenefits	Impacts and Implications
Enhance cross-site connectivity and access	<ul style="list-style-type: none"> Enhances the accessibility and connectivity of the site. Reduces informal foot traffic on the playing surfaces and environmentally sensitive areas. 	<ul style="list-style-type: none"> Increased pedestrian traffic increases the risk of conflicts with organised sporting activity. 	<ul style="list-style-type: none"> Enables the park to act as a thoroughfare between the caravan park and the town centre.
Improve site entries with signage and wayfinding	<ul style="list-style-type: none"> Makes the park more inviting. Enhances placemaking and aligns with the directions in the Port Fairy Town Centre Place Guide 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Enables the Folk Festival to become an inclusive event for all-abilities.
Improve the existing provision of car parking by investigating the feasibility of graded, angle parking along Campbell Street and increasing car parking off James Street.	<ul style="list-style-type: none"> Improves the safety of the entry and enhances access to Belfast Aquatics. Enhances traffic flow and circulation, and provides formalised pick-up/drop-off zones. Provides additional car parking spaces to meet current and future demand. 	<ul style="list-style-type: none"> Increases car park footprint and reduces the amount of open space within the site. New parking zones will impact foot traffic on informal site access spaces and may require additional paths. 	<ul style="list-style-type: none"> Creates an opportunity to improve the existing car park area and enhance the sense of arrival. Other site developments are highly aligned and contingent on the change of vehicular entry and circulation improvements.
Provide dedicated seating and shade/sheltered areas	<ul style="list-style-type: none"> Enables the site to be used for passive recreation and caters to the needs of older residents. Provides additional spectator areas for cricket and soccer. 	<ul style="list-style-type: none"> Permanent infrastructure is installed, which may impact the Folk Festival planning. 	<ul style="list-style-type: none"> Provides passive recreation opportunities that enhances the appeal of the site to a broader range of ages and abilities.

LEGEND

- SITE BOUNDARY
- PRECINCT ENTRY
- ← ROAD CONNECTIONS
- ✿ SIGNAGE/PUBLIC ART/OTHER
- VISUAL LINK/THRESHOLD

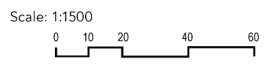
FUNCTIONS

- OPEN SPACE
- AQUATICS
- INDOOR COURTS
- SQUASH COURTS
- NEW ADDITION/EXTENSION
- CRICKET PAVILION
- TRAINING NETS
- INDOOR CRICKET TRAINING
- TENNIS
- CAR PARK/INFORMAL PARKING
- FIELDS/OVALS
- MAINTENANCE & STORAGE
- SKATE PARK
- POTENTIAL PLAY ZONES



