

INSPIRE: *n. the arousing of feelings, ideas and impulses that lead to a creative activity. v. to uplift the mind of spirit.*
PLACE: *n. the connection between nature and culture which gives meaning to our everyday life. v. to position or arrange.*
NOTHOFAGUS GUNNII: *n. Deciduous beech, the only native deciduous tree endemic to the island of Tasmania, Australia.*

INSPIRING PLACE



Southern Midlands Recreation Plan



prepared for
Southern Midlands Council

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SOUTHERN MIDLANDS RECREATION PLAN

Southern Midlands Council



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REPORT SUMMARY

What the Study is about

Sport and recreation are important components of the lifestyle enjoyed by residents and visitors to the municipality, and the Council has sought to provide reasonable access to a range of facilities and services.

The Partnership Agreement between the Tasmanian Government and the Council identified the need to prepare a Recreation Plan as a key initiative for the Southern Midlands. The goal of the study was to develop a plan that provides the framework for future policy and decision-making on sporting and recreational issues specific to the Southern Midlands. A strong emphasis was that it delivers realistic recommendations that are affordable, achievable, for the long term benefit of the community and consistent with State strategic directions for community sport and recreation development.

Changing Situation

The Southern Midlands has a good mix of recreational assets, beyond what might be expected for a municipality with a population under 6000 persons and one that is spread across a large rural area. These facilities have been progressively developed in response to the needs of the community over a long time – many were developed by past Councils (e.g. Green Ponds, Oatlands, Richmond) and then absorbed within the formation of the Southern Midlands Council. The Southern Midlands Council is clearly the principal owner and manager of a diverse range of sporting and recreation facilities including recreation grounds, pool, open spaces/parks and community halls.

To some extent, the existing provision is also a reflection of how the community existed in the past - sport and recreation was previously focused on the local area but high ownership of private vehicles has since allowed people to access better choice of quality facilities both within and outside the municipality.

As the make-up of the community has changed, so has the needs and use of these facilities. For instance some sports grounds have limited use due to the decline of the population numbers and changed recreational interests in the community (e.g. loss of football and cricket teams). Similarly community halls were once a focus for local community recreation activities such as badminton and country dances, but are now typically under-utilised by the community due to improved private transport, inflexibility of the buildings, the ageing of the population and changed recreational interests in the community. Clubs with a growing population base have been able to

upgrade facilities and services to better cater for their sports, whilst others have lost players and seen use of their facilities decline.

It is evident that there are patterns of change in the demographics and recreation participation that will continue to impact on the use and provision of facilities and infrastructure, programs and services in the municipality. These demographic and participation trends will require Council to monitor and review its future role in recreation planning and provision. Council will also need to consider possible ways of sustaining recreation participation within the community, whilst dealing with changing demands for recreational facilities, programs and services – whilst some areas like Bagdad continue to grow and expect facilities, other areas are in decline and existing facilities receive limited use.

Outline of proposed policy direction

Whilst a broad policy framework exists under the Council's Strategic Plan and recognises the benefits of recreation, the opportunity exists for improving the integration of recreation policy and operations under the auspices of a Strategic Recreation Plan for the whole of the municipality.

The following sport and recreation vision is proposed for the municipality:

Make the Southern Midlands municipality a better place by providing and supporting a diversity of sustainable sporting and recreational opportunities that meet the community needs for life-long participation.

In addition the report refers to nine key policy principles:

- fairness, equality and access;
- life-long involvement;
- quality of experience and safety;
- continuous improvement;
- sustainability;
- multi-use and efficiency;
- diversity of opportunities;
- partnership/ shared responsibility;

- making a whole-of-Council commitment; and
- organisational capacity.

10 Year Action Plan

A 10 Year Action Plan sets out 24 key recommendations for:

1. Building operational structures and capacities in the Council
2. Building operational processes and policies within Council and in the wider community
3. Maintaining, upgrading and redeveloping existing sport and recreation facilities
4. Maintaining and upgrading existing, and developing new sport and recreation programs
5. Upgrading the existing, and developing new sport and recreation services
6. Developing new sport and recreation facilities.

The recommendations were based on extensive research, review of past reports and consultation with a range of key stakeholders within the community.

The Action Plan refers to the core actions that will strengthen the capacity of the Council to deliver and support sport and recreation planning and meet the directives of the recreation planning framework. Some of the recommended strategies extend beyond the current capacity of the Council to realistically provide resources and management for community sport and recreation. Nonetheless, the actions are included to indicate the desired long-term direction for recreation planning, development and management over the next 10 years. It is also important that the Plan not be seen as a fixed document but rather a tool that can be updated on a regular basis as new information becomes available.

Key Recommendations

The key recommendations in the Action Plan for the Council over the next 5 years are:

- i) extending the role and responsibilities of the Southern Midlands Council Halls and Recreation Committee to include implementation of the 10 Year Action Plan

- ii) creating a new position for a Recreation Co-ordinator to work across all Council areas, work with community clubs and groups and facilitate the implementation of the Recreation Plan
- iii) introducing a separate grant allocation to focus on supporting sporting clubs and community groups in improving recreation programs and services within the municipality
- iv) assist sporting clubs and groups in their programming and management skills
- v) upgrade the database, information and promotion of sporting and recreational opportunities within the community
- vi) support Council's application for Commonwealth funds under the Australian Government Water Fund to restore the Lake Dulverton wetland and create new recreational opportunities in the town of Oatlands
- vii) improve and upgrade Council's parks and reserves on the basis of a budget for major works at one park each year - Callington Park, Bagdad Community Centre, Station Park /old Gymkana site / Kempton Recreation Ground, Colebrook Park, Flour Mill Park and Tunbridge Park
- viii) prepare master plans for key sporting and recreation areas (1 per year) – Oatlands Recreation Ground, Bagdad Community Centre, Campania-Flour Mill-Recreation Ground
- ix) adopt a clear policy for facilitating the improved use, management and maintenance of halls where strong community support prevails
- x) further investigate the feasibility of a small aquatic centre in Oatlands as a joint partnership venture on land off Marlborough Street
- xi) encourage and promote the development of recreation trails (e.g. walking, cycling, jogging, horseriding) within the settlements and municipality (e.g. Colebrook River Gorge Nature Reserve).

CHAPTER 1

INTRODUCTION

1.1 BACKGROUND

The area of the municipality is 2561 square kms with a high proportion of the land being used for rural production in private ownership. The Midland Highway and the north-south rail route bisect the municipality. The municipality has a population of approximately 5500 persons, which is dispersed through the rural landscape of the Southern Midlands. The main settlements are Oatlands, Colebrook, Kempton, Bagdad, Campania, Mangalore, Broadmarsh, Elderslie, Dysart, Melton Mowbray, Tunbridge, Tunnack, Parattah, Woodsdale, Levendale, Runnymede and Rekuna.

Sport and recreation are important components of the lifestyle enjoyed by residents and visitors to the municipality, and the Council has sought to provide reasonable access to a range of facilities and services. The Southern Midlands Council (hereafter the Council) plays a major role in the planning, development and management of sporting and recreational areas within the municipality. The Council is responsible for managing 10 sporting and recreation grounds, 6 halls and 7 parks and reserves. In addition the Council provides support and assistance to 11 community owned halls and a range of public facilities e.g. Oatlands swimming pool and vacant land used for public open space. These recreational assets cater for a wide range of sporting and recreational assets and activities within the Southern midlands area including football, cricket, swimming/aquatic activities, tennis, historic parks and gardens, riparian reserves, amenity areas, sporting facilities, sportsgrounds, picnic areas and playgrounds. The Council spent about \$238,000 on sport and recreation in 2004/05 representing about 5% of its total annual budget.

The Partnership Agreement between the Tasmanian Government and the Council identified the priority to prepare a Recreation Plan as a key initiative for the Southern Midlands. It was envisaged that the plan would improve the understanding of recreational needs and joint use of resources in the planning and delivery of recreational facilities and opportunities.

Council, with the support of Sport and Recreation Tasmania proceeded to prepare a Project Brief and engaged Inspiring Place Pty Ltd to prepare the Recreation Plan.

1.2 DEFINING RECREATION

Recreation is defined as any voluntary non-work activity that may be un-organised or organised for the personal and social benefits of those participating. For instance these activities may include community recreation, fitness activities, sport, outdoor recreation, attending a cultural event, spectating, undertaking activities with children or relaxing. Recreation is an activity that can be done in indoors and outdoors including within the home, open space areas, sports facilities, private and public venues.

Throughout the report there is reference to recreation facilities, programs and services – these are defined as follows:

Recreation *facilities* are the physical assets utilized for recreation and may include sportsgrounds, indoor stadiums, swimming pools, walking tracks, change-rooms, toilets etc. They are the physical means to achieving many recreational activities.

Recreation *programs* are the way of organizing and presenting the use of the facilities and may include programs for different age groups, interest groups, times of use, different activities, skill levels etc. Many recreational activities can be self-programmed but for some activities, they rely on rosters and rules.

Recreation *services* are all those services which help people to access and use the recreational facilities and programs e.g. signs, information, community transport, access for people with disabilities, childcare support etc.

1.3 THE BENEFITS OF RECREATION

Extensive research over recent decades has shown that people participate in leisure and recreation because of the benefits they gain from that participation. These benefits are wide-ranging and include feelings of achievement, leadership, challenge, risk, excitement, rest, improved health and well-being, contemplation and family togetherness.

Well-planned leisure and recreation provision also delivers other, wider benefits. These may include:

Social benefits including improved community well-being and cohesion, reduced vandalism and enhanced community health

Economic benefits, through job creation, the purchase of goods and services, and a healthier, more productive workforce, and

Environmental benefits through the optimum use of energy, land and financial resources, the protection of natural areas and enhanced residential amenity.

Finally, recent research has shown that many recreation programs can act as stepping stones to achieving other positive personal and social benefits. Recent examples include women and people with disabilities using leisure participation as a first step to moving back into the wider community and the workforce and recreation venue users building up social contacts with members of the wider community through participation in group activities. These benefits reach well beyond pure 'recreation'.

Recreation facilities are of major personal and social value to the community and that they also have positive economic and environmental outcomes. These values and benefits can far outweigh those of some other Council services. As a consequence, a strong case can be put that Council should give high priority to the delivery of high quality recreation facilities and activities for its community.

1.4 PURPOSE OF THE PROJECT

The goal of the project is to develop a plan that provides the framework for future policy and decision-making on sporting and recreational issues specific to the Southern Midlands. It is required to be consistent with the partnership Agreement between Council and the State Government. A strong emphasis of the proposed plan was that it delivers realistic recommendations that are affordable, achievable, for the long term benefit of the community and consistent with State strategic directions for community sport and recreation development. It was also recognized that the plan should adopt a community development approach that allows key issues to be resolved in partnership with the community.

A number of general objectives were formulated for the preparation of the Recreation Plan and two specific objectives, those being:

providing recommendations in regard to the feasibility of relocation of the Oatlands swimming pool; and

providing recommendations in regard to community sport and recreation facilities that were owned and/or managed by Council or were owned and/or managed by the community and receiving Council support in some way.

The Recreation Plan was to guide decision-making for the next 10 years and to indicate priorities for Council action.

1.5 APPROACH

The project was undertaken in five stages and involved a range of tasks as shown in Table 1.1.

1.6 REPORT STRUCTURE

The report is organised into six Chapters.

Chapter 1 (this chapter) provides an overall introduction to the project including the project goal, objectives and approach taken.

Chapter 2 provides an overview of the policy and planning for recreation within the municipality. This includes a review of:

- the policy framework at the State, regional and Council level;
- key trends occurring in Australian society, the Council's population and participation levels in sport and recreation;
- relevant policies, reports and information; and
- existing recreation management roles and structures.

Chapter 3 identifies the key outcomes from the community consultation and a range of issues for recreation planning based on the research investigations and community consultation program.

Chapter 4 considers the key issues and opportunities for sporting and recreation facilities including the Oatlands swimming pool, indoor sports facilities, community halls, sportsgrounds, parks and open space.

Chapter 5 sets out the strategic basis for improving recreation policy and operations within the municipality including a vision, key recreation planning principles, policy positions and key decision areas required to achieve sustainable provision and management of the recreational opportunities in the future.

Chapter 6 is the Action Plan for the staged implementation of the Recreation Plan over the next 10 years.

Stage	Key Tasks
1 Project Plan	<ul style="list-style-type: none"> • Prepare Project Plan and hold meeting with Steering Committee to review submission, Project Plan and methodology, liaison arrangements, consultation, timetable, etc • Identify and collect relevant background reports and information
2 Research and Policy Analysis	<ul style="list-style-type: none"> • Review existing reports, information, policy, legislation relevant to the project • Review Council's Strategic Plan • Undertake brief analysis of trends in recreation planning, regional and municipal demographics, urban development etc to identify future implications for recreation planning and provision needs in the municipality • Review of sport and recreation participation surveys (SRT, ABS, Council satisfaction surveys etc) and usage reports/ data • Meet with key Council staff to discuss project and existing planning, policy, delivery and management of recreation facilities, programs and services • Undertake strategic assessment of supply of land/ facilities, identify recreation management issues and prepare potential gap analysis
3 Community Consultation	<ul style="list-style-type: none"> • Organize targeted consultation program involving community forums in Bagdad, Oatlands, Campania and Woodsdale • Undertake site visits to all main sport and recreational facilities • Survey all sporting clubs, recreation groups and schools
4 Draft Report	<ul style="list-style-type: none"> • Prepare draft Recreation Plan. • Assess range of issues and opportunities for future management of existing facilities; changes in use of facilities and multi-use; rationalization of facilities; potential demand for new facilities; possible conversion of use of facilities; supporting infrastructure; needs for informal recreational use and future requirements. • Prepare a 10 Year Action Plan • Circulate draft report to the Steering Committee for review • Meeting to review and finalise draft report ready for community review and comment
5 Community Consultation and Review	<ul style="list-style-type: none"> • Arrange for the draft Recreation Plan to be available for community review and comment • Arrange a community forum to present an outline of the key findings and recommendations of the Plan • Advertise public comment period and ways to contribute e.g. written submissions, comments survey • Review results of community comment and outline what changes may be needed and to be discussed with Steering Committee • Meeting/ workshop with Steering Committee to review comments and response
6 Final Report	<ul style="list-style-type: none"> • Revise draft report as required following meeting with the Steering Committee • Prepare final report

Table 1.1 Approach to the Southern Midlands Recreation Plan

1.7 ACKNOWLEDGEMENTS

The Steering Committee established to oversee the project included representatives of the Southern Midlands Council Hall and Recreation Committee and a representative of Sport and Recreation Tasmania.

Inspiring Place wish to acknowledge the support and advice of the Steering Committee and in particular, the assistance provided by Damian Mackey, Manager Development and Environmental Services at the Council.

CHAPTER 2

POLICY AND PLANNING FRAMEWORK

2.1 TRENDS AFFECTING RECREATION MANAGEMENT

2.1.1 Trends occurring in Australian Society

Changes in Australian society are influencing the way in which people allocate their time and resources across work, family life, sport and recreation. Not surprisingly, a number of broad social, cultural and economic changes are having far-reaching impacts on the leisure, recreation and sporting interests and activities of the community and on community attitudes toward what recreation opportunities should be provided. Some of the changes would have already influenced future needs for sporting and recreation facilities, programs and services within the municipality. These influences can be expected to continue and to intensify over the coming years.

The Office of Sport and Recreation Tasmania¹ (now Sport and Recreation Tasmania) identified a range of related trends that are likely to impact on sport and recreation industry, including:

- increasing globalisation and the continuing need to remain competitive;

- rapid growth in information technology;

- the impact of the rate of change is leading to an increasing gap between those that can adapt to change and those that cannot;

- increasing social diversity of the community; and

- declining level of volunteerism within the community, which is having a major impact on sporting clubs and recreation groups .

Table 2.1 reviews a number of the more important societal changes and their possible impacts on recreation and sporting demands. These broad societal trends have a number of wider sporting and recreation implications, which include:

- leisure and sporting involvement are very important to community well-being and to the expression of community identity;

- assistance for sport and recreation should reflect participation trends

¹ Office of Sport and Recreation Strategic Plan 2001-2005, Appendix 1 Environmental Scan

toward non-competitive and passive activities rather than just traditional formal sports;

the community is looking for more flexibility in its leisure pursuits and where this cannot be provided, the provision of information about existing alternatives is important;

constraints on sport and recreation funding will mean that greater consideration may need to be given to opportunities for partnerships with other organisations;

an increasing proportion of the community is not readily able to access or develop their own recreation opportunities (due to age, disability, cultural backgrounds) and that these people will need greater support and guidance if they are to gain the benefits of recreation participation;

there is an increasing demand for and need to increase management inputs to all recreation resources so they can be used on a sustainable basis;

there is a growing trend for families to share recreational activities and to prefer multi-use venues, which allow different members to pursue different activities at the one time;

people are more willing to travel some distance to access higher quality recreation opportunities and this can impact on numbers and support for local teams;

the leisure industry is now a major business and a significant direct and indirect contributor to the local economy; and

a strong push for the integration and linking of key open spaces and other recreation resources.

Trend	Implications
The ageing of the population	<p>This change has led to dramatic increases in participation in non-competitive but active pursuits, in social activities and in cultural pursuits. Yet it has also contributed to the decline of some sporting activities and in particular traditional sports. In some urban and also rural areas, traditional sports fields have had to be redeveloped to support more informal, community-focused uses. Population ageing has also stimulated the interest in development of recreation trails.</p> <p>It must be noted that while the Australian population has aged overall, there are still many areas where new residential development is attracting young families with children. In these areas, there can often be shortages of space for outdoor and indoor sports to meet community recreation expectations.</p>
Changing employment structures, trading hours and work hours e.g.: Higher employment of women, increased part-time and casual employment, seven day trading, continuing long term unemployment and under-employment within the community	<p>This change has tended to reduce the demand for team sports facilities, has led to significant changes in when sporting activities are played and generated greater informal use of recreation opportunities across wider periods of the day and week. There has been a noticeable shift in competitive sports to weekdays with weekends being kept free for unstructured activities.</p>
Improved technology, which has allowed information to be more readily accessible to the wider community, including from private residences	<p>This change has allowed a dramatic growth in home-based leisure activities with a parallel loss in participation in traditional sport and recreation activities. At the same time, however, technology has allowed the community to become more aware of other sporting and recreation facilities and services</p>
Growing recognition of the importance and value of the environment as an ecological, cultural, recreational, tourism, economic, educational and research resource	<p>This recognition has strengthened demands for the protection of natural and heritage open space areas and their use for informal activities such as walking, conservation studies, bird watching etc. It has also led to community pressure on agencies to allocate more resources to these areas and to manage natural and cultural resources on a sustainable basis</p>
The generally enhanced education and affluence of individuals and of the overall community	<p>Higher education levels and greater personal and community affluence have allowed the community and governments to afford a far greater diversity of recreation opportunities than ever before. This has in turn led to higher levels of participation in a wider range of often very specialized activities. Affluence has led to unprecedented levels of growth in the availability of commercial leisure opportunities in many urban areas.</p> <p>People are not only more aware of what opportunities exist but are also more demanding in terms of quality, the benefits they seek and the services they expect. Yet greater affluence has also allowed the purchase of equipment, which can be detrimental to the environment.</p>

Table 2.1: Significant recent societal changes and their impacts on leisure, recreation and sporting demands (cont)

Trend	Implications
Greater cultural awareness and acceptance in the community as a result of the changing ethnic mix of the community, education and affluence	This change has led to provision of a far greater diversity of culturally and socially focused recreation resources including a greater range of local and district parks, restaurants, book shops, amusement centres, music outlets, theatres etc. Some movement away from traditional sporting and recreation activities has also occurred as a result.
Growing recognition of the strong links between recreation involvement and health (e.g.: preventative health care, active healthy lifestyle programs)	This change is leading to increased government initiatives and programs to encourage recreation participation by targeted groups in activities, which deliver measurable health benefits to the community.
An increased propensity for individuals and companies to take legal action on a wide range of issues	This change has had both positive and negative outcomes. From a positive perspective, the threat of action has led to an increased focus on good design, user safety and risk management such that avoidable injuries have been reduced. However, the negative outcome has been that escalating public liability premiums have become a major concern for land managers, clubs and groups. The rising costs of insurance and the occasional inability to obtain it threaten to limit the range of recreational activities available to the community in the future and lead to higher costs of participation.

Table 2.1: Significant recent societal changes and their impacts on leisure, recreation and sporting demands

Finally, a number of key themes can be identified which characterise community expectations of recreation provision and the ways in which Councils and commercial providers are increasingly developing recreation and sporting opportunities. These are:

Diversity: recreation, sporting and leisure facilities and programs should ensure that the community can pursue a range of activities and gain a variety of experiences

Quality: recreation, sporting and leisure facilities, support services, and programs should be of a high quality

Accessibility: recreation, sporting and leisure facilities and programs should be designed so they are physically accessible by people of all ages, physical abilities and cultural backgrounds

Flexibility and multi-use: recreation, sporting and leisure facilities should be of a design and size which permits new and different uses to be supported as needs change and they should also allow a range of different activities to be offered to the community at the one time

Safety: recreation, sporting and leisure facilities should be designed and maintained in line with all relevant health and safety guidelines and requirements

Managed and serviced: as resources permit, recreation, sporting and leisure facilities should have increasing management inputs allocated to them including staffed programming, professional supervision, scheduling of uses and marketing and promotion

Consolidation and integration: recreation, sporting and leisure opportunities should be consolidated at larger, integrated sites, which thereby permits greater management inputs and higher standards and more diverse programming

Linkage: recreation, outdoor sport and leisure facilities (and, as appropriate, indoor venues) should be linked by walking and cycle trails and by open space and bushland corridors to create a network of opportunities and to enhance access to these facilities

Hierarchy: recreation, sport and leisure opportunities should be developed at a range of scales and standards to create a hierarchy of resources which can cater for different standards and skill levels in the community.

The ability to work towards achieving these outcomes varies greatly with the differing population, rate base and other pressing priorities facing Local Councils. Nonetheless, most Councils have the capacity to move into this direction through adoption and commitment towards a Recreation Plan. In the case of the Southern Midlands, the foregoing trends and the above themes will be used as a key guide to the recommendations and priorities arising from this report.

2.1.2 Demographic Profile and Trends

The population characteristics provide some indication of the make-up of the community and how it is changing. Population size and the distribution has a major impact in determining the capacity of a community to support certain types of recreation facilities, the standard of those facilities and the nature and extent of demand for sport and recreation programs and services. The community needs are likely to vary between localities due to the differing age profiles. The higher proportions of youth (<15 years) often leads to greater demand for additional facilities than other areas as the population grows. In areas with the older aged (65+ years), some facilities may be receiving declining use or there are expressed needs for new facilities suited to an aging population. Income also has an impact on recreation demand. As income increases so does discretionary expenditure of individuals and their ability to afford more recreational opportunities and more expensive facilities, programs and services. Working patterns and personal income can also influence demand for recreational facilities.

Current population projections by the ABS suggest that the overall population of Tasmania will remain steady over the next 10 years although it should be recognised that a number of factors could greatly influence the projected trends. Recent population estimates suggest that the population has slightly increased in the past year. However the past census trends, and in particular the age group profile, would suggest that the population may decline in the 5-34 years age group with an increase in the 45 to 65 + years age group consistent with the general aging pattern for the State.

Analysis of the ABS Census data revealed the following characteristics and trends for the Southern Midlands:

base population of 5521 persons at the 30th June 2001, representing an increase of 197 persons or 3.7% since 1996 Census and 529 persons or 10.6% since the 1991 Census;

25% of the population was aged 0-14 years, 10% aged 15-24 years, 29% aged 25-44 years, 25% aged 45-65 years and about 11% were over the age of 65 years;

ranked 28 out of the 44 Local Council areas as regards highest median age and this has increased from 33 years in 1991 to 34 years in 1996;

about 5% of the 2001 population is overseas born and this has not changed dramatically in the last decade;

some 89% of the labour force was in employment in 2001, which was an increase on the previous Census periods;

there has been an increase of persons that are employed in the associated professionals, tradespersons and related workers, clerical/sales/service workers and also labourers and related workers (although not necessarily working in the municipality);

there has been growth in people working in the retail trade industry, property and business industry and health and community services industry (although not necessarily working in the municipality);

families with children accounted for 49% of the total households in 2001, couples without children 37% and one parent families 13%;

some 58% drove their car to work and 14% worked at home; and

the municipality ranked 37 out of the 44 Local Council areas as regards median weekly individual income (\$279 compared with inner Hobart \$320).

Table 2.2 provides a breakdown of the population profile in the four main centres – Oatlands, Kempton, Campania and Bagdad between 1991, 1996 and 2001. It indicates that Oatlands and Bagdad have experienced an increase in the population but the other two centres have lost population. This suggests that some of the population growth in addition to Oatlands and Bagdad is likely to have occurred in rural residential areas whereas the population in the rural areas has been experiencing continued decline throughout Tasmania over many years.

Centre	Pop 1991	Pop 1996	Pop 2001	Change 1996-2001
Bagdad	na	646	682	+5.5%
Campania	230	232	226	-2.6%
Kempton	342	327	316	-3.3%
Oatlands	522	539	585	+12.1%

Table 2.2 Population Change in Centres, Southern Midlands Council

A social profile of these four centres for 2001 is provided in Table 2.3. It shows the younger age profile of Bagdad but a higher proportion of 65+ aged persons in both Campania and Oatlands. The average 0-14 years proportion for major urban areas in Tasmania is 18.3% and 24.2% for rural areas. The average 65+ years proportion for major urban areas in Tasmania is 15.4% and 8.8% for rural areas. It is very noticeable that these centres are well above average for aged 65+ years in rural areas except for Bagdad but closer to the average for 0-14 years except for Campania.

Centre	Aged 0-14 yrs %	Aged 65 yrs + %	Couple with children %	Couple without children %	One parent family %	Lone person hhld %
Bagdad	25.8	7.0	52	31	11	18
Campania	17.7	19.5	24	36	22	27
Kempton	23.4	14.6	39	31	15	25
Oatlands	22.9	21.5	36	39	19	33

Table 2.3 Social Profile of Centres, Southern Midlands Council, 2001

The mix of family types varies greatly with higher families with children in Bagdad and higher one parent families in Campania. The lone person household average for rural areas in the State is 18% and Campania, Kempton and Oatlands are well above this level.

2.1.3 Trends in Sport and Recreation Participation

It is now widely recognised that people who participate regularly in recreation and sporting activities enjoy an improved sense of well-being and improved health as the benefits of an active lifestyle. Many Tasmanians spend a high proportion of their time in either educational or work places, it is therefore important to consider people's environments and time schedules when attempting to increase physical activity. It is also important for local governments to provide opportunities for residents of all ages to participate in a range of recreation activities through the provision of sporting facilities, trails, tracks and other open spaces.

A review of sport and recreation participation, based on the results of a household participation survey conducted by the Office of Sport and Recreation² indicate:

the participation rate in recreational activities within the Southern Midlands was 77%, which was lower than the Southern Tasmania average (83%) but similar to the Central Highlands and Derwent Valley;

² Office of Sport and Recreation 2002. Participation in Sport and Recreation Activities in the South of Tasmania. It is important to note that participation in this survey is based on sport and recreation participation as little as once a year.

similar participation levels by females and males;

males were more involved with organised activities than non-organised activities (45% compared with 36%) but it was reversed for females (55% compared with 64%);

frequency of participation was 24% most days, 26% 2-3 times weekly, 25% weekly, 9% fortnightly, 8% monthly and 8% less than once a month;

the main motivators for participation were fun/enjoyment, fitness/health/exercise, relaxation and socialising;

some 21% of males and 20% of females were required to travel outside the Southern Midlands to undertake recreational activities, and this was higher than for other similar rural based municipalities such as Central Highlands, Huon valley, Tasman, Glamorgan Spring Bay and the Derwent Valley (except for the males);

the main reasons given for travelling outside the Southern Midlands were competition, closest facility, no other facilities, quality of facilities and nature of the environment (e.g. bushwalking, fishing); and

the main reasons for Southern Midlands residents not continuing recreational participation were given as age, no time and no facilities.

2.2 CURRENT RECREATION POLICY FRAMEWORK

A number of documents provide a policy framework for considering recreation within the Southern Midlands, these being:

the *Southern Midlands Council Strategic Plan 2002-2007*, which outlines strategic actions at the whole of Council level;

the Local Government Partnership Agreement between the State Government and Council;

the Southern Tasmanian Regional Development Partnership Agreement at the regional level between all Councils and the State Government; and

Tasmania Together at the State Government level.

2.2.1 Southern Midlands Strategic Plan 2002-2007

This is Council's over-arching document that sets out the strategic vision, outcomes and strategies for the municipality. It outlines five key strategic goals for the Community and Recreation:

to develop and implement a framework for Council and the community to work together in partnership;

to establish a sense of community in the Southern Midlands and an identity and image for the municipality;

to encourage and develop community self help and self sufficiency in the provision and management of community facilities for local needs;

to foster a duty of care for the community, to ensure appropriate access to health, aged care, youth, emergency, recreational and cultural services is available for the well-being of residents; and

to rationalise the provision of recreational facilities with the aim of improving the standard and range available within the municipality, with an emphasis on facilities for youth.

The Plan then sets out 5 year objectives and strategic programs, one of which covers sport, recreation and culture. A summary of the objectives and strategies is provided below.

Objectives	Strategies
To provide an adequate range and standard of sport, recreational and cultural facilities	<p>Continue to review the adequacy of the current sport, recreation and community hall facilities and consult with community committees.</p> <p>Develop and implement formal Hire Agreements for casual and regular users of Council facilities and limit Council liability.</p>
To provide sport, recreational and cultural facilities with a high standard of safety, amenity and access.	<p>Ensure as a priority that hall and recreational facilities meet fire safety requirements. Environment Health Officer/Building Inspector and Technical Officer to liaise with local management committees in development of facility upgrading and/or management plans.</p> <p>Priority capital projects are:</p> <ul style="list-style-type: none"> • entrance to Oatlands swimming pool • all recreation grounds and reserves – removal/replacement of any sub-standard playground equipment • establishment of a major playground at Oatlands <p>Implement 'Playground Management Policy' and option to engage consultant to assess compliance with Australian standards.</p>
To foster the conservation and development of our cultural heritage.	Pursue sponsorship options aimed at providing improved range of sport and recreational opportunities.
To optimise the use of Council buildings and facilities.	Identify relevant cultural heritage projects and pursue funding options under various grant programs.

The Strategic Plan appears to be the main document providing policy direction on recreation within the Southern Midlands. Several other documents such as the planning scheme provide some policy for recreational development and approval procedures. The 'Playground Management Policy' provides direction for dealing with the age, condition and risks associated with existing play structures.

2.2.2 Local Government Partnership Agreement

This agreement between the State Government and the Southern Midlands Council establishes a working relationship between the Council and Sport and Recreation Tasmania for the pre-planning, preparation and approval of a Recreation Plan (this project).

2.2.3 Southern Tasmanian Regional Development Partnership Agreement

This agreement, between the State Government and the Southern Tasmania Councils, was approved in December 2003 and refers to a number of regional recreation initiatives including:

- establishing a joint mechanism for developing a strategic framework for sport and recreation facilities, open space, programs, services and infrastructure within the region;
- joint planning on key issues including aquatics and recreation trails; and
- resourcing arrangements and utilisation of grants schemes for the implementation of a regional strategy for sport and recreation.

The regional strategic plan provides an important policy, planning and investment approach to existing and future sporting and recreational facilities within the region – something which is missing despite a variety of past efforts to achieve a more integrated approach to sport and recreation provision in the past³.

2.2.4 Tasmania Together

Tasmania Together is a 20 year social, environmental and economic plan that establishes community goals and benchmarks for the achievement of community, democracy, economy and the environment. Whilst there is no specific mention of recreation the goals and benchmarks provide the 'setting' within which sustainable and life-long participation in recreation can be considered. For instance Goal 5 refers to developing an approach to health and well-being that focuses on preventing poor health and encouraging healthy lifestyles with one of the challenges being to "more than double the percentage of people who do medium to high intensity exercise by 2020".

One of the outputs of Tasmania Together has been the formation of the Premier's Physical Activity Council aimed at improving community participation in a range of activities to sustain better health and well-being.

In respect to guidance for open space areas, the environmental goals state the desire to:

- value, protect and conserve our natural and cultural heritage;

³ A Greater Hobart Indoor Sports Facilities Study was initiated in 1995 for the Hobart Metropolitan Councils Association but failed to be completed or gain approval from the key stakeholders.

value, protect and maintain our natural diversity;

ensure there is a balance between environmental protection and economic and social development; and

ensure our natural resources are managed in a sustainable way now and for future generations.

2.3 CURRENT RECREATION MANAGEMENT ROLES AND STRUCTURES

The primary responsibility for sport and recreation facilities falls within the auspices of the Council Hall and Recreation Committee with support provided by the Manager Development and Environmental Services.

The Council's relationship with Sport and Recreation Tasmania is essentially through the existing Local Government Partnership Agreement for the preparation of the Recreation Plan. The Plan, and possibly re-negotiated Partnership Agreement(s) in the future, extends the potential working relationship between the Council and State Government. Outside of the Partnership Agreement, advice and information is sought and shared between Sport and Recreation Tasmania and the Council on a 'as needs' basis and grant opportunities.

2.4 EXISTING FACILITIES, PROGRAMS AND SERVICES

2.4.1 Existing Facilities

A list of Council's recreational assets is provide in Appendix A and indicates the existing commitment to managing a disperse range of facilities throughout the whole of the municipality. As a consequence, Council resources are likely to be spread across many different venues with limited scope to undertake major works other than on a staged program, with 'outside' grants or partnership/joint venture arrangements with user groups.

The major recreational facilities are the Oatlands swimming pool, Bagdad Community Club (not Council owned), Oatlands Recreation Ground, Campania recreation ground, Callington Mill Park, Kempton Recreation Ground, Flour Mill Park, Kempton Hall, Oatlands Community Hall and Campania Community Hall.

Most of the sporting grounds have an oval, change rooms, toilets, kiosk, scoring facilities and car parking area.

Most of the Council's parks have basic facilities to cater for the needs of passive recreational use including play facilities, nearby car parking spaces, seating, landscaping, and walking paths and signs. Some parks have additional facilities including picnic shelters, barbeques, ball game areas and lighting.