SOUTHCOMBE PARK USE AND DEVELOPMENT

FUNCTIONAL CONCEPT DIAGRAM



Date: JULY 2023



Client: MOYNE SHIRE

Consultant Team: Solucio
Insightful, intuitive intelligence



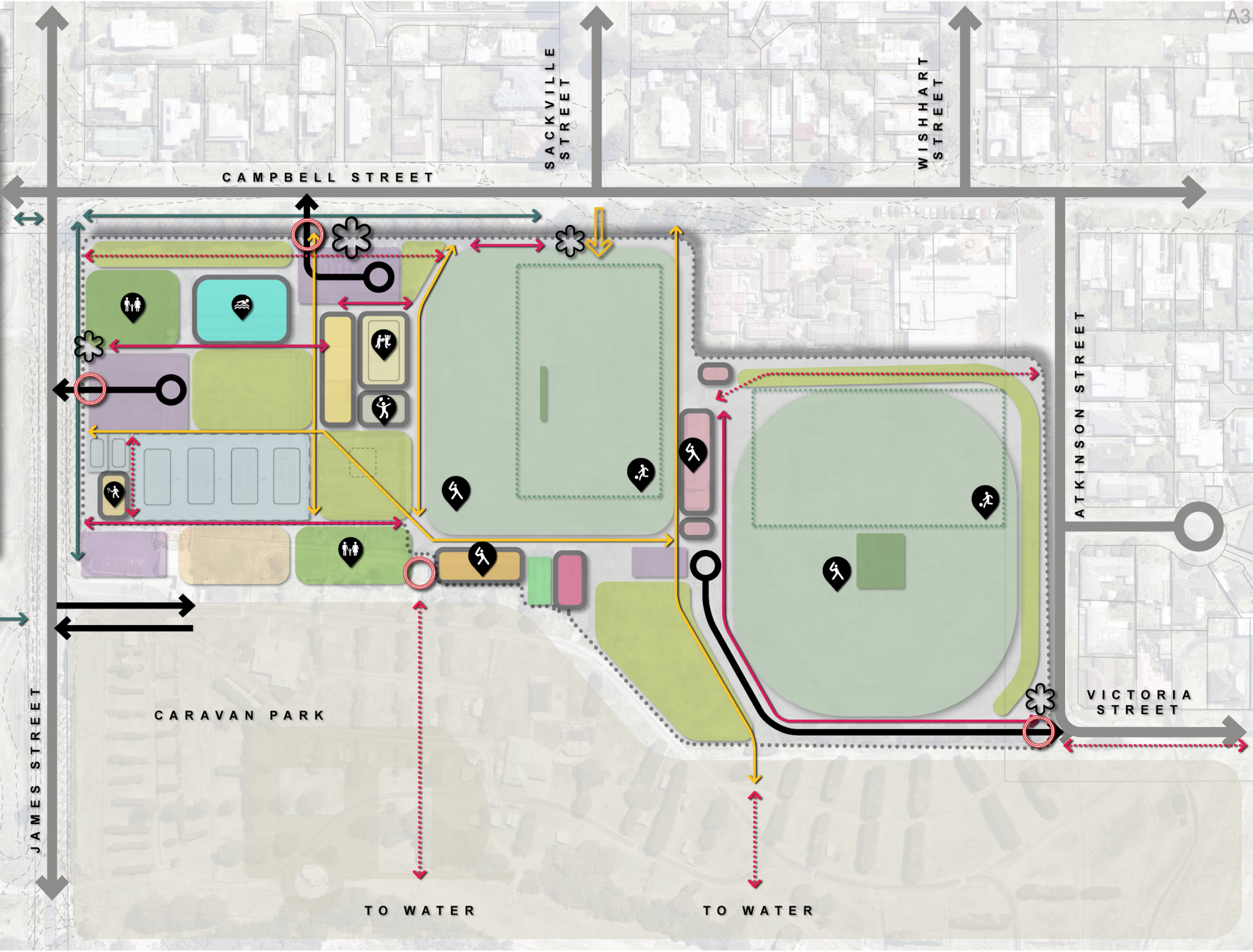
INFORMATION PURPOSES ONLY

LEGEND

- SITE BOUNDARY
- PRECINCT ENTRY
- ← ROAD CONNECTIONS
- ✿ SIGNAGE/PUBLIC ART/OTHER
- VISUAL LINK/THRESHOLD

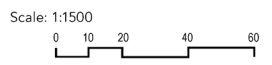
FUNCTIONS

- OPEN SPACE
- AQUATICS
- INDOOR COURTS
- SQUASH COURTS
- NEW ADDITION/EXTENSION
- CRICKET PAVILION
- TRAINING NETS
- INDOOR CRICKET TRAINING
- TENNIS
- CAR PARK/INFORMAL PARKING
- FIELDS/OVALS
- MAINTENANCE & STORAGE
- SKATE PARK
- POTENTIAL PLAY ZONES



SOUTHCOMBE PARK USE AND DEVELOPMENT

MOVEMENT, ACCESS AND CIRCULATION



Date: JULY 2023



Client: MOYNE SHIRE

Consultant Team: Solucio
Insightful, intuitive intelligence



INFORMATION FOR PURPOSES ONLY

Use and Development Prioritisation Assessment

Each of the recommendations that will require a specific funding source has been independently assessed to identify an indicative priority order. This is intended to provide a guide for Council on projects to prioritise for direct funding, additional funding support and co-funding opportunities.