Most of the halls have a main hall, supper room, toilets, storage and a car parking area.

The Council has a very limited role in programming of recreation facilities other than:

- assisting with booking of sporting and recreation facilities venues available to community groups;

- supporting programs at the Oatlands swimming pool and undertaken by school groups;

- support for youth activity programs e.g. YISMAC

Recreation services are those things which help people to access and use sporting and recreational facilities and programs and include information, transport, access for people with disabilities, introductory programs, training and leadership, insurances, fee subsidies, fundraising and monitoring of needs. It is not necessarily the Council's role and responsibility to provide all these recreation services given that there are other agencies, organisations, commercial operators, clubs and groups that can deliver such services e.g. insurance, funding support. Council can help address some of these issues through its planning services e.g. access to facilities by people with disabilities considered within the design and construction of facilities.

In general, Local Councils are skilled in community development and working with community groups in a number of ways – providing advice, networking, building contacts, facilitating linkages, developing/supporting activities and facilitating forums.

2.5 OPERATING BUDGET AND GRANTS

The Council manages an Annual Operating Plan that sets out the strategic priorities, operational priorities, major initiatives and operating budget for each program listed within the Strategic Plan. A review of the recreation related budget allocations for works under the Sport, Recreation and Culture Program over the last 5 years is provided in Tables 2.4 to 2.8.

Table 2.4 shows that Council expenditure has generally ranged between \$35,000 - \$60,000 over the last 5 years with Lake Dulverton Esplanade, Station Park and Chauncy Vale attracting higher expenditure.

Parks Expenditure	2000-01 \$	2001-02 \$	2002-03 \$	2003-04 \$	2004-05 \$
Lake Dulverton (Esplanade)	13,757	10,740	12,563	10,540	14,385
Callington Park	3,439	5,479	4,825	2,841	5,239
Library Park – Oatlands	1,542	2,748	758	1,906	773
Chauncy Vale	6,715	12,801	11,409	6,698	12,712
Station Park – Kempton	1,876	2,101	3,659	3,540	14,774
Bagdad Park	662	610	778	687	863
Flour Mill Park – Campania	1,296	3,480	2,650	3,292	4,460
Wellington Street – Oatlands	510	176	280	364	298
Mahers Point Reserve	1,852	973	3,375	1,465	927
Tunbridge Park	2,001	885	803	1,495	731
Colebrook Park	800	4,467	595	2,425	2,215
Tunnack Park	60	27	12	270	109
Websters Corner Park – Oatlands	1,350	1,079	552	813	961
Campania Post Office	0	290	11	0	0
Flax Mill Park	70	333	44	33	17
Arboretum	10	13	11	0	0
Total	35,940	46,202	42,325	36,369	58,464

Table 2.4 : Council Expenditure on Parks, 2000-2004

Tables 2.5 and 2.6 shows the budget allocation for Council owned halls has ranged between \$20,000 - \$40,000 and between \$1,000 - \$18,000 for community owned halls during the last five financial years. Table 2.6 indicates that whilst there has been lower funding allocated to community halls, some higher expenditure has occurred for fixing individual halls at times e.g. Broadmarsh Elderslie Hall, Stonor Hall.

Table 2.7 shows the Council budget on recreation grounds and swimming pool has varied between \$90,000 - \$108,000 during the last five financial years. The Oatlands pool has accounted for a large portion of the funding each year (e.g. 40-50%).

Table 2.8 indicates that the capital works allocation has varied greatly from year to year with the major works in the last 5 years being allocated towards key facilities within the municipality e.g. Bagdad (Community Park, footpaths, oval), Oatlands Community Hall, Callington Park and Campania Recreation Ground.

Sport, Recreation & Culture Program Expenditure (Council Owned Halls)	2000-01 \$	2001-02 \$	2002-03 \$	2003-04 \$	2004-05 \$
Campania Community Hall	0	0	1,767	1,185	2,613
Campania War Memorial Hall	247	316	605	247	358
Colebrook Child Care Centre	161	367	105	218	118
Colebrook Hall	782	977	3,316	1,497	2,965
Colebrook History Room	791	121	84	209	538
Kempton 'Community Centre'	0	0	0	0	132
Kempton Memorial Hall	4,934	9,726	5,855	7,306	7,349
Oatlands Town Hall	9,623	12,779	9,652	11,122	13,044
Oatlands Community Hall	1,342	4,646	2,567	1,469	2,177
Oatlands Library Building	2,430	7,531	914	473	2,191
Parattah Railway Station	1,327	1,117	458	551	650
Whitefoord Community Hall	129	557	0	0	0
Woodsdale Hall	419	363	2,336	2,745	5,674
Total	22,185	38,500	27,659	27,022	37,809

Table 2.5 : Council Expenditure on Sport, Recreation & Culture Program (Council Owned Halls)

Sport, Recreation & Culture Program Expenditure (Community Owned Halls)	2000-01 \$	2001-02 \$	2002-03 \$	2003-04 \$	2004-05 \$
Broadmarsh-Elderslie Hall	2,270	5,917	0	40	583
Levendale Hall	1,710	0	976	0	0
Parattah Hall	0	41	0	0	0
Pawtella Hall	0	55	0	0	0
Stonor Hall	153	11,345	88	615	0
Tunbridge Hall	526	218	19	19	254
Tunnack Hall	359	16	0	178	380
Mangalore Hall	1,163	0	0	0	390
Baden Hall	10	50	34	0	0
Jericho Hall	7,029	59	122	0	0
Total	13,220	17,701	1,239	852	1,607

Table 2.6 : Council Expenditure on Sport, Recreation & Culture Program (Community Owned Halls)

Sport, Recreation & Culture Program Expenditure (Recreation Grounds)	2000-01 \$	2001-02 \$	2002-03 \$	2003-04 \$	2004-05 \$
Campania Recreation Ground	4,588	6,357	7,229	22,771	10,131
Colebrook Recreation Ground	6,182	3,243	717	901	650
Kempton Recreation Ground	15,409	9,647	8,376	5,927	8,333
Mangalore Recreation Ground	0	261	328	2,618	1,342
Mt Pleasant Recreation Ground	1,186	16,144	5,219	7,455	4,279
Oatlands Recreation Ground	7,921	6,965	7,377	16,074	12,310
Oatlands Tennis Courts	89	58	886	0	0
Parattah Recreation Ground	1,860	2,442	6,472	1,386	1,410
Runnymede Recreation Ground	1,536	516	489	687	720
Swimming Pool	43,627	42,810	41,369	44,180	48,881
Tunbridge Recreation Ground	666	809	134	522	0
Tunnack Recreation Ground	9,466	737	683	4,103	6,793
Woodsdale Recreation Ground	10,853	577	12,850	922	452
Total	103,383	90,566	92,129	107,546	95,301

Table 2.7 : Council Expenditure on Sport, Recreation & Culture Program (Recreation Grounds)

Capital Works Expenditure	2000-01 \$	2001-02 \$	2002-03 \$	2003-04 \$	2004-05 \$
Bagdad Community Club	0	0	11,541	0	0
Walking/Riding Path (Bagdad)	0	26,565	0	0	0
Bagdad Oval Renovation	0	19,667	0	0	0
Campania Recreation Ground	0	2,236	2,128	7,481	0
Callington Park	0	0	0	11,566	2,289
Campania War Mem Hall	0	0	0	4,373	0
Colebrook Park	0	0	0	4,232	0
Flour Mill Park – Campania	0	6,539	0	3,205	0
Mt Pleasant Recreation Ground	0	0	0	2,435	0
Oatlands Community Hall	0	0	0	7,093	4,513
Parattah Recreation Ground	0	0	0	10,155	0
Tunbridge Hall	0	0	0	8,332	0
Tunnack Recreation Ground	0	0	0	6,302	0
Campania Community Hall	0	0	0	0	3,809
Kempton Recreation Ground	5,398	0	0	0	19,745
Tunbridge Park	6,058	0	0	0	3,310
Tunnack Community Hall	0	0	0	0	3,561
Woodsdale Hall	0	0	0	0	7,362
Total	11,456	55,007	13,669	65,174	44,589

Table 2.8 : Council Capital Works Expenditure on Recreation

The Council operates an assistance fund for Council and Community Halls administered through the Council's Halls and Recreation Sub-Committee.

State and Federal Government agencies have either annual or occasional grants programs to assist a range of community programs including leisure, sport and recreation development. Sport and Recreation Tasmania has a number of Grants Programs made available under the Tasmanian Government's Community Support Levy that are specifically targeted at improving the participation rates, developing quality facilities and environments for sport and recreation activity. The grants programs are:

Facilities Grant Program

The 2005-06 Facilities Grant Program aims to improve opportunities for Tasmanians to participate in sport and recreation activities by providing financial assistance to Tasmanian organisations to develop quality facilities that meet the sport and recreation needs of the community.

Community Grants Program

The 2005-06 Community Grants Program provides grants to eligible organisations to improve participation opportunities in sport and/or recreation by assisting organisations to:

- implement sport and/or recreation development programs, for example coaching, officiating and athlete development programs
- purchase sport and/or recreation equipment, for example protective and playing equipment
- conduct sport and/or recreation events within Tasmania.

Funding of up to half the project cost to a maximum of the following, per applicant, is available to \$10,000 for development programs, \$10,000 for equipment purchases and \$5,000 for events.

State Grants Program, Trainee Subsidy Program and National Championships Program

These three Programs are being reviewed and may change in 2006.

Table 2.9 shows the successful grant allocations for clubs and groups within the Southern Midlands in the last 5 years.

Organisation	Project	Total funds \$	Organisation
Bagdad Cricket Club	Replacement of wicket	1,000	Bagdad Cricket Club
Midland Agricultural Association Inc	Arena upgrade	2,000	Midland Agricultural Association Inc
Tunnack Football Club	Club development	1,000	Tunnack Football Club
Woodsdale Fundraising Committee	Lighting	1,000	Woodsdale Fundraising Committee
Bagdad Cricket Club	Training program	420	Bagdad Cricket Club
Bagdad Community Club Inc	Oval Renovation	12,000	Bagdad Community Club Inc
Southern Midlands Council	Bagdad walking and riding path project	10,794	Southern Midlands Council
Midlands Initiative for Local Enterprise	Access program for School sport and recreation facilities.	4,500	Midlands Initiative for Local Enterprise
Southern Midlands Council on behalf of Kempton/Bagdad YISMAC Youth Club	Participation Program	6,000	Southern Midlands Council on behalf of Kempton/Bagdad YISMAC Youth Club
Oatlands Guides	Guiding equipment purchases (outdoor focused equipment)	1,303	Oatlands Guides
Southern Midlands Council	Southern Midlands Recreation Plan	10,000	Southern Midlands Council

Table 2.9 Tasmanian Sport and Recreation Grants, Southern Midlands 2000-2005
(Source : Sport and Recreation Tasmania)

CHAPTER 3

COMMUNITY VIEWS

3.1 INTRODUCTION

The local community consultation program for the study involved:

discussions with the Steering Committee;

four community forums held at Bagdad, Oatlands, Campania and Levensdale;

individual meetings with any interested groups and in

surveys being sent to all known sporting clubs and recreation groups;

surveys being sent to all schools;

discussions with Sport and Recreation Tasmania and other agencies;

discussions with Council staff and recreation facility managers e.g. Oatlands swimming pool, youth officer;

Southern Midlands community forum to present an outline of the draft Recreation Plan; and

public review and comment period.

The results of the community forums and surveys are presented in the following sections of the report.

3.2 COMMUNITY FORUMS

Appendix B lists all the points raised at the four community forums. Some of the general observations about the community views are:

the community recognises that there are a good range of sporting and recreation facilities within the local community but as may be expected for a rural municipality, limited programs and services;

many of the good things refer to community lifestyle associated with sport and recreation including history, community spirit and volunteer support;

there has considerable change in the last 10 years e.g. loss of traditional sports teams and facilities, rising costs of insurance, declining school numbers, impact of changing working hours but some increase in participation in non formal activities;

there was a common set of key issues for clubs and groups including decline in volunteers, increased costs, lack of professional assistance, declining use of halls, ageing population and vandalism;

a more specific issue raised at the Oatlands forum was the need to relocate and upgrade the Oatlands swimming pool raised at the Oatlands forum;

there were some clear priorities for fixing or adding to sport and recreation within the municipality in the **short term (next 2 years)**, these being:

- Oatlands Forum – providing a future sports courts, relocation and redevelopment of the Oatlands pool and changing people’s attitudes about sport and recreation in country areas
- Bagdad/Mangalore – master plan for the Bagdad community centre facilities and providing lights on the oval
- Campania – maintenance of existing facilities and upgrade the kitchen at the hall
- Levendale/Woodsdale – adding court space to the area behind the hall, matting on the cricket pitch and support for the Levendale Litehorse event

the key priorities over the medium term (next 5 years) were re-opening of the unmade public roads in Oatlands for recreational trails, providing lights for the Bagdad oval, adding another changeroom to the Campania sportsground and considering the merits of a Campania Sports Club, and upgrading local halls;

the key priorities for the longer term (next 10 years) were resolving water and engineering issues at Lake Dulverton, extending the footpaths at Bagdad, developing a walking track at Colebrook to the Gorge and providing better information about access to public land for recreational activities.

In the main, the forums attracted local residents and members of local sporting and recreation groups from the place where the forum was organised. The exception was the Campania meeting whereby some residents from Colebrook attended the forum. However these locations represent the main settlements within the municipality and where the majority of sporting and recreational facilities (apart from halls) are located and where there is continued land development and potential for population growth.

3.3 SURVEY OF SPORTING CLUBS AND RECREATION GROUPS

Surveys were sent out by Council to all known recreation groups and sporting clubs within the municipality and two months allowed for the surveys to be returned. A copy of the survey is provided in Appendix C.

Seven responses were received from:

Hobart Gun Club (Inc)
Levendale Litehorse and Pony Brigade
Oatlands Golf Club
Mt Pleasant Football Club
Oatlands Football Club
Levendale Cricket Club
Woodsdale Football Club

The average number of active/playing members for these clubs/groups was about 40 and 40 other members. The five sporting clubs had 56 junior members and 170 senior members.

Four of the clubs/groups considered overall membership had remained the same over the last 5 years with one witnessing some growth. Expectations for future membership were similar – four expected the same, one expects growth and the other decline. In particular the Levendale Litehorse & Pony Brigade is yet to be

formed but early community interest showed there was demand for a horse group in the region. The Mt Pleasant Football Club indicated a lack of players was evident and mirrored problems with country football generally. The Hobart Gun Club (Inc) had some success with promotion to school groups given interest with clay target shooting being an Olympic sport.

The main venues used by the respondents are listed in Table 3.1.

Club/Group	Main Venues Used
Levendale Litehorse & Pony Brigade	Private farming property, Crown and State forest, private yards and arenas
Oatlands Golf Club	Oatlands Golf Course
Mt Pleasant Football Club	Mt Pleasant Recreation Ground
Hobart Gun Club (Inc)	Shene Road, Mangalore
Oatlands Football Club	Oatlands Recreation Ground
Levendale Cricket Club	Mt Pleasant, Oatlands & Levendale (competition) and training at Levendale
Woodsdale Football Club	Woodsdale Recreation Ground

Table 3.1 Main Venues used by Respondents

Clubs and groups were asked to indicate the critical issues that they would face in the next 5 years. The following lists the responses in order of priority

- 6 Lack of volunteers to help administer and run the club and group
- 6 Increased legal liability pressure and rising insurance costs
- 5 Increased operational costs
- 4 Decline in the population we serve making it difficult to maintain players, clients and supporters
- 4 Limited funding assistance from government or Council
- 3 Increased demands resulting from major growth expected in the sport or recreational activity
- 3 Limited resources to upgrade/maintain club or group facilities
- 3 Decline in fundraising capability
- 3 Limited junior development programs
- 3 Changing working hours affecting support for programs, activities
- 3 Limited avenues now for sponsorship
- 2 Need for the Club/group to prepare a development or business plan
- 2 Limited information to help club/group
- 2 Increased competition and diversity of recreational and leisure opportunities which will reduce members
- 2 Lack of professional advice and support available
- 2 Decline in spectators to support the sport or activity
- 2 Aging community
- 2 Too many restrictions being placed on clubs and groups
- 1 Decline in club or group membership

- 1 Poor standard of facilities used and the inability to provide quality recreation opportunities
- 1 Limited resources for developing or programming of facilities and activities
- 1 Lack of support services (e.g. public transport, childcare, information)
- 1 Limited skilled or sufficient coaches

The above list clearly shows the operational difficulties facing clubs and group – increasing costs, limited volunteer support, limited financial assistance available and declining or changing profile of the community.

Other critical issues, which clubs/groups indicated would affect them, were:

costs of administration, advertising and insurance to run the Levendale Litehorse & Pony Brigade Communication; and

very restrictive fire arm regulations that discourage visitors/ members to join the Hobart Gun Club.

The proposals for upgrading facilities, programs and services by the Clubs/Groups are shown in Table 3.2. Whilst the facility needs varied according to the interest of the club/group the programs picked up on the need for junior development and better information. Some of the respondents saw a role for Council in helping them with administration, access to funding and community transport services to support junior sports.

Club/Group	New or Upgraded Facilities	New or Upgraded Programs	New or Upgraded Services
Levendale Litehorse & Pony Brigade	Tie-up rails, basic upgrade of toilets at Levendale Hall and Woodsdale Football ground Tie-up rails at Levendale & Woodsdale	Mapping of trails for riding on private, crown and state land, education & safety days for juniors, instructors for adults Both private farms and at Woodsdale & Levendale public land e.g. football, cricket & hall venues	Funding for administration, insurance and advertising Could be incorporated into council infrastructure or through networking with other horse clubs in municipality
Oatlands Golf Club	Squash Court		Signs on highway
Mt Pleasant Football Club	Facilities adequate at present	Volunteer programs to encourage younger people to take on responsibilities in community. Oatlands School through Youth programs involving sporting clubs	

Club/Group	New or Upgraded Facilities	New or Upgraded Programs	New or Upgraded Services
Hobart Gun Club (Inc)	Upgrade roadside drainage and security fencing	Junior development programs	Financial grants, security of premise and information for participants at club
Oatlands Football Club	Indoor pool incorporated in a sports centre/gymnasium adjacent to the Recreation ground	Junior football development program coordinated between AFL TAS, S.M.C and the Education Department in a new sports facility at the Oatlands recreation ground	Childcare, Council to subsidise transport costs, Council could perhaps look at employing a fulltime Junior Sports Development Officer incorporated in a new sports facility for when juniors have to travel because of the lack of current facilities

Table 3.2 Facilities, Programs and Services Priorities

The Clubs/groups were also asked to indicate their top priorities for the next 5 years, how they intend to achieve it and how Council might assist. It indicates a focus on both upgrading existing facilities and assistance with services e.g. events planning, administrative/volunteer support.

Club/Group	Priorities	How Club/Group achieve this	How Council may be involved
Levendale Litehorse & Pony Brigade	Provide social, fun, educational gatherings 1-2 structured days/year for riders	1-2 structured days/year with growth later into 1/month gathering	Facilitate insurance and communicate needs. Assist with forming links with pony groups in other areas
Mt Pleasant Football Club	Volunteer Programs and administrative assistance	Council/Government assistance	Help get Government assistance or take over some administration roles
Hobart Gun Club (Inc)	Fixing road drainage and fencing. Junior Development programs.	With assistance from outside persons/organisations	Work in kind assistance
Levendale Cricket Club	Playground for children More services provided at clubroom	Community fundraising	Assistance in grants, maintenance and advice
Oatlands Football Club	Clubroom extension	Volunteer fundraising efforts	By applying for a grant to respective governments

Table 3.3 Top Priorities

Additional comments from the Clubs/Groups are provided below.

LEVENDALE LITEHOUSE & PONY BRIGADE

“Historically, most of the focus has been on male sports in the area. By forming a horse and pony group, women and girls can participate in this sport. Many people in the district have horses and ponies but have no avenue to get together with them. Our group would like to work in with the Levendale School to reach children and their parents who would like to enjoy social and educational days with their horses, including days to access horse dentists, vets and farriers, not to mention BBQ’s and social fun. Already we’ve had huge interest in our idea.

Another avenue to explore is reaching dog owners in the district. In the past we have offered informal training days for working dogs on our property. I would like to work with Council to facilitate 2-3 dog-training days per year. In light of recent dog attacks on sheep, this service is greatly needed. “

OATLANDS GOLF CLUB

“Issue of centralization as sports including pool, tennis, squash, lawn bowls, golf, netball, football should all be serviced in the one area by the one clubhouse and change rooms. This is difficult at present because of current locations and developments.

MT PLEASANT FOOTBALL CLUB

“Country football problems of lack of players, volunteers and community support and participation have occurred because of a number of factors:

- Population decline
- Lack of commitment from youth
- Supporters and volunteers have many more commitments at weekends i.e. busier lives through work, children’s activities etc.
- Televising of higher standard sport leads to lack of interest in participation and supporting of a lower standard game
- Lack of player numbers is supply and demand situation as far as paying players is concerned

Improvements or Assistance Required:

- Council is doing a good job maintaining facilities at present
- Club needs assistance through govt/council/AFL for administration or club/association and also for junior development through clubs/school
- Clubs could do with some assistance from council in promotion of country football participation and support”

HOBART GUN CLUB

“With improvements in security and drainage our premise would be suitable for other sporting activities or recreational groups.”

OATLANDS FOOTBALL CLUB

“At present we have very limited facilities available to the general public. A proposal for a multi-purpose pool and sports centre, which could be located adjacent to the recreation ground, would be a tremendous asset for all residents of the Southern Midlands. Further to this, a first class sporting facility would also attract sporting clubs statewide due to our strategic location.

The current facilities at the recreation ground are very much under-utilized for most of the year. We have a first class playing arena that is used only 12 out of the 52 weeks of the year, so the foundation already exists for the incorporation of the proposed multi-purpose pool and sports centre.”

WOODSDALE FOOTBALL CLUB

“The Woodsdale Football Club went into recess for season 2002 and 2004 because we were unable to field reserve sides. The O.D.F.A brought in a rule in 1998 making it compulsory to field two sides. The club had volunteers and committee to run the club and always had 100 financial members. The club assets remain in the clubrooms for the youth group or any local members to use for birthday parties etc. The district now has a lot of young families and the club is hoping to field a team in the future.”

3.4 RESULTS OF THE SCHOOL AND COMMUNITY ORGANISATION SURVEYS

Surveys were sent out to all schools and known community organisations within the Southern Midlands. A copy of the survey is provided in Appendix C. The 11 respondents were:

Oatlands District High School

Bagdad Primary School (and soccer club)

Levendale Primary School

St Chad’s Church Ladies Guild

Levendale Hall Committee

Woodsdale Community Memorial Hall

Childcare centre and playgroup

Bagdad Community Club Incorporated

Tunnack Progress Association

Mile Inc

Colebrook Progress Association Inc

The school population was a total of 615 students. The community organisations had an average of 70 members although it varied greatly between 5-350 members. Five of the schools/organisations indicated that numbers of students/members had stayed the same in the last 5 years and 4 indicated they had increased. Six schools/organisations considered the numbers would stay the same in the next 5 years whereas four thought they would decline. The reason for increase was given as being in a developing area (Bagdad – Mangalore) with young families and continued subdivision planned.

The main venues used by the respondents are shown in Table 3.4.

Club/Group	Main Venues Used
Oatlands District High School	Oatlands Recreation ground, swimming pool
Bagdad Primary School/ Soccer Club	Community club soccer grounds and netball court, school oval and netball court, golf course and bike track
Woodsdale Community Hall	Woodsdale Community Hall
Levendale Primary	Levendale Community Hall
Childcare Centre/Playgroup	Bagdad Community Club playground would be used if there was suitable play equipment in the playground for under 5's. Currently can only use childcare centre playground. The Bike Track is used by some parents with prams and small children on bikes, but is very bumpy and too narrow
Bagdad Community Club Incorporated	Bagdad Community Club

Table 3.4 Main Venues used by Respondents

The respondents were asked to indicate the critical issues that they would face in the next 5 years. The following lists the responses in order of priority

- 9 Limited resources for developing or programming of facilities and activities
- 8 Limited resources to upgrade/maintain school or community facilities
- 7 Limited junior development programs available
- 5 Increased legal liability pressure and rising insurance costs
- 5 Lack of professional advice and support available
- 5 Lack of master plans for venues and facilities
- 5 Increased operational costs
- 5 Limited avenues now for sponsorship
- 4 Lack of volunteers to help administer and run sporting and recreation programs
- 4 Limited funding assistance from government or Council
- 4 Lack of suitable venues or appropriate facilities to meet needs
- 4 Lack of support services (e.g. public transport, childcare, information)
- 4 Decline in fund raising capability
- 4 Decline in volunteers to support the sport or activity
- 3 Increased demands resulting from major growth expected in the students or clients
- 3 Increased demands resulting from major growth expected in the sport or recreational activity undertaken by students or clients
- 3 Poor standard of facilities used and the inability to provide quality sporting and recreation opportunities
- 3 Changing working hours affecting support for programs and activities
- 3 Rapid population growth which will put excess pressure on resources
- 2 Decline in the population we serve making it difficult to maintain students or clients
- 2 Increased competition and diversity of opportunities which will reduce involvement in some activities
- 2 Limited skilled or sufficient coaches or facilitators for the activity
- 2 Aging community
- 1 Limited information to help school or organisation
- 1 Too many restrictions being placed on schools and organisations

It is clear that limited resources is a major concern for all respondents – to either upgrade existing facilities or to plan for new facilities. Also of high concern was the legal liability risks, lack of professional advice, lack of overall master plans, increased operational costs and difficulty with attracting sponsorship.

Other critical issues, which the respondents indicated would affect their organisation, were:

difficulty in providing sufficient extra-curricular sporting/recreational activities due to the distance of many of our clients/major centres and the costs to transport students to Hobart or Launceston to access facilities; and

the age and condition of the community halls.

The proposals for upgrading facilities, programs and services by the Clubs/Groups are shown below. The facility needs reflect the interest of the respondents to fix existing venues or to add in new facilities, which range in the likely investments required in the future. Learn to Swim and youth recreation development programs were often listed for programs. Better community transport services and information/signage were mentioned for new and upgraded services.

Club/Group	New or Upgraded Facilities	New or Upgraded Programs	New or Upgraded Services
Oatlands District High School	Community Meeting Room with room for large numbers Centrally-other than the school facilities and the courtroom – these are very limited which is a pity in a community this size	Any of the proposed facilities would be an improvement as our youth are significantly disadvantaged by a lack of transport, relative isolation and limited programs, other than those provided by the school, YISMAC and local football club.	Community transport, organised programs for all ages, childcare (subsidised more heavily for low income families)throughout the municipality
Bagdad Primary School/ Soccer Club	Bike track Pool/gym, Skate park needs re-surfacing (bitumen), Back of golf course or at park	Learn to Swim Coaching clinics – soccer, hockey, football, athletics etc. Pool – if provided At school of community club grounds	Soccer ground signs Outdoor notice board. Better information service of sporting events in community and public transport for children representing their school at interschool events
Woodsdale Community Hall	Bar room adjoining the supper room. Trail from Hall to caves. Barbeque at one end of the Bar Room.	Old time dance classes at the Hall	A mobile phone tower Mt Ponsonby (near Tunnach)
Levendale Primary	Multi-purpose enclosed court tennis, netball, basketball, volleyball etc. School grounds Childcare centre/playgroup Playground equipment/sandpit (suitable for under 5's) Sealing Bike Track and extending it so it is suitable for prams and young children on bikes	Learn to Swim – all students Junior Development Programs – boys and girls Access in partnership with Oatlands School	Community transport
Bagdad Community Club Inc	Playground and "Iden Park" Playground Bike Track Bagdad Community Club Incorporated Leisure Centre (new), walking and riding track (upgrade), sports oval (upgrade)	Junior Development (new) Social activities (upgrade)	Sport and recreational grant
Colebrook Progress Association Inc	Walking tracks and signage at Coal River Gorge Nature Reserve	Tennis coaching to foster an interest in the sport	
Childcare Centre and Playgroup			New sleep room/staff room (to accommodate high demand in under 3 ages

Table 3.5 Facilities, Programs and Services Priorities

The Schools/organisations were asked to indicate their top priorities for the next 5 years, how they intend to achieve it and how Council might assist. Table 3.6 indicates a range of possible facilities from the high cost (e.g. swimming pool, gymnasium, walking track) to minor works and improvements. The means to achieve these priorities appear to be beyond the capacity of the respondents and dependent upon Council or other agencies playing an active support role.

Club/Group	Priorities	How School or organisation achieve this	How Council may be involved
Oatlands District High School	Swimming pool, gymnasium, community recreation coordinator, more effective services for young people	State, Federal and Local Government grant and funding, Community Commitment and Philanthropic organisation	As the driving force and key coordinator
Bagdad Primary School/ Soccer Club	Learn to SwimPool/Gym	Ask the council to re-locate Oatlands Pool to Bagdad	Financially, coordination assistance and running assistance
Woodsdale Community Hall	Hall - Wiring, kitchen upgrade, leveling floor, heating etc	Grants and fund-raising	It is a Council owned Hall
Levendale Primary	Multi-purpose court as a 2005 priority	Playground Blitz Initiative	Support with machinery to prepare surface and drainage
Bagdad Community Club Inc	Upgrade of walking track and change room facilities		Joint project
Colebrook Progress Association Inc	Tennis Club for school children	Tennis Tas would run classes	Council would have an organisational role

Table 3.6 Top Priorities

Additional comments from the Clubs/Groups are provided below.

BAGDAD PRIMARY SCHOOL/SOCCER CLUB

“We have a lot of children riding bikes close to the highway. A skate and bike park, perhaps near to play area at the community club, would be safer. Bagdad Primary School Learn to Swim students currently have a 2-hour round trip for a half hour swimming lesson. A pool and Learn to Swim program in the area would mean they would have more time in the classroom. With a lot of dams in the area, we feel swimming lessons and water safety/confidence is especially important.

Children chosen to represent Bagdad Primary in interschool carnivals currently have to pay for the bus to these events. A funded bus for such times would make it easier on families who have more than one child competing.

The Council could assist the soccer club by providing line marking paint at the beginning of each season⁴. Coaching clinics held during the student's lunch hours in a variety of sports and athletic events would make the transition to high school sports much smoother for the children. Any revenue raised from a pool could help to fund other sports programs in the area."

WOODSDALE COMMUNITY MEMORIAL HALL

"Due to the high ratio of girls to boys in our district it might be worthwhile trying to invent a super 12 form of Aussie Football (12 players instead of 18). This would have a flow-on effect e.g. the new football club would hire the Hall for its dinners, fund raising, discos etc."

CHILDCARE CENTRE / PLAYGROUP

"To improve the childcare opportunities for parents in our area would enable them and older children to participate more fully in sporting activities."

TUNNACK PROGRESS ASSOCIATION

"Our association perceives a lack of interest among the younger residents of the town."

COLEBROOK PROGRESS ASSOCIATION INC

"The Colebrook Progress Association Inc built the tennis courts with a bicentennial grant in 1988. At present they are not being used, the nets need to be replaced and the courts sprayed to remove weeds. Our association is willing to maintain the courts but at this stage there seems to be little interest within the local community. We feel the best way to encourage the local children to use the courts is by having classes run at the local school.

I contacted Tennis Tas at one stage and was told they were happy to run a training program in conjunction with the local school; when I approached the school they were happy to be involved. Nothing came of this, as it requires a certain amount of time and energy to organise this. As we are down to 6 members, none with school age children, no one felt able to take on this responsibility. This is where I think the council may be able to help.

⁴ It should be noted that the Council does undertake the line marking at the ground.

The other sporting activity, which is played in the town, is badminton. This played once a week by a group of approx 6 women. At one stage this was a very popular game and I feel if the young people could be brought back into the game that would be a very positive step. The benefit of reviving badminton is that there is no cost involved and very little organisation. This is something else that could be introduced via the schools and then played in the local halls. The benefit of encouraging these 2 sports is that they can both be played with limited numbers.

Colebrook also has a virtually new cricket mat, brought by the now defunct Colebrook Cricket club and stored in the local hall. Practice nets have also been built at the Recreation ground.

The other area that there is interest in is developing water sports at the Craighourne Dam. When the Dam was in the planning stages there were plans to develop recreational facilities so a BBQ and public toilets were built. Landcare has also been involved with plantings of trees over the years. This is a site with a lot of potential which is not being realised and I feel there would be quite a deal of community support if something were to be started there."

3.5 OTHER MEETINGS AND SUBMISSIONS

3.5.1 Meetings

Meetings were arranged with

Andrew Moore – Oatlands High School

John Jones – Kempton

Troy Willaims– Youth Development Officer

Oatlands Swimming Pool Committee

Some of the key points from these discussions were:

poor condition of existing outside courts and the interest of the school to build new recreational facilities (e.g. multi-purpose indoor courts, soccer/cricket, modified rules oval) on the school grounds for access by community ;

the school has currently received a \$40,000 grant to undertake improvements to the school oval e.g. irrigation, drainage, surface improvement;

uncertainty with ownership of the Kempton grounds and old gymkhana land with potential opportunity to develop new recreation facility (e.g. badminton, netball, squash, running) – need something in Kempton for the kids and youth;

Kempton Hall needs upgrading to allow for wider use and Kempton oval is suitable for car tours, gatherings, and festivals, car rallies;

need more walking track loops including enhancement along Midlands Highway between town entry points (e.g. landscaping, trails, noise reduction planting);

good response from youth to skatepark and BMX, disco event, picture show programs run under YISMAC;

could be potential to use a mobile skate park;

need to provide a local drop-in centre for youth at ground level – maybe the old Oatlands library ;

need more community champions to support YISMAC;

support for active after schools program;

access of youth in country areas to town facilities and programs difficult and costly;

Oatlands needs to redevelop a new swimming pool to better cater for a wide range of needs e.g. learn to swim, health, physical education, water sports, leisure, school sporting training and events; and

range of other reasons for upgrading the swimming pool (refer to Chapter 5).