Recommendation	Extent of project risks (3=low risk, 1=high risk)	Extent of Community benefit (3=high benefit, 1=low benefit)	Total cost (3=low cost, 1=high cost)	Total Score & Priority Order
Maintain Southcombe Park as the home of the Port Fairy Folk Festival	3	3	3	9
Enhance cross-site connectivity and access and improve site entries with signage and wayfinding	3	3	2	8
Utilise the cricket oval as a secondary soccer pitch for training (outer field only with turf wicket to be protected)	3	2	3	8
Upgrade the irrigation and drainage of the playing surfaces	2	3	2	7
Install an online booking and entry system	2	2	3	7
Provide dedicated seating and shade/sheltered areas	3	2	2	7
Incorporate underutilised areas of the Caravan Park into the Southcombe Park precinct to create a new play and active recreation space	2	3	2	7
Improve the existing provision of car parking by investigating the feasibility of graded, angle parking along Campbell Street and increasing car parking off James Street	2	3	1	6
Provide dedicated public toilets	2	2	2	6
Expand the cricket and soccer pavilion	2	3	1	6
Provide an area for community activation and use adjacent to the Aquatic Centre	2	1	3	6
Provide training-level lighting in an agreed location and investigate options for competition level sports field lighting	2	2	2	6
Replace and expand the current Folk Festival shed to also facilitate sports equipment storage.	3	1	2	6
Provide a tennis pavilion in the location proposed by Port Fairy Tennis Club	2	2	1	5
Upgrade the cricket nets	1	2	2	5
Once formal and informal community usage of the existing indoor court reaches a consistent level of 40 hours per week, explore the feasibility (location and viability) of an additional indoor court.	1	2	1	4



Governance Options

The Importance of Good Governance

What is Governance?

At its most basic, governance is the system by which organisations are directed and controlled. It is the way in which expectations are made clear and the culture of the organisation is modelled.

Governance is having the systems and processes in place that enable good decision-making to help an organisation achieve its purpose.

Governance is the responsibility of the Committee/Board of Directors and the Management, with the support of members. Each has a different role to play, which includes holding each other to account to achieve what is best for the organisation, club or facility.

Why does Governance matter?

Governance structures have a significant impact on the performance of organisations., and ineffective governance practices undermine confidence and impact the organisation where they are present.

There are certain characteristics of not-for-profit and local sporting/recreation environment that result in different governance impacts:

- Many clubs and facilities have long-standing traditions which can make change difficult;
- Roles are reliant on volunteers who often fulfil multiple and sometimes conflicting positions;
- Traditionally in Australia, sport has grown from within communities or from the ground up.



GOVERNANCE IS

- ✓ The structures and processes for decision-making in an organisation
- ✓ Leadership – in terms of purpose, strategy and values
- ✓ A set of checks and balances for managing risks
- ✓ The 'brain' – the thinking and monitoring part of an organisation
- ✓ A method for evaluating organisational performance

It is *ongoing, deliberate and proactive.*



GOVERNANCE IS NOT

- ✗ An organisation's day-to-day and week-to-week activities
- ✗ A recognition of long-term service to a sport or club
- ✗ A secondary, sporadic thing to be done when time permits
- ✗ The 'body' – the doing and running of an organisation
- ✗ Box-ticking to receive funding

It is not a reactive process when things go wrong

Governance Principles

Sport Australia has developed a set of Governance Principles which can be used to evaluate the effectiveness and efficiency of existing governance systems and processes. These Governance Principles seek to support those who govern to perform at a high standard, to continually embed good governance in sport in Australia.



1. The spirit of the game

Values-driven culture and behaviours

An organisation's culture and behaviours should be underpinned by values which are demonstrated by the board and embedded in its decisions and actions.