3.5.2 Written Submissions

Written submissions were received from:

Janene Isles - Oatlands swimming pool and leisure facilities

John Treasure – proposal for the asphalt court at Levendale

Horse riders – proposal for the Levendale Litehorse and Pony Brigade

Some of the key points from these submissions were:

the desire for the new Oatlands swimming pool to incorporate gym, multi-court, aerobics, 25m pool, spa, sauna and social games area with the ability to cater for both recreation and social use;

to build a multi-purpose asphalt court to cater for both school and community recreational activities (e.g. tennis, netball, basketball, running, bike activities, modified cricket and hockey) and where possible utilizing construction equipment in the local area at Levendale to reduce overall costs; and

the interest in establishing an informal, fun riding group that may hold 2-3 events each year with a focus on trail riding , safety and education in the Levendale –Woodsdale area.

CHAPTER 4

ASSESSMENT OF KEY ISSUES, DEVELOPMENT AND MANAGEMENT OPPORTUNITIES

4.1 INTRODUCTION

The community consultation outlined in Chapter 3 indicated that there were some key sporting and recreation facility development and management issues and opportunities that require attention within the Recreation Plan.

The key recreation planning issues covered are:

- planning and design;
- management;
- limited financial resources; and
- facility provision, use and access.

The following opportunities are discussed in this Chapter:

- Oatlands swimming pool
- major indoor sports centres
- community halls
- sportsgrounds
- parks and open spaces

4.2 RECREATION PLANNING ISSUES

4.2.1 Planning and Design

As is the case for many municipalities within Tasmania, the planning of sporting and recreation facilities has typically lacked any strategic focus in the past. Consequently there has often been a lack of regional or hierarchical recreation development policies and priorities with very few feasibility studies having been carried out. Issues such as the financial viability of proposals, design suitability and opportunities for the

integrated development of resources have generally not been fully explored as clubs and communities seek to have their own needs and desires met.

As is often the case, individual facilities have tended to be developed for specific user groups, often in isolation from other facilities and sports with little by way of an assessment of other potential uses or of long-term financial issues. This inevitably leads to some duplication and under utilisation of facilities, particularly where the population is declining, or where demands for sport and recreation have changed. Changing trends in population and demand and participation in sporting and recreation activities, has not often been considered and can mean that some facilities become incapable of meeting community needs with the passing of time.

Ultimately, the cost of maintaining facilities, which can never be viable will seriously threaten the survival of some user clubs (especially in the face of increased operation and maintenance fees) and may lead to further pressure on the Council for assistance. Whilst often still in good condition, many facilities such as community halls are not being used because they simply cannot support the uses which people wish to make of them, or they are not able to accommodate new uses. There are several examples of halls and sportsgrounds within the Southern Midlands that receive limited use, but require ongoing maintenance.

Many of the major sporting and recreation facilities across the municipality have also suffered from a lack of master planning in the past e.g. Oatlands swimming pool, Campania sportsground. However the Council has been initiating and supporting planning processes for some important areas such as Callington Mill, ChauncyVale and Bagdad community centre.

Community consultation is an important part of community recreation planning for a number of reasons. It allows for collecting better information about the nature and level of community needs; identifying potential users; informing potential users about the opportunities to be provided (and thereby improving the viability of the development); educating the community about the proposal and thereby diffusing opposition and improving support; improving the chances of obtaining development funds from fundraising in the community, and improving the standing of the Council in the eyes of the community.

There is a perceived lack of local technical advice available in relation to facility design and development opportunities, requirements and processes. This presents an opportunity for the Council and Sport and Recreation Tasmania to assist clubs and groups in seeking technical advice and information material.

In recent years the Sport and Recreation Tasmania has encouraged the formation of a Southern Regional Recreation Framework as a way of underpinning the strategic

recreation plans prepared by Councils. With the formation of the Southern Tasmania Council Board⁵, involving each of the 12 Southern Tasmania Councils, it is expected that both the philosophy and process of the Framework can lead to collective regional approach to sport and recreation provision and infrastructure. The preparation of Local Council recreation plans, like the Southern Midlands Municipal Recreation Plan, can contribute towards taking a more a collective regional approach in the future. The Southern Midlands is strategically positioned to service needs within the Midlands region.

4.2.2 Management of Facilities

Many facilities are managed on a maintenance-only basis and most do not have managers. As a consequence, many sporting and recreation facilities cannot be readily programmed or staffed and thus their use capacity is often significantly reduced. Those facilities with managers (e.g. Oatlands swimming centre) are generally achieving high levels of use and wider community recognition.

Community attitudes toward the provision and availability of facilities are frequently self-centered and make Councils' and manager roles increasingly difficult. Some attitudes include the increasing expectation that facilities should and will be provided for sport in priority to recreation use; that involvement in club management is not necessary, and that participants should not need to travel to facilities away from the local area.

A closely related issue is that of attracting sufficient community volunteers. This has become a major task and is a drain on club administrators. To make matters worse, those community members who serve on committees often appear to serve on a number of local groups. Such problems are very much a reflection of changes in community work and leisure patterns, the growing professionalism of sport and of the growing issues of legal liability in public life. Mention was made by some sporting clubs of the difficulty in securing parent support and involvement in the organising of activities. Concern was also expressed during the consultation about the risk of 'burn-out' of volunteers within clubs and groups and concerns about public liability and responsibility for volunteers.

If optimum benefit is to be achieved from Council and the wider community's investment in sport and recreation facilities and if unnecessary duplication is to be avoided, it will be essential to push for the increased programming of the existing facilities. The Council could take a lead role in encouraging and facilitating programming by others. To do this, it needs to be able to identify groups who would benefit from new and additional programs. This would also include activities

⁵ This Group comprises the 12 Southern Council's Mayors and General Managers under the chair of the Lord Mayor of Hobart.

which particular groups in the community would like to pursue but cannot, and facilities which are under-used but which could provide real benefits to the community. It should then identify a process for initiating appropriate programs. This should include:

promoting programs that provide opportunities for special needs groups in the community;

assisting/encouraging existing community groups to invite new members into their programs;

assisting/encouraging existing community groups to provide new (possibly one-off) programs for the community; and

encouraging facility owners/managers to make their facility more widely available to the community.

There is enough research to suggest that assistance given to programming will improve the sport and recreation opportunities and benefits for the community, will reduce boredom, petty crime and vandalism and will make better use of the existing investment in sport and recreation facilities. Perhaps most significantly, all these benefits can be gained for a very small outlay - which again, may be available from some other source. And if one program does not work it can be cancelled immediately and another begun – often without the need for any new facilities.

Council can not afford to overlook risk management issues and these must be addressed in relation to all existing facilities and all planned facilities, as has been the case with the condition of playground facilities within the municipality. Adoption and implementation of regular action on issues of risk should be a high priority in sport and recreation given the high level of community involvement.

4.2.3 Financial Issues

Many sporting clubs are in a difficult financial position as a consequence of declining participation and memberships resulting from the increase in alternate activities, the growing costs of provision and reduced parental support. This financial difficulty is being increased by rises in power charges, land rentals, escalating public liability insurance and higher maintenance costs, especially when the latter relate to facilities which are old and were poorly built in the first place. Further, fundraising is becoming increasingly difficult due to the competition for sponsorships and the competing efforts of other sports. Capital fundraising is usually more successful than raising money for operating costs, equipment or player travel.

In this context, there will ultimately be a need to review the long term viability of some of these facilities and in some instances, take action to identify ways by which provision can be rationalised. Viability should not be defined purely in terms of financial issues, however, as in some rural communities, the local hall may be the only remaining evidence of past achievements and may play an important role in retaining a social identity. In these circumstances, community support and recognition should wherever possible, come ahead of purely economic issues.

The consultation forums indicated the community has a practical appreciation of the costs of providing sporting and recreation facilities – this was particularly evident when major facilities such as swimming pools or indoor sports centres were discussed. There was a general feeling that priority should be given towards fixing up existing facilities or improving access to such facilities, rather than building major new facilities. It was widely recognised that major facilities, such as swimming pools, required a large population catchment to help fund the construction, operation and ongoing maintenance costs.

The Australian Accounting Standard (AAS27) will require considerable sums being set aside for asset maintenance and replacement and that this may eventually need to be carried through to the pricing of facilities. To successfully implement these accounting requirements and any related pricing changes, Council will need to inform their communities as to the reasons behind the action and the benefits, which can flow from them.

The Sport and Recreation Tasmania facility grants programs and community grants were introduced in 2000 and are targeted at community projects seen as a priority in local government sport and recreation. State and Federal Government agencies either have annual or occasional grants programs to assist a range of community development including leisure, sport and recreation development.

While applying user-pays principles to the costing of sport and recreation facilities is fashionable, it must be remembered that sports participation has many flow-on benefits within the community and should not be seen only in economic terms. The fact that cost of participation is rising and making it difficult for many families to access community recreation opportunities - particularly where the members of larger families want to pursue a number of recreational activities - means that equity issues should not be ignored.

Information regarding funding sources, levels and processes was felt to be lacking by some clubs and groups. However information on funding sources often does exist but may not be reaching some of those who need it. As a consequence, more directed action might be required to disseminate it and to explain the opportunities available.

4.2.4 Facility Provision and Use

Despite the small population base, the Municipality's rate of population growth in newly developing areas will lead to increased community demands for new or better community recreation facilities in the future. However the needs will vary across the municipality. There may be community interest for better facilities in Bagdad where the population is increasing and where there is a younger population base or for more appropriate facilities for older age groups within Oatlands, Kempton and rural areas.

As discussed earlier, there is a noticeable trend within most communities from organized sport to participation in non-organised or informal activities. This may create new opportunities for under-utilised sporting and recreation facilities or may create some demand for new facilities e.g. recreation trails.

Elsewhere in the State, under-use is particularly common amongst facilities, which support single group or purpose activities, which have inadequate support facilities, and services, are small and those, which are remote. The exclusive use of facilities often correlates with low use and with provision duplication. As a consequence, action may be needed to tackle this problem wherever the opportunity offers itself. This can be achieved through facility rationalisation, encouraging or even forcing multi-use (using, for instance, the offer of upgrading assistance), and low priority being given to assisting with the maintenance of facilities, which serve single user groups.

Councils should encourage commercial sport and recreation provision as it does offer new or better opportunities at no direct cost to the general community. However, the failure of commercial sporting ventures is relatively common and this has several negative side effects, including the loss of local employment, market distrust and the fluctuating availability of leisure opportunities.

The growing elitism in sport is requiring more travel to compete and increased costs of competition. There is some concern that an over-emphasis on elitism could lead to the rejection of sport by those merely seeking enjoyable competition and the burn-out of many young players. While elitist performers should be encouraged and assisted, this should not occur at the expense of others and trying to push all participants in this direction should be avoided. Similarly the access to and delivery of services (such as administration, coaching and official training) to rural and more remote areas by the peak sport and recreation bodies has not been evident.

There is a concern on the part of many sports that parents are using them as a child minding service and not assisting with supervision and programs. Facility use in smaller communities has dropped as a consequence of reduced family sizes, an

aging of the population and fewer children being available to pursue sporting activities.

4.2.5 Summary

The Southern Midlands has a good mix of recreational assets, beyond what might be expected for a municipality with a population under 6000 persons and one that is spread across a large rural area. These facilities have been progressively developed in response to the needs of the community over a long time – many were developed by past Councils (e.g. Green Ponds, Oatlands, Richmond) and then absorbed within the formation of the Southern Midlands Council. The Southern Midlands Council is clearly the principal owner and manager of a diverse range of sporting and recreation facilities including recreation grounds, pool, open spaces/parks and community halls.

To some extent, the existing provision is also a reflection of how the community existed in the past - sport and recreation was previously focused on the local area but high ownership of private vehicles has since allowed people to access better choice of quality facilities both within and outside the municipality.

As the make-up of the community has changed, so has the needs and use of these facilities. For instance some sports grounds have limited use due to the decline of the population numbers and changed recreational interests in the community (e.g. loss of football and cricket teams). Similarly community halls were once a focus for local community recreation activities such as badminton and country dances, but are now typically under-utilised by the community due to improved private transport, inflexibility of the buildings, the ageing of the population and changed recreational interests in the community. Clubs with a growing population base have been able to upgrade facilities and services to better cater for their sports, whilst others have lost players and seen use of their facilities decline.

It is evident that there are patterns of change in the demographics and recreation participation that will have some significant long-term impacts on recreation participation and future demand, and therefore the use and provision of facilities and infrastructure, programs and services in the municipality. These demographic and participation trends will require Council to monitor and review its future role in recreation planning and provision. Council will also need to consider possible ways of sustaining recreation participation within the community, whilst dealing with changing demands for recreational facilities, programs and services – whilst some areas like Bagdad continue to grow and expect facilities, other areas are in decline and existing facilities receive limited use.

Whilst a broad policy framework exists under the Council's Strategic Plan and recognises the benefits of recreation, the opportunity exists for improving the integration of recreation policy and operations under the auspices of a Strategic Recreation Plan for the whole of the municipality.

The potential implications for Council's recreation management and development role may be the need to:

- continue to recognise the importance of sport and recreation as a core component of the lifestyle attraction for encouraging people to live within the municipality;

- better integrate recreation policy with Council's Strategic Plan to ensure future resource allocation decisions are assessed with regard to the potential implications and benefits for recreation;

- assist improved recreation planning and management by;

 - improving monitoring of community needs (e.g. facility use, demographic changes, special needs, recreation demand, attitudes) to allow Council to better plan and respond more effectively to changing trends;

 - redirecting priorities towards adaptation, better programming and improved servicing of existing recreational facilities to meet community needs wherever possible, rather than building new facilities;

 - preparing master plans for major recreational facilities and management plans for major open spaces that set out a planned program for managed improvements;

 - creating clear mechanisms for improving consultation and working relationships between Council, clubs, groups and community about issues and priorities given changing needs within the community;

 - improving local community awareness of sporting and recreational facilities and opportunities through effective communication strategies so as to help sustain recreation participation levels, and provide support to clubs and groups;

assisting clubs and groups to develop business plans for their facilities, which include the management and marketing of clubs to improve participation and support;

facilitating clubs and groups to combine resources in response to escalating costs (e.g. negotiate insurance cover, sharing of equipment, shared coaching programs, purchase of equipment); and

negotiating partnership opportunities with other stakeholders in the delivery and management of recreation facilities, programs and services.

Most of these actions will require an increased commitment from Council to respond to the changes occurring within society and how these changes will influence recreation behavior. Sporting and recreation groups tend to establish themselves for the sake of pursuing particular activities and often lack the skills, inclination or authority to change their organisation or others in the community, in the face of changing community needs.

It will be essential for the Council and other professional agencies, which provide or support recreation provision (e.g. schools, State government, State and regional associations) to take a strong leadership role in directing, facilitating or pursuing the required changes.

4.3 OATLANDS SWIMMING POOL

The gaol yard within the historic site of the 1836 Oatlands Gaol was developed as the Oatlands municipal pool in the 1950's and continues to be used today. Williams (2004)⁶ archaeological survey indicates that the Oatlands Gaol site is extremely significant and worthy of long term conservation, interpretation and promotion as a historic attraction.

The reasons for finding an alternative site for the pool also include:

to achieve benefits for historic site protection, developing a tourism attraction linked with Callington Park and providing better facilities for community needs;

the age and condition of the current pool is now requiring high maintenance e.g. pumps, filters, leakage problems, and aging equipment;

⁶ Williams B 2004. Oatlands Gaol Historical Report and Archaeological Survey, Southern Midlands Council

potential works to fix safety and risk concerns e.g. replacement of the concourse;

the current pool does not cater well for different user needs;

there is no suitable accessibility for people with disabilities or mobility difficulties; and

heritage conservation constraints will always impact on what can be done at the site.

The potential benefits of a new aquatic centre include:

there is no indoor pool facility in the Midlands and any such facility would attract all-year round use;

to provide for a range of local community needs and users (e.g. school use, learn to swim, leisure, health, sports training, water education and safety etc) and draw people from outside of the Oatlands area;

it would provide better opportunities for youth activities (and possibly reduced vandalism and boredom);

improved health and help reduce obesity;

there needs to be a good aquatic facility servicing the Southern Midlands (especially the southern part of the Northern Midlands and eastern part of the Central Highlands);

capacity to provide hydrotherapy and other facilities that support the Midlands Multipurpose Health Centre;

the capacity to help attract people to live in the Oatlands area and more visitors to stay in the town;

allowing the Gaol and the Callington Mill precinct to become a more authentic and significant tourist attraction;

reduces the travel costs for the community; and

the potential to re-use pool water for other uses (subject to meeting environmental approval).

The Council along with local community support, has sought to eventually remove the swimming pool and find a more appropriate location for a new pool. Following a public meeting in July 2004, a New Oatlands Pool Committee was established in

November 2004 with community and Council representatives to pursue the establishment of a new pool. A separate Oatlands Gaol Military and Precinct Committee has been formed to progress development of the historic site.

Currently the Council provide a subsidy for the pool operations over the 3 month operational period of \$45,000.

The New Oatlands Pool Committee has considered a range of possible sites, design parameters, funding sources and undertook a survey of users during the Summer of 2004-2005. There were 84 surveys returned and the key findings were:

- 52% of respondents were families and 48% individuals;

- higher number of female respondents than male;

- age group profile showed highest levels in young children (0-15 years) and parent age group (31-40 years) with declining numbers of respondents over the age of 50 years;

- 67% of the respondents were from Oatlands;

- 70% of the respondent's children learnt how to swim at the Oatlands swimming pool;

- about a third of the respondents visited the pool most days, 21% about 2-3 times a week, 15% weekly and 12% fortnightly – so some 80% of the respondents were visiting the pool at least once every two weeks;

- fun/enjoyment, location and social/being with friends were the most popular reasons for using the pool;

- 81% of respondents favored a kiosk café and 79% a gym to be located with the pool and between 20-30% favored martial arts, meeting room and sports outlet associated with the pool;

- over half the respondents would like to see a diving board, toddlers pool, water slide and hydrotherapy pool added to any new pool;

- the majority would like an indoor pool or a combination with an outdoor pool;

- about half favored a 50m pool;

the respondents indicated that with a new pool and upgrading of the associated facilities, their visitation would increase (about 99% would visit at least once every two weeks);

some 45% indicated they would be prepared to pay between \$5-\$7, 14% would pay \$8 - \$10, 34% less than \$5 (mainly the 10-20 age group) and 21% a membership or seasonal ticket (range \$100-\$150 per year).

Some of the critical issues to be faced with the development of an aquatic facility are:

the high capital and operational costs involved with aquatic facilities⁷;

the small population base from which to support such facilities (currently about 500-600 within Oatlands not including outlying rural areas which could include parts of Northern Midlands and Central Highlands and may increase this catchment to say 2000 persons);

the pattern of slow population growth in Oatlands and general decline and ageing of the population in rural areas;

funding for aquatic facilities is often requested from the State and Commonwealth Governments and any bid will need to compete with other possible projects in the State including regional facilities given the limited funding available; and

the limited resources of the Southern Midlands Council to be able to fund such infrastructure without a significant increase in rates.

Indoor pools almost invariably operate at a loss due to price resistance on the part of the market and as a consequence, they are now rarely built without being linked with ancillary 'dry' and social facilities, which can provide profit-making activities such as fitness programs, aerobics, kid's parties and so forth. Modern aquatic complexes are also costly to operate. Annual expenses can be anything from \$350,000 to \$500,000 depending on the staffing, programming and the equipment and services being provided. To meet these costs, use has to be high and the population catchment needs to be sizeable.

Based on the average of 8 visits per head of population per year⁸ for the 2,000 people within the Oatlands catchment, the revenue at \$8 per visit would be \$128,000 and

⁷ Current estimates for a 25m indoor heated pool range from about \$5M (with associated dry facilities), \$1M for a hydrotherapy pool (heated indoor 10m by 15m facility) and in the order of \$12M for an indoor 50m pool. The annual expenses for operating an indoor 25m pool range from about \$350,000 - \$500,000. (Source : HM Leisure Consultants, Prior and Cheney Architects)

could not cover the expected operational costs of a 25m indoor heated swimming pool and certainly could not contribute towards any repayment of the initial capital investment costs for the facility. While the willingness and capacity of a local community to pay certain levels of fees would need to be assessed before any fee scale was established, it is known from past experience that beyond \$6, visit frequencies begin to drop off significantly so that larger catchment populations would be required. Whilst it may be possible to consider various options to reduce operating costs and to also increase the number of visits, this situation will affect the viability of such an aquatic facility in the municipality.

These crude figures suggest that a small community such as the Southern Midlands is unlikely to have the capacity to generate the income required to cover the operating costs of indoor aquatic and sporting complexes, and that if such a facility is to be provided, they would need to be subsidised from general rate revenue. This is often the case in fact, because the health, recreational, therapeutic and social benefits of such facilities have been clearly demonstrated and are considered to therefore be warranted. This view was expressed by some people during the community consultation, stating that the Council does not necessarily need to achieve a profit from all their investments within the community.

A strategy pursued by several Councils which have simply not had the resources to build new indoor centres or which have been unwilling to cover the high operational costs of 25 metre complexes, has been to build smaller 'warm water' indoor learner-exercise-hydrotherapy pools. These can be constructed at a lower cost, often a third to a fifth of the capital cost of 25 metre pools (again depending on what is provided) while operating costs can be even lower because of the far lower staffing, heating and water treatment needs. In particular, 'self-staffing' by qualified leaders in user groups can eliminate the bulk of staff costs. Such facilities permit all year use for virtually all activities except lap swimming, school competitions and club championships and are often preferred for learn-to-swim and all health and remedial needs.

In a number of instances the cost 'savings' achieved by building smaller pools has been particularly attractive where the smaller pool has been able to be built alongside another sporting complex so that there is a sharing of staff, amenities, parking etc or where the capital and/or operating costs have been shared through a joint initiative with a school, tertiary institute, hospital or other similar institution. For instance Warrnambool High School built a 4 lane pool attached to their school gym and hall in 2003 for less than \$600K which they then leased it to a swim school for \$67K pa which helps pay it off. In Lavers Hill, in the hills north of Cape Otway

⁸ The 'rule of thumb' measure of an average of 6 visits has been commonly used in recreation planning based on research findings from aquatic facility studies within Australia. However in the case of Oatlands strategic location, the lack of alternative facilities and results from the user survey suggests an average of 8 visits per head could be used. However the frequency of use would decline with travel time from Oatlands.

(Victoria), the school built a 20 metre indoor pool which the community can book and use by picking the key up from the school Principal. At Apollo Bay in Victoria, the school and community run a pool at the school. It is staffed by the school thru the day and thru a community committee in summer. Residents are given the required training to be supervisors.

In the case of Oatlands there may be scope for co-operative arrangements between the Council, Education Department, Community Health or possibly a private developer. The latter may potentially be a residential, tourism or other commercial development, which generates some synergy with access to aquatic facilities. Domestic scaled pools are considerably less expensive than commercial pools and it maybe more realistic to consider the option of a private pool being hired out for some community use.

A number of possible locations for a new pool site were identified by the local community, those being at the:

- 1) near the Oatlands Recreation Ground;
- 2) Lake Dulverton Esplanade;
- 3) old Council depot site off the main street;
- 4) open land between the town and Midlands Highway e.g. near Oatlands school farm site;
- 5) Oatlands school land; and
- 6) southern entrance to the town.

Inspections of these site options indicated that site options 2, 4 and 6 were generally less favorable than the other three options due to longer distance from the town centre/residential areas/school, existence of surface and ground rock (thus higher costs), capacity to provide efficient infrastructure services. The assessed advantages and disadvantages of the other three sites are provided in Table 5.1.

The option near the Oatlands Recreation Ground favored utilising vacant land located off Marlborough Street in preference to land adjacent to the oval and club buildings. The latter site had the constraints of limited land area and configuration, undulating land with rock thus higher site costs and the potential to impact at times on the use of the oval e.g. take-up of current car parking area. The alternative site could be linked and better integrated with residential development as a joint partner and allow greater capacity for future site development.

Sites	Possible Advantages	Possible Disadvantages
near Oatlands Recreation Ground (off Marlborough Street)	<ul style="list-style-type: none"> • convenient distance of the town centre, school and future residential areas • large land area with good grade • availability of services • capacity for considering joint development with a residential/retirement village • capacity for future development of sport and recreation facilities • strengthens role of the Recreation Ground and land as a major open space asset • possibility of link road connecting sites • complex would not detract from the heritage values of the streetscape along High Street • does not create a major turn-in point off High Street and uses existing road system • accessible on residential streets without high volume of use, heavy vehicle use and lower speeds 	<ul style="list-style-type: none"> • land is in private ownership and zoned Residential thus requiring approval for rezoning • would need to consider any possible impacts on nearby residences e.g. traffic, noise
old Council Depot site	<ul style="list-style-type: none"> • very central to town centre and school • pedestrian access entry available off High Street • close to community health centre for any possible rehabilitation use (e.g. hydrotherapy) • Council owned land and plans for the workshop to be relocated • possible vehicle access from Stanley Street and Nelson Street • availability of services 	<ul style="list-style-type: none"> • land area and configuration is awkward to design facility layout, car parking, access • limited site area for associated facilities and possible joint development • potential for impact on residential amenity given close proximity of residences to site boundaries e.g. traffic, noise, visual impacts of large building, loss of sunlight • site may be better for more intensive redevelopment involving commercial, tourism and residential integration • limited land for car parking may have an impact • requires children to cross road with higher traffic volumes, heavy vehicle use and speed than residential streets

Table 4.1 : Assessment of Possible Aquatic Centre Sites (cont)

Sites	Possible Advantages	Possible Disadvantages
Oatlands school site	<ul style="list-style-type: none"> located close to the town centre and at a well recognised community asset school likely to be a major user of the pool and associated facilities opportunity for joint development venture with Education Department possible costs savings with opportunity for joint management/ administration given school resources at the site opportunity to link with other school facilities for community access and use unlikely to impact upon other neighbouring properties availability of services 	<ul style="list-style-type: none"> limited available site options for a pool given existing building layout and high use of open grounds for school use limited site area for associated facilities and future development options some operational and management issues involved with times for community access and school use car parking and traffic issues may increase with high use of a leisure complex

Table 4.1 : Assessment of Possible Aquatic Centre Sites (cont)

It is considered that the best option for further investigation is the vacant land off Marlborough Street as it provides the best opportunity for securing an integrated development, which might support the feasibility of such a facility. The other two sites, whilst offering benefits such as being in public ownership, both have physical constraints for achieving the capacity for joint development or future development.

Based on the preliminary study investigations, the best long term options for achieving a new aquatic facility in Oatlands are considered to be:

- investigate the feasibility for a aquatic centre primarily focused on health, learn to swim and leisure programs rather than competitive use;
- investigate the feasibility of joint partnership arrangements with relevant State Government agencies and or private developer interest;
- investigate the option for a integrated development on the land off Marlborough Street which could incorporate sport, recreation, residential and tourism uses;
- undertake a business case for the development; and

- investigate funding options based on the identified need and value of the aquatic facility to the Southern Midlands.

The New Oatlands Swimming Pool Committee are keen to pursue a 25m indoor pool and are currently investigating ways to seek support from government agencies to help fund a feasibility study. The Committee is aware of the need to reduce the potential capital and operating costs to convince Council and government that the proposition is realistic.

4.4 MAJOR INDOOR SPORTS CENTRES

Whilst there was demand for additional indoor sporting centres from the consultation program, there was also a strong desire for upgrading the existing facilities (in particular community halls) to better cater for community needs.

While not as costly as aquatic facilities to either build or operate, full sized multi-purpose courts capable of accommodating netball, basketball, volleyball, badminton and possibly, indoor cricket and soccer, have become very expensive over recent years. Although cheap construction methods and the use of uninsulated buildings can provide a single court for around \$600,000, costs of \$900,000 - \$1M are more common for good quality facilities. Due to the small population of the Council area, the market to support indoor sports centres will always be restricted. This means that whatever exists or is provided in the future, will need to be carefully managed, well marketed and tightly programmed and timetabled.

The community consultation indicated interest for indoor sports facilities at Oatlands, Campania, Kempton, Bagdad and Levendale. Given the costs and small population base, the most logical prospects is one where any such facility could be associated with an existing use such as:

the Oatlands High School which would generate a high level of use for such a facility in addition to community access and use;

the Bagdad Community Centre where there is already a hub of sporting and recreational facilities (and active School) and prospects of a faster growing community (although this area is still within the catchment for regional indoor facilities within the Hobart urban region); and

and possibly smaller scale facilities associated with the schools at Campania and Levendale if investment grants are successful in meeting all development costs given the small population catchments.

The Oatlands High School has recently been successful in receiving a grant of \$40,000 to top-up its funding of \$13,000 for improvements to their oval surface, drainage and irrigation. Discussions with the School indicated the long term vision of seeking funding assistance to substantially upgrade the courts and the existing gym and allowing these to be utilised by the community.

The Bagdad Community Centre is a good example of a well planned community asset that provides facilities for a wide range of activities whilst sharing car parking, club facilities, toilets and change rooms. The highest priority from the local community forum was for the preparation of a master plan for the total site to help co-ordinate existing and future use on an effective and efficient basis. These existing facilities and a growing population means it is ideally located to strategically service the lower part of the Southern Midlands the preparation of a master plan would facilitate this role.

Similarly, Campania would benefit from an overall master plan given the spread of existing facilities and expressed community desire to consolidate these to create a hub. A working group within the community has started the process and considers there may be scope for:

adding tennis courts, history room, skate park and bike tracks into the land surrounding the school oval;

upgrading the historic Flour Mill building to include arts, coffee, arts and crafts⁹;

upgrading the Flour Mill Park including removal or re-use of the derelict tennis courts, adding a BMX park, upgrading the open space, improving facilities for a potential tourist train to stop in the future;

developing recreational walking and cycling trails from the Park to nearby bushland areas; and

considering use of the hall for wider community use including overnight campers being able to use the amenities.

A master plan process would help the community to progress these ideas and the feasibility of developing facilities, where they best fit and the interest of other stakeholders. In particular the available land at the current sportsground is limited and may not have the capacity for all the facilities proposed. The upgrading of Flour Mill Park has considerable merit given its location, existing facilities and ability to cater for visitor needs in addition to local residents.

⁹ Currently leased to the Education Department and used as a teaching facility for the local school

The Levensdale school has become the hub for activities within the area and is ideally located close to the community hall, small sports oval and local walking track. The community proposal to add courts to the existing hall is a logical idea and would service the Levensdale, Woodsdale and nearby rural areas. It would strengthen the role of this area being a local focus for community facilities.

4.5 COMMUNITY HALLS

There are 17 local community halls within the municipality of which 6 are owned and managed by the Council and 11 are community owned halls, often being managed by a local Community Hall Committee.

Only very limited information was gained from the consultation program in relation to the management of the community halls. However it is expected that most Hall Committees are keen to consider opportunities for improving use levels and to respond to a range of issues involved with the management of their hall. Some of the key problems and issues are likely to be:

- the limited use being made of the hall;

- declining community supports to help manage and maintain the hall and in particular volunteers to administer and manage the facility;

- the difficulty of maintaining the increasing costs for ageing assets;

- increased costs from insurance, rates and HEC;

- ongoing vandalism problems; and

- achieving access for the disabled.

Community halls are, without question, significant facilities in the quality of the social life and community activities within many parts of the Southern Midlands. Some have cultural and heritage values as a memorial to those that have served in past wars. As a general principle, the Council and community should endeavor to maintain these facilities, where feasible, as the focus for local community activities. This is clearly possible for the majority of community halls that exist within the Southern Midlands, where there is demonstrated local community support and involvement in management and maintenance. Indeed, it may be more appropriate to consider the facilities as community centres offering a range of leisure possibilities rather than the traditional notion of a just being a 'hall'. It is not unusual to find some new members within a community will take up the challenge of reinvigorating the facility and its use potential if it is threatened with being lost.

The real challenge is assisting the community to manage a facility, which was designed for the past, to now meet the needs of the present and future. The Hall Committees are likely to require help with identifying target groups, marketing, promotion and long term management of the facility. To this extent, the Council can play a major role in assisting such Committees with both advice and support services, as well as co-coordinating skill development and management ideas across the Southern Midlands. An outline of the general thoughts based on site visits and discussion with the Southern Midlands Council Hall and Recreation Committee is provided in Table 4.2.

Hall	General Comment
Broadmarsh Hall	Trust owned and currently seeking Council interest in taking over the responsibility for the hall given rising costs and limited volunteer support. Evidence of ongoing maintenance required and vandalism of the nearby tennis courts. Council would be taking over a liability with limited value unless there was strong community support. There is no information to suggest future use and interest from the consultation program.
Mangalore Hall	Community owned hall. Small building within a growing population and adjacent to the Pony Club.
Kempton Memorial Hall	Council owned hall. Used to have State Library and surgery but now a RSL darts club use for 2 nights / week, use by YISMAC and school. Although inadequate for sport and recreation use it has value as a community meeting and leisure facility and scope exist for other community uses in the future. Opportunity to consider selling off residential land at rear.
Jericho Hall	Community owned and some maintenance being undertaken.
Gay Street Hall, Oatlands	Council owned hall. Used as a dance studio and for community meetings.
Town Hall, Oatlands	Council owned hall. Important community facility for the town.
Tunbridge Hall	Community owned hall. Interest for Council to take over the management responsibility.
Pawtella Hall	In poor condition and should be considered for sale if there is little community interest in maintaining and managing the facility.
Jubilee Hall, Parattah	Community owned hall.
Stonor Hall	Community owned hall. Appears to receive little use.
Baden Hall	Appears to receive little use and will require ongoing maintenance
Woodsdale Hall	Council owned hall. Appears to be in good condition with recent exterior works.
Colebrook Memorial Hall	Council owned hall. Important community facility for the town with active Committee.
Campania Community Hall	Council owned hall.
Campania War Memorial Hall	Council owned hall.
Levendale Hall	Community owned hall.
Mt Seymour Hall	Community owned hall. Apparently very little use.
Tunnack Hall	Community owned hall. Appears to be in good condition and receiving some use. Located with park and pioneer memorial nearby.