2. The team

Aligned sport through collaborative governance

Across a sport, boards should work together to govern collaboratively and create alignment to maximise efficient use of resources and implement whole-of-sport plans.



3. The gameplan

A clear vision that informs strategy

The board is responsible for overseeing the development of the organisation's vision and strategy as well as determining what success looks like.



4. The players

A diverse board to enable considered decision making

A board should be a diverse group of people who collectively provide different perspectives and experience to facilitate more considered decision-making.



5. The rulebook

Documents that outline duties, powers, roles and responsibilities

An organisation should clearly define and document its structure and the duties, responsibilities and powers of members, directors, committees and management.



6. The playbook

Board processes which ensure accountability and transparency

Through effective processes and continual review of its performance, the board is able to demonstrate accountability and transparency to its members and stakeholders.



7. The defence

A system which protects the organisation

To proactively protect the organisation from harm, the organisation has and maintains robust and systematic processes for managing risk.



8. The best and fairest

A system for ensuring integrity

An organisation should have measures and protocols to ensure integrity of the sport and safeguard its participants.



9. The scorecard

An embedded systems of internal review to foster continuous improvement

The board must have an appropriate system of internal controls to enable it to monitor performance, progress and address issues.

Source: Sport Australia, Good Governance Principles

Management Model Options

There are various management models used across local government in managing sport and leisure facilities. A summary of each model is provided below and a more detailed analysis of all the options including the pros and cons of each, for consideration by Council, is explained in further detail over the following pages.



Out-Sourced Management	Contract Management (Hybrid Model)	Committee of Management	Council Company Limited By Guarantee	In-House Management Model
<p>Transfers responsibility for the care, control and management of the facility to an independent entity that is set up to specifically manage the facility in return for an agreed lease fee.</p>	<p>Offers Council the ability to retain direct management of the facility but contract out any specialist responsibilities that Council's deem beyond its capacity (e.g. course management).</p>	<p>This model is primarily used for the management/ maintenance of Council free-hold land and Crown land/reserves. It is relevant to a sports facility when it sits within a larger reserve or open space area.</p>	<p>Council nominates and establishes a company limited by guarantee to operate new or upgraded sport and recreation facilities.</p>	<p>Council are directly responsible for the full management and operation of the facility including operating policies, financial performance and asset maintenance.</p>



Current model at Southcombe Park

Management Model Analysis

Overview	Outsourced Management	Contract Management
Strengths	<ul style="list-style-type: none"> Risks in net cost fluctuations are transferred to contractor. The contractor can bring industry specific expertise and operational efficiency. Responsibility for all human resourcing matters rest with the contractor. A long-term lease can be leveraged to receive a capital contribution from the contractor into future facility upgrades/developments. 	<ul style="list-style-type: none"> Council can control day-to-day operations, including community programming and the quality and pricing of programs and services via its contracts and contract management agreements. The contractor delivers staff, programs and services specific to its operational responsibilities, for a set fee. Any additional revenue can be retained by Council and if well managed these revenues can in time offset the initial contract fee.
Challenges	<ul style="list-style-type: none"> Council loses control of the day-to-day operations and with that control of programming, and aspects of quality control. The impressions of the facility are determined by an outside contractor. Community and member health and social outcomes may be traded off for a commercial return. 	<ul style="list-style-type: none"> May be misalignment in the vision and objectives of the facility with the various contractors if the contract specifications are not clearly outlined in the tender documents and if there is not good oversight of the contract by Council.
Critical Success Factors	<ul style="list-style-type: none"> The contractor has industry specific expertise and depth of experience. The goals of the contractor are aligned with Council, with a strong focus on facility activation and community health and wellbeing outcomes. Council has a strong relationship with the contractor. There are robust reporting mechanisms in place and clear KPI's are set. The contract manager within Council has good oversight of the contract and its deliverables. 	<ul style="list-style-type: none"> Relies on an experienced contract manager within Council to ensure the contract is regularly monitored and reviewed. Contract terms need to be explicitly clear for each party with clear delineation between roles and responsibilities.
Key Insight	Simplifies Council's involvement by separating itself from the operational responsibilities. Council's annual operating costs are represented in a pre-determined budget amount and via a streamlined contract.	Council must understand which facility elements generate a positive financial return to avoid leasing out the profitable elements and leaving Council with contracts that drains resources, people and energy.