Table 4.2 : General Comments on the Community Halls

Based on the limited information, it is difficult to make any precise recommendations about the individual hall facilities other than to provide some general guidance on the overall provision and management of these halls. The direction for the Council should be to:

maintain the current Council owned halls as the principal halls within the municipality given they are located in the key settlements which potentially service a wider range of users including schools;

Council avoids taking responsibility for community owned halls given the burden of ongoing maintenance and management costs and trend towards declining community use and interest, despite their value often as the only community facility within the local community;

support the potential upgrading of halls in locations where there is a suitable base population and a trend towards a growing local population and community interest in such facilities;

Council work with local communities that are committed to improving the use, management and maintenance of these facilities so they become more sustainable and accessible for other uses;

where strong community interest does not exist for the management and maintenance of the community hall, then consider alternative options such as facilitating leases by other community groups or individuals that will maintain use (but may limit public access) or alternatively the sale of the building subject to due processes of consulting with the local community; and

facilitate the potential option of selling the Pawtella Hall, Baden Hall and possibly the Mt Seymour Hall given apparent limited community interest and use of these facilities.

The dilemma for Council is that taking responsibility for more halls will increase the overall costs and possibly over-load the budget without the capacity to effectively maintain and manage other halls that may better service the needs within the wider community. The general decline in rural population and willingness of people to travel to better facilities will continue to test the sustainability of community halls, despite the contribution of these buildings to the local heritage values of the area. In the absence of strong community interest and use of such facilities, it is inevitable that further rationalisation will occur in the rural areas of the Southern Midlands.

4.6 SPORTSGROUNDS

There are numerous sportsgrounds within the Southern Midlands – 10 of which are owned by the Council but others are associated with schools and local community halls.

The playing surfaces are generally good and the sites well maintained at the sportsgrounds being utilised for regional and district level competitions (e.g. Oatlands, Bagdad, Campania). This is probably due to a high level of self help in some cases, adequate surface preparation and maintenance, and past provision of resources by the Council and community for undertaking major improvements. The sportsgrounds receiving limited local use had poorer surfaces and facilities. Some sportsgrounds such as at Colebrook, Kempton¹⁰, Mt Pleasant¹¹, Tunnack, Tunbridge, Woodsdale¹² and Parratah no longer have football teams and some also do not have cricket teams. There are some "village" ovals in the smaller settlements, often associated with the local community hall or school e.g. Levendale cricket ground, Bagdad school. Cricket is also played at the Runnymede cricket ground which is located on private land and managed by the Cricket Club.

Most of the sports grounds have limited support facilities - such as change rooms, public toilets, seating, paths, fencing, car parking - and many facilities that did exist were seen to be adequate by the local community and user groups but in some cases, not necessarily up to standard for the regional/district competition for which the facility was being used for.

The tough financial constraints facing the Council and community, will bring into question the feasibility for maintaining all of the existing sportsgrounds in future years, and inevitably some further rationalisation of facilities is likely to occur.

However it is recognised that sportsgrounds generally make a major contribution to recreation opportunities in the community as they support formal, competitive activities and allow potential for a range of possible community recreational uses by different user groups. In some cases, the land may have been bequeathed or donated to the Council and the facilities largely constructed by volunteer labour. Whilst many of the sportsgrounds are not supporting traditional use for cricket and football, this does not mean that they cannot be used for other activities. For instance the Tunnack Recreation Ground has been a sportsground for several years but has attracted interest from the Blue Gum Rovers who are interested in using it as

¹⁰ Currently there is no football or cricket use of the Kempton oval. The Kempton Football Club did not field teams as it could not find enough administrators to run the Club although it is possible that the Club may be revived as part of the review of competitions in Southern Tasmania by the AFL.

¹¹ The Football Club faced lack of volunteers, players and community support but managed to field a team during 2005. Cricket is still played at the venue.

¹² The Football Club has been in recess since 2002 and 2004 as it could not field reserve sides in the competition but does have good volunteer and Committee support and is hoping to re-enter the competition in future years.

a base for social camping and events. In the Sorell Municipality, the Copping oval was partially retained for ball sports but also redeveloped for use as a gymkana event site and BMX track.

The principal sportsgrounds are considered to be the Oatlands Recreation Ground, Bagdad Community Club and the Campania Recreation Ground. It is appropriate for these facilities to be upgraded to meet the expectations of the district and regional based competitions – this might be improved surfaces, night lights for training or extensions to existing facilities to better cater for users and spectators. All these facilities should eventually be subject to Master Plans, which seek to progressively upgrade the facilities to satisfy the needs and requirements of involvement in a regional/district competition, particularly for football and cricket as the major users, but with scope for other activities in the future.

Where possible, subject to local community support, the other local sportsgrounds should be maintained and the overall character retained - they are representative of a cultural setting and lifestyle that is worth protecting for the future benefit of the community and visitors. However, if there are some facilities, which no longer service community need, Council should then consider alternative use options.

Greater levels of use of the sports grounds could be achieved through flexible programming/booking arrangements, upgrading of major grounds and support facilities, improved site maintenance, appropriate pricing structures and greater user involvement in site management.

The main direction for managing sportsgrounds is for the Council to:

- continue supporting and maintaining the principal sportsgrounds for the municipality, those being the Oatlands Recreation Ground, Bagdad Community Club and the Campania Recreation Ground;

- support and encourage opportunities to regain traditional sporting uses such as football and cricket on the existing sportsgrounds e.g. Woodsdale Recreation Ground, Kempton Recreation Ground;

- where appropriate, given the likelihood of a continued decline in traditional sporting use, consider options for alternative recreational uses and activities e.g. Kempton Recreation Ground, Mt Pleasant Recreation Ground, Colebrook Recreation Ground, Mangalore Recreation Ground (currently leased to the Pony Club), Tunnack Recreation Ground;

consider other development options for sportsgrounds where there is little use and possibly limited community support e.g. Tunnack Recreation Ground; and

foster joint partnerships with schools for the upgrading of sportsground facilities, which have capacity to attract community, use e.g. Campania Recreation Ground, Oatlands High School, Bagdad Primary School, and Levendale Primary School .

4.7 PARKS AND OPEN SPACES

The Council manages 6 parks within the municipality, which would appear to be fewer than most other Council areas within the State. To some extent this limited provision is likely to reflect the:

higher rural population and more dispersed population;

the history of the Southern Midlands community and perhaps attitudes towards having a few large parks and reserves, rather than many small areas;

access to public land areas within close proximity to the population;

limited resources of past Councils to purchase and manage parks; and

the tendency to focus on one larger reserve within the main towns.

The six parks are Callington Park, Iden Park, Station Park, Colebrook Park, Flour Mill Park and Tunbridge Park. In addition the Council is a key stakeholder in the management of Chauncy Vale Sanctuary near Bagdad.

Many of the existing parks require some upgrading and more effective management to remain attractive and sustainable. Many of these parks were observed to have:

old play equipment, which required regular maintenance or replacing (Council is progressively removing and replacing playground equipment within the Municipality);

little landscaping treatment;

a lack of attention to the provision of support amenities such as shade, seating and sealed paths;

limited attention to safety and risk issues especially the accessibility of vehicles into these parks;

poor signposting;

inadequate car parking provision; and

limited opportunity for meeting a range of user needs.

There are a few exceptions to this situation, generally where there had been recent investment by the Council and community to create a more pleasant setting for local residents and visitors (e.g. Callington Park, Lake Dulverton) or where local communities were very involved in maintenance and improvements (e.g. Flour Mill, Bagdad Community Centre).

The overall strategy of generally focusing on one larger park area within each settlement is a sensible approach given the small scale of many settlements and limited resources of the Council. However in new developing areas such as East Bagdad Road it is appropriate to secure additional land for a local park, otherwise residents would need to cross the Midlands Highway to access any play facilities.

Comments on each of the parks and open spaces based on site visits and consultation are shown in Table 4.3.

4.8 RESTORING LAKE DULVERTON

Council has applied to the Commonwealth Government for a \$1.5M grant to restore a wetland environment at Lake Dulverton Conservation Area that will also provide a reliable domestic water supply to the town of Oatlands. It involves installing 17kms of water supply line from the existing water storage dams on the Blackman River through to Lake Dulverton. The proposal if approved, would fill and restore a large part of Lake Dulverton and support a broad range of flora and fauna that in turn, would create a significant attraction for both local residents and visitors. The restoration of the wetland would also create the opportunity for a diversity of recreational activities including canoeing, sailing, rowing, foreshore walks and bird observing – these activities occurred at the Lake prior to impact of severe drought and changed land use practices in the 1980's. Lake Dulverton is strategically located to link with the open space at Callington Mill Historic Site and the other heritage locations within the town.

The proposal has many benefits – securing a reliable water supply to service future development, improving the amenity and attraction base of the town and providing new recreational opportunities that have potential to interest local residents and visitors.

	Upgrading Opportunities
Parks	
Callington Park	Develop and upgrade in line with overall Conservation Plan for the historic precinct. Strengthen links to High Street, Oatlands Gaol and Lake Dulverton foreshore. Maintain open spaces for potential events spaces
Iden Park	Make the park more attractive with landscaping and replacement of small play structures. Investigate trail links with open space areas along the creek
Flour Mill Park	Requires an overall master plan to re-organise the spaces, rationalise facilities, identify possible uses for some facilities and create better trail links to the bushland areas
Station Park	Maintain and extend parkland landscaping to land currently being used for overnight camper vans
Colebrook Park	Maintain as an attractive local park that can also cater for visitors passing through
Tunbridge Park	Maintain as a small play and picnic location
Bagdad Community Centre	Continue to develop play and trail facilities at this park based on the preparation of an overall master plan
Open Spaces	
Chauncy Vale	Continue collaboration with the community, Friends Group and agencies to protect the overall integrity and values of the Sanctuary including threats from fire, landscape impacts etc. Support for the possible extension of the Sanctuary through consolidation of adjoining land areas in one management unit
Rhyndaston Gorge	Managed by PWS for inherent conservation values but offers scope for greater recreational use through the development of trails and viewing locations. Considered to have limited overnight tourism development opportunities given location, market trends towards clusters and touring routes, and viability concerns
Mountford Drive, Mangalore	Considered to have limited value for public open space given location, access and availability of other open space areas. Assess conservation values of the bushland and potential to sell for rural residential use with proceeds going towards upgrading of the Bagdad Community Centre and other local community facilities
Lake Dulverton	Important asset for the town although not filled with water. Potential to develop and promote recreational trails linked with public roads network
Oatlands Racecourse	Maintain options for continued horse training area and leased use
Tunbridge Township Lagoon	Manage to protect high conservation values identified in the area
Campania Bush Reserve	Prepare overall management plan for this land, which may include selling some land parcels to allow upgrading of trails and bushland management in the area

Table 4.3 : General Comments on Parks and Open Spaces

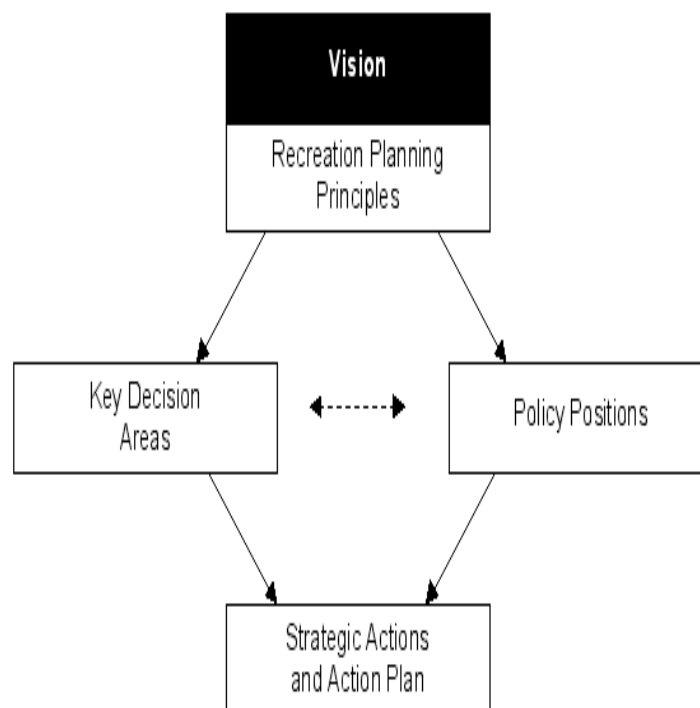
CHAPTER 5

A POLICY FRAMEWORK FOR COMMUNITY RECREATION

5.1 OVERVIEW OF THE STRATEGIC FRAMEWORK

The following strategic framework is designed to guide the maintenance and improvement of existing recreation facilities, programs and services and the planning and development of new initiatives in the Southern Midlands Council over the next 10 years.

The strategic framework is as follows:



The components of the framework are:

Vision. This is a statement of the overriding intent for the municipality regarding sport and recreation in the community.

Recreation planning principles. These are a set of broad principles designed to guide decisions and planning relating to sport and recreation over the long-term. The principles are based on the general policy principles adopted by Governments and many Local Councils and are consistent with the general thrust of the *Southern Midlands Strategic Plan*. The principles should be, and are considered to be sufficiently robust to last for the life of this plan.

Policy positions. The Policy Positions are statements, which can reflect the Council's operational strategies or position with regard to sport and recreation provision and management. These both reflect and further the principles. The Policy positions should be reviewed and if deemed appropriate, revised and added to from time to time over the mid to longer term as new contexts and issues arise.

Key Decision Areas. Key decision areas consist of the broad areas of Council's operations covered by the Recreation Strategy.

An initial set of Key Decision Areas (KDAs) has been identified from the research conducted in the present Study. The KDAs should be reviewed, refined and restated by Council over the short to mid-term (say, every 3 years) in the context of the then-current recreation planning situation, any specific challenges which have arisen (e.g.: changes in population age, mix; new research findings; funding availability) and/or the effective resolution of present-day specific needs.

It would be expected that any reworking of Key Decision Areas would involve those involved in the wider role of recreation within the Council and where need be, consultation with members of clubs and groups and the wider community.

Strategic Actions. These are the specific actions, which will be taken in each Key Decision Area – similar to the strategies listed under different programs in the *Southern Midlands Strategic Plan*.

The actions will achieve the overall recreation planning vision, in keeping with the principles and within the context of the broad Key Decision Areas.

An annual Recreation Action Plan should be prepared by Council to detail the timelines, goals and personnel responsibilities for each Action.

5.2 THE VISION

The following sport and recreation vision is proposed for the Southern Midlands:

Make the Southern Midlands municipality a better place by providing and supporting a diversity of sustainable sporting and recreational opportunities that meet the community needs for life-long participation.

The term 'life-long' is defined as meaning the provision of a mix and diversity of recreation facilities and programs which are of interest to and accessible by people of all ages.

The term 'sustainable' is defined in three ways:

1. The ability of sporting and recreation facilities, programs and services to continue to be available as a result of good maintenance, good management and, where relevant, with minimal or no detrimental impacts.
2. The ability of Council and the community to afford the opportunities, which are available.
3. The ability of the opportunities, which are made available to continue to be relevant and attractive to the community.

This suggests that facilities, programs and services, which are not sustainable, will, over time, be restructured, revised or discontinued.

5.3 THE PRINCIPLES

The following principles are recommended as the guiding values, which underpin decisions on sport and recreation in the Southern Midlands.

PRINCIPLE 1 : ACCESS FOR ALL

This principle directs that the Council should take action to ensure equitable access to sport, leisure and recreation opportunities regardless of the age,

gender, sexual preference, mobility, ethnicity or economic capacity of the community.

The strategies, which it could be expected to be deployed to achieve this principle, may include:

Providing assistance to those for whom access is more difficult e.g. aged and youth with mobility barriers

Giving preference to supporting those sporting and recreation facilities, programs and services, which deliver the widest, range of beneficial outcomes to the widest cross-section of the community

Encouraging and facilitating the development of user-friendly and high standard access infrastructure, including roads, footpaths, bike ways

Ensuring equitable pricing policies for use of facilities

Encouraging and facilitating all members of the community to have the opportunity for life-long involvement in sport, leisure and recreation

Favoring initiatives which improve access

Actively encouraging the involvement of the community in major decisions relating to sport and recreation.

PRINCIPLE 2 : FAIRNESS, EQUALITY AND BALANCE

This principle directs that Council should seek to ensure that there is fairness, equality and balance in the provision of recreation facilities, programs and services.

The strategies, which it could be expected to be deployed to achieve this principle, may include:

Seeking provision for a wide diversity of recreation activities including competitive and non-competitive, passive, active, indoor or outdoor, and activities pursued alone or in groups such that provision for one or several types of activity does not constrain provision of other activities

Achieving provision of an equitable distribution of sport and recreation opportunities for a wide range of skills and competencies

Supporting provision for community recreation needs at the local, district, municipal and regional levels

PRINCIPLE 3. QUALITY AND SAFETY

This principle directs that Council should seek to ensure that the community has access to a high standard of sport and recreation opportunities, which are provided in accordance with contemporary standards and practices for health, risk management and public safety.

The strategies, which it could be expected to be deployed to achieve this principle, may include:

Ensure that all sport and recreation facilities comply with appropriate occupational health and safety requirements

Ensure that all new sport and recreation facilities comply with the requirements of the Disability Discrimination Act and that existing facilities or those being upgraded comply

Ensure that all sport and recreation facilities are designed and managed so as to minimise risk to users and the safety of users

Ensure that all sport and recreation programs are staffed by competent and qualified personnel.

PRINCIPLE 4. CONTINUAL IMPROVEMENT

This principle directs that Council should commit the resources needed to continually upgrade its provision of sport and recreation facilities, programs and services; to improving its operational capacity to provide these, and to facilitating initiatives in the community and commercial sectors, which improve sport and recreation opportunities.