Management Model Analysis

Overview	Committee of Management	Council Company Limited By Guarantee
Strengths	<ul style="list-style-type: none"> Allows for members or the local community and clubs/associations to have representation and provide input into the overall management of the reserve. When performing its role, the committee is required to act in the public interest (the best interests of the whole community). 	<ul style="list-style-type: none"> Retains control of the facility and alignment with community needs. Works in the interests of the council and community, rather than a private operator. Can offer a broad range of programs and services to users. Allows for a commercial approach to management and operations, where revenue generated can be offset against running costs or put towards maintenance and asset renewal.
Challenges	<ul style="list-style-type: none"> Primarily established for the management of Crown land and Crown land reserves, however, can be used for Council free-hold land. Generally, this model is not widely used for the management of sports-specific facilities. May be difficult to identify and attract volunteers with the required skillset and experience. Volunteer run – relies on volunteers to manage what can sometimes be complex operations. Difficult governance processes and at times can lack the power and resources to enact decisions. 	<ul style="list-style-type: none"> Cannot leverage existing Council staff/skills/resources in this model. Funding from Council is fixed each financial year, and any fluctuations in trade need to be met by the CLG. May create an extra level of reporting between the CLG and Council.
Critical Success Factors	<ul style="list-style-type: none"> Extensive knowledge and experience of the personnel appointed to the COM. Every member has a role and the COM is high functioning. Ability to attract funding and investment to improve the facility and footprint (our assets). Volunteer engagement and commitment. 	<ul style="list-style-type: none"> Relies heavily on scale and the ability to bring new facilities under the CLG structure to be financially viable. Relies on Council being able to establish a suitable Board and Executive Team with required the skillset for the new company.
Key Insight	Enables members of the community to be involved in the decision-making process, however, relies on a volunteer model and the ability to attract high-functioning committee members.	Allows for a commercial approach to management and operating structure, where revenue generated can be offset against running costs or put towards maintenance and asset renewal. Has been introduced for leisure and aquatic facilities, but no examples of how it has been applied to larger sporting facilities and reserves.

Management Model Analysis

Overview	In-House Management
Strengths	<ul style="list-style-type: none"> Provides a flexible management system which can be linked directly to the Council's vision and strategic direction. Council has full control of the operation of the facility and maintenance of associated assets. Council has access to performance metrics on demand.
Challenges	<ul style="list-style-type: none"> Council is responsible for all operating costs, equipment purchases and any unforeseen deficits. Council is directly responsible for operational issues and servicing member/community demand. Staffing costs are higher as Council must meet all Enterprise Bargaining Agreement (EBA) requirements including award wages, long service and leave requirements. The operation of the facility can potentially have a negative impact on perceptions of the Council. Removes guaranteed income from a contract arrangement.
Critical Success Factors	<ul style="list-style-type: none"> Council has staff with strong expertise and extensive experience in facility management and operations. There is a succession plan in place should the key staff responsible for the facility management transition out of the role. Robust reporting frameworks are in place to enable performance to be monitored on an ongoing basis. A risk register is developed to reduce the risk profile of the day to day operations, and any unforeseen expenses resulting from the program.
Key Insight	<p>This model provides Council with the capacity to levy fees, which can have a positive bearing on the financial performance of a major facility – and its ability to meet operating costs. With a strong team and Vision for the facility, positive results are possible.</p>

Overall Assessment

Outsourced models work well for larger scale facilities that generate revenue and provide a financial incentive for an external contractor. However it is critical to have alignment between the objectives of the contractor and the facility operator.

The in-house model has been proven successful across the industry at some Council's, however, is reliant on a broad facility offer, a high-level of activation and utilisation of the facility, and the experience, expertise and time of key staff members to oversee operations.

There are challenges associated with each model, and the ultimate success of each is reliant upon the capacity and expertise of the personnel responsible for day-to-day operations, and the oversight by the Council to ensure objectives and KPI's are met.

Key Insight

Given the small size and scale of Southcombe Park, and with limited capacity and resources within Council, the Committee of Management is the most practical model at this time would deliver the best outcomes for Council and the community.

As the site is developed further and there is increased visitation and usage, an alternative model may be considered in the future, however this is not likely in the short-medium term.

Governance Recommendations and Rationale

Recommendation	Benefits	Disbenefits	Impacts and Implications
Maintain the CAC as the management structure for the park	<ul style="list-style-type: none"> • Maintains links with the sports and user groups. • Democratic process that creates buy-in and ownership of the site. • Ensures the site is maintained to the requirements of the user groups (e.g. turf wicket is prepared for weekend competition). 	<ul style="list-style-type: none"> • Relies on volunteers and volunteer availability. • There is a level of separation between Council visibility and CAC operations/responsibilities. • The CAC has a limited level of influence on Council decision-making. 	<ul style="list-style-type: none"> • There is no 'silver bullet' to improving the management structure of the park. Each model has its own pro's and cons. • There is insufficient activation and financial rationale to support an alternative or external/outsourced management model as a feasible option.
Initiate term limits and succession planning for all CAC positions (see following page)	<ul style="list-style-type: none"> • Aligns with best-practice governance principles. • Draws new volunteers. • Provides mentoring opportunities for future generations. 	<ul style="list-style-type: none"> • May be difficult to identify and attract volunteers with the required skillset and experience. 	<ul style="list-style-type: none"> • Enables community members to be involved in decision-making, but relies on the ability to attract high-functioning committee members.
Appoint a representative from the Folk Festival on the CAC	<ul style="list-style-type: none"> • Ensures a direct line of communication between Council and other user groups to the Folk Festival. • Provides a forum for the Folk Festival and the sporting user groups to collectively discuss upcoming projects – and understand the overall impact on each of the site users. 	<ul style="list-style-type: none"> • Due to historical impacts on the site, there may be a potential unwillingness for the Folk Festival to have a direct and regular means of communication with the sporting user groups. 	<ul style="list-style-type: none"> • Aligns with best-practice governance, by ensuring there is a representative from all of the site user groups. • Addresses historical communication issues and misunderstandings.
Review the definitions of appointed representatives on the CAC	<ul style="list-style-type: none"> • Aligns with best-practice governance principles and re-confirms the value of each representative. 	<ul style="list-style-type: none"> • N/A. 	<ul style="list-style-type: none"> • Ensures user groups with a vested interest in the site have oversight of decision-making.

Proposed CAC Composition and Tenure

- It is proposed that the CAC is made up of up to 10 representatives including:
 - 5x Representatives from Facility Users with a formal Use Agreement (i.e. Basketball, Cricket, Soccer, Tennis, Folk Festival).
 - 2-3x Community Representatives
 - 1x MSC Councillor
 - 1x MSC Council Officer
- Each CAC Member will be appointed/elected for two years and may serve up to three consecutive terms (equating to a maximum tenure of six years) before being required to step down from the CAC for a period of 24 months. After 24 months, each Member may then be eligible for re-election.
- Each CAC Member must attend a minimum of 80% of scheduled meetings.

Glossary of Acronyms and Abbreviations

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CAC – Community Asset Committee

CPTED – Crime Prevention Through Environmental Design

DDA - Disability Discrimination Act

DEECA – Department of Energy, Environment and Climate Action

EV – Electric Vehicle

LGA – Local Government Area

MSC – Moyne Shire Council

OH&S – Occupational Health and Safety

PCG – Project Control Group

SSO – State Sporting Organisation

SWOT – Strengths, Weaknesses, Opportunities and Threats



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