The strategies, which it could be expected to be deployed to achieve this principle, may include:

Monitoring of sport and recreation facility, program and service standards and responding as appropriate

Progressively improving the quality of existing sport and recreation facilities programs and services

Providing guidance to community, not for profit and commercial providers to assist them in achieve appropriate leisure and recreation provision standards

PRINCIPLE 5 . SUSTAINABILITY

This principle directs that Council should work to ensure the sustainability of sporting and recreation opportunities.

The strategies, which it could be expected to be deployed to achieve this principle, may include:

Provision of sport and recreation facilities programs and services, which meet identified, needs in the community

Taking action to strengthen Council's and the community's ability to develop, operate and maintain sport and recreation opportunities

Avoiding, remedying or mitigating impacts of sport and recreation activities on the natural environment and quality of life of residents

PRINCIPLE 6 . MULTI-USE AND EFFICIENCY

This principle directs that Council should work to achieve multi-use and efficiency in the provision of sport and recreation opportunities. Efficiency is measured in terms of the costs incurred in the running of programs, maintenance, improvement or replacement of facilities against the benefits to the whole community in terms of sport and recreation opportunity.

The strategies, which it could be expected to be deployed to achieve this principle, may include:

Only supporting sport and recreation provision initiatives which avoid unnecessary duplication

Only supporting sport and recreation provision initiatives, which are designed to facilitate and encourage multi-use

Ensuring that new sport and recreation provision proposals are fully planned and assessed from a business perspective before being endorsed or implemented.

PRINCIPLE 7. COMMUNITY BUILDING AND SOCIAL CAPITAL

This principle directs that Council should use sport and recreation as one means of contributing to the strengthening of community and the development of social capital in the Southern Midlands.

The strategies, which it could be expected to be deployed to achieve this principle, may include:

Give preference to supporting those sport and recreation facilities, programs and services that make a strong contribution to the development of a sense of community and to strengthening the social capital of the Council and regional community

Initiate sport and recreation activities and programs which encourage community involvement and which strengthen the sense of community across the municipality

Expand and diversify the recognition of the contribution made to community life by sport and recreation providers and participants

Initiate programs, which strengthen the ability of the community to develop and manage its own sport and recreation opportunities.

PRINCIPLE 8. COMMUNITY HEALTH

This principle directs that Council should pro-actively pursue sport and recreation opportunities, which enhance the health and well-being of residents and visitors to the municipality.

The strategies, which it could be expected to be deployed to achieve this principle, may include:

Working with health providers, educators and other relevant groups to facilitate the development of attractive sporting and recreation programs, which strengthen the health of the community

Providing and/or promoting sport and recreation facilities, which contribute to community health through recreational involvement (e.g.: good paths, program pools, Access for All Abilities and Active for Life style programs)

Assisting with the promotion of healthy sport and recreation pursuits to the community.

PRINCIPLE 9. PARTNERSHIPS AND SHARED RESPONSIBILITY

This principle directs that Council should actively pursue opportunities for the joint development of sport and recreation facilities, programs and services with other providers. Where possible, Council will give higher priority to those that have a commitment to self-help.

The strategies, which it could be expected to be deployed to achieve this principle, may include:

Joint sport and recreation facility and program initiatives with schools, agencies, private business, not-for-profit agencies

Encouraging shared sport and recreation venue use and management regimes between clubs and /or community groups

Facilitating inter-agency and inter-government cooperation and assisting those who assist the community (e.g. volunteers and community based groups).

PRINCIPLE 10. ORGANISATIONAL CAPACITY

This principle directs that Council will progressively develop its organisational and financial capacities to actively plan, manage and assist with the delivery of sport and recreation facilities, programs and services, which enhance opportunities for the community. This suggests that Council will initiate a cooperative, whole-of-Council commitment to meeting the recommendations of this report and to improving opportunities for sport and recreation for all members of the community. However it is also important that this is done within the realistic framework of the operational resources of the Council, which are limited given the rate base.

5.4 THE POLICY POSITIONS

The following Policy Positions reflect the present and desired direction that Council should consider for their involvement in sport and recreation within the community. They are useful tools for assessing the merits of any proposal for any sporting and recreation development or support.

1. Sport and recreation developments initiated or supported by Council will only proceed where they are the outcome of a whole-of-Council process of planning, review and approval
2. Council will only provide or support new sport and recreation facilities, programs and services which reflect researched community needs, which help achieve optimal use, which offer a diversity of measurable beneficial outcomes and which maintain or broaden the base for participation
3. Council will continue to provide or support provision of a diversity of open space and built sporting and recreation facilities to allow the opportunity for an equitable range of both structured and unstructured recreational experiences. Unless a strong case to the contrary can be demonstrated, open space and built facilities will only be developed where they support multiple uses and users
4. Council will encourage a transition to a shared or multiple occupation of existing grounds, facilities, clubroom and social facilities
5. Council will provide and maintain sport and recreation facilities, programs and services in a condition, which is appropriate to the standard and level of use. Maintenance schedules will comply with contemporary standards for competition, safety and risk management
6. Council will continuously review the existing provision and use of sport and recreation facilities, programs and services for the purpose of determining need and in order to respond to emerging trends
7. Where deemed appropriate, Council will refurbish, redevelop and/or rationalise sport and recreation assets or restructure their management and use to ensure current and emergent needs are satisfied and that duplication or over-provision does not occur

8. Council will promote the availability of sport and recreation facilities, programs and services in the community for a broad range of uses
9. Council will facilitate, support and/or develop and maintain sport and recreation facilities, programs and services at a hierarchy of standards in order to ensure a sustainable level of opportunities for participation at all appropriate skill levels
10. Fees and charges will be established on the basis of facility, program and service maintenance costs, facility, program and service types, the financial capacity of users and user types
11. Sport and recreation facilities, programs and services on Council land or land for which Council is responsible will be managed, maintained and programmed in keeping with the principles of this Community Recreation Plan and other relevant Council policies
12. Council will monitor the implementation and impacts of these policy positions and review and revise them on a 3-5 yearly basis as deemed appropriate. Additional items will be added depending on changing and new circumstances. Council will prepare a report to the community on the revision.

5.5 THE KEY DECISION AREAS

Six Key Decision Areas have been identified which the Council should address to achieve the vision for leisure and recreation provision in the community. They are:

1. **Building operational structures and capacities in the Council**
2. **Building operational processes and policies within Council and in the wider community**
3. **Maintaining, upgrading and redeveloping existing sport and recreation facilities**

4. **Maintaining and upgrading existing, and developing new sport and recreation programs**
5. **Upgrading the existing, and developing new sport and recreation services**
6. **Developing new sport and recreation facilities.**

In summary, the Key Decision Areas cover three areas. These are:

- Developing the capacity of the Council to work together to address sport and recreation issues in a directed, comprehensive and integrated manner (Key Decision Areas 1 and 2)
- Maintaining, enhancing and optimising the use of and the benefits delivered by existing sport and recreation opportunities in the municipality (Key Decision Areas 3, 4 and 5)
- Providing new sport and recreation resources within the community: (Key Decision Area 6)

As initiatives are taken to address the Key Decision Areas over the coming years, they should be reviewed, restructured and if deemed appropriate, replaced with other initiatives drawn from future research and consultation.

CHAPTER 6

ACTION PLAN

6.1 10 YEAR ACTION PLAN 2005 - 2015

The Action Plan details the **key** recreation planning initiatives for each Key Decision Area within the Southern Midlands.

This Action Plan refers to the core actions that will strengthen the capacity of the Council to deliver and support sport and recreation planning and meet the directives of the recreation planning framework outlined in Chapter 5.

It is clearly recognised that the Council has limited resources and that the delivery of sport and recreation opportunities is just one are of its overall operations. Whilst there is a long list of possible actions, Council will need to choose those actions, which are achievable given time, resources and commitment to the implementation program in relation to other imperatives for Council. However, the initiatives under each of the Key Decision Areas provide direction for the next 10 years.

Some of the recommended strategies extend beyond the current capacity of the Council to realistically provide resources and management for community sport and recreation. Nonetheless, the actions are included to indicate the desired long-term direction for recreation planning, development and management over the next 10 years. It is also important that the Plan not be seen as a fixed document but rather a tool that can be updated on a regular basis as new information becomes available. Accordingly it is recommended that the Plan be seen as a 'working document' that requires regular review and planned revision. It is recommended that an 'internal' review of the implementation of the Recreation Management Plan be undertaken annually as an integral part of Council's annual strategic planning program. A major review with extensive community consultation should be undertaken within 8-10 years, or earlier if Council considers it necessary.

It is stressed that the list of initiatives does not cover every issue, need or proposal for action, which was identified in the course of the Study. However, the full breadth of this material has been evaluated and drawn on in defining those initiatives, which are listed.

The criteria for selecting the specific initiatives detailed here include:

recognition of the need for such action identified within the background research, consultation and review undertaken for this study;

consistency with achieving the proposed vision and principles for the Council;

ability to clearly demonstrate the benefits to be achieved by taking a recreation planning approach for the Council and community;

being practical/achievable given the current sport and recreation planning arrangements, resources and skills within the Council; and

potential to trigger other opportunities for sport and recreation planning and development initiatives.

The priority for the Action Plan, subject to available resources, is based upon the following:

High - high priority strategy that should start and be completed within the next 1-2 years,

Moderate - moderate priority strategy that should start and be completed within the next 3-5 years,

Low - low priority strategy that should be started and completed within the next 5-10 years, and

Ongoing - a strategy that requires continuous action, commencing immediately or requiring immediate action when the relevant situation arises;

KEY DECISION AREA 1:**Building operational structures and systems in the Southern Midlands**

Action on this KDA will provide Council with the organisational capacity to address each of the subsequent KDAs.

No	Initiative	Rationale	Priority	Responsibility	Initiating Action
1	Maintain the current Southern Midlands Council Hall and Recreation Committee to implement the 10 Year Action Plan.	The Committee is the existing structure that has the potential to implement the Plan but will require additional resources given the need to expand its role across broader interests of sport and recreation. The Committee may consider the opportunities to involve community representatives in working towards implementing the Recreation Plan in a co-ordinated way across the municipality. It is suggested that the existing Committee be renamed the Southern Midlands Community Sport and Recreation Development Committee.	High	Council	<p>Seek Council support for the change in role of the current Committee</p> <p>Call for nominations for representatives on the new Committee</p> <p>Initially resource the Committee role through Development and Environmental Services</p>
2	Consider creating a new position for a Recreation Co-ordinator within Council that works across all Council areas to facilitate the recreation vision. The role would include servicing the Committee, co-ordination of planning, management of recreation facilities/assets, monitoring needs and strategies for sport and recreation, liaising with clubs and groups, undertaking research and consultation, identifying/revising budget priorities and strategies, co-ordinating and facilitating community initiatives. It is considered that the position could be within Development and Environmental Services and could be a shared role e.g. Youth Development Officer or community services.	There is no current position within Council with the capacity or responsibility for co-ordinating recreation facilities, programs and services in a whole-of-Council approach. Various areas of responsibility are allocated across discrete areas of Council, often isolated from each other, and dealing with recreation in different ways. Council's work would be enhanced by establishing a stronger mechanism that worked to co-ordinate the delivery of recreation policies, programs and services within the Council. This will also help extend consultation and communication with existing sporting clubs and groups within the community. May be an opportunity to share role with another Council.	High - Moderate	Council	<p>Seek the approval of Council for the creation of a new position given significance to implementation of the Plan.</p> <p>Explore options for seeking initial partnership funding support or other assistance from SRT for the phase-in of the role over a two year trial period.</p> <p>Consider other potential funding support and sources for the position.</p> <p>Seek a suitably qualified person with recreation skills to fulfill the position.</p>

KEY DECISION AREA 2:**Building operational processes and policies in the Council and in the wider community**

Action on this KDA will provide the operational tools needed by Council to effectively plan and develop sport and recreation opportunities in the Southern Midlands.

No	Initiative	Rationale	Priority	Responsibility	Initiating Action
1	Integrate the proposed vision and guiding principles of the Recreation Plan into Council's Strategic and Operational Plans. Adopt the vision, guiding principles and policy positions as a framework for guiding future decisions of recreation management.	The vision, guiding principles and policy positions should become the reference point for future decision making. It needs to be endorsed and supported by all staff involved with recreation facilities, programs and services. The policy positions may be upgraded or altered over time.	High	Council	Review, revise and adopt the Recreation Management Plan and integrate it with Council's Strategic Plan.
2	Assess community needs as a primary basis for future decisions about planning and development priorities and locations for sport and recreation facilities, programs and services.	Council should develop the capacity to: <ul style="list-style-type: none"> • monitor facility use and user capacity; • monitor population growth and change and for assessing the implications to facility, program and service provision; • monitor changes in sport and recreation demand and for assessing the implications to facility, program and service provision; and • using the policy framework and principles to establish a mechanism for assessing new development proposals not identified in a needs study. 	Ongoing	Council with assistance from SRT	The proposed Recreation Planning Co-ordinator and assistance of SRT could undertake role.

No	Initiative	Rationale	Priority	Responsibility	Initiating Action
3	Introduce a separate grant allocation to focus on supporting sporting clubs and community groups in improving recreation programs and services within the municipality.	Similar to other Local Councils, a more formal grants scheme should be initiated to assist local clubs, groups and organisations to improve their programs and services. The funding should be in the order of \$20,000-30,000/year given the identified needs of the clubs/groups and the potential to achieve substantial roll-on benefits back to the community – this would formalise some of the funding now provided but under clear guidelines. It is suggested that the sport and recreation grants be focused on improving training and programming, supporting the start-up of new sports and recreational activities, supporting junior development programs and targeted programs for special need groups.	Moderate	Council	Commence the Sport and Recreation Grants Scheme. Encourage awareness of the Program and provide advice or information to assist groups. Continue to allocate annual grants and monitor outcomes, adjusting budget and guidelines as appropriate.
4	Strengthen Council's ability to liaise with other organisations in the planning, development and management of sporting and recreation opportunities within the region. The agencies might include other Councils, Department of Health and Human Services, Sport and Recreation Tasmania, Education Department, Parks and Wildlife Service, Forestry Tasmania etc.	This is aimed at creating better lines of communication between the key agencies involved with sport and recreation in the region. The intention would be: <ul style="list-style-type: none"> • working towards an agreed accepted regional recreation plan; • identifying areas of common interest and mutual benefit; • developing better awareness and co-operation between the Council and agencies about the future planning, development and support of sport and recreation facilities, programs and services; • promoting greater access and community use of public facilities for sport and recreation; and • encouraging opportunities for joint development or partnership 	Moderate/ Ongoing	Council	This may be an initiative that builds from the Southern Tasmanian Regional Development Partnership. This would involve approaching these agencies and to seek their co-operation and involvement in the implementation process. Consider having a regular forum involving Council and these agencies to

		arrangements in sport and recreation within the region.			discuss matters of common interest, especially given the lead time to a regional plan being prepared and adopted.
5	<p>Facilitate the improvement of management and programming skills within existing and new sporting clubs and recreation groups through the provision of advice and co-ordination of support training services. This may include facilitating:</p> <ul style="list-style-type: none"> • improving club management skills • training for volunteers • preparation of Business Plans • management of volunteer services • financial management • access to Government agencies and funding programs • fund raising • legal and insurance aspects • program development • pricing services • marketing and promotion • meeting disability access standards • incorporation 	<p>Most sporting clubs and recreational groups rely heavily on the volunteer efforts of their members to run all aspects of their club/group including the organising of sporting/recreational events, fund raising, maintaining facilities, administration and managing the club/group funds. In many cases, these responsibilities are being carried by a small number of members. The difficulties for most clubs and groups are:</p> <ul style="list-style-type: none"> • declining or leveling of participant numbers available for their sport or recreational activity; • limited volunteers to help manage the club or group's activities; • escalating public liability insurance costs; • increasing operating and maintenance costs of the facilities; • increasing competition from a wide range of other community activities for fund raising; and • having to develop better management skills to manage the club/group within the above constraints. <p>This initiative would assist clubs and groups to develop the management tools and skills that are required to sustain their sporting and recreational activities on a more viable basis in the future.</p>	Moderate/ Ongoing	Council, SRT	<p>Consult with SRT about partnership opportunities for implementing these actions</p> <p>Organise forum(s) for management and programming skills.</p> <p>Promote community access to resources through Council, SRT and linked websites and information sources.</p> <p>Produce simple information sheets on these listed topics (and others as identified by clubs/groups) that are specific for Council.</p> <p>The proposed Recreation Planning Co-ordinator could undertake this facilitation role.</p>

No	Initiative	Rationale	Priority	Responsibility	Initiating Action
6	Review the usefulness of the Council's community database on sporting and recreation facilities, programs and services to use for planning, management and community information purposes.	The data base would facilitate the provision of advice and information to assist sporting clubs and recreation groups to successfully access facilities, programs and services. It should include indoor sports facilities (private and public), sporting grounds, community halls, clubrooms, meeting rooms, neighbourhood houses etc. It should list available programs and services, and record details of location, contact/ booking arrangements, available facilities, amenities, use restrictions, as well as work programs, vandalism records, allocated expenditure and site monitoring information.	Moderate/ Ongoing	Council	<p>Review existing data base information.</p> <p>Implement a process to collect, enter and regularly update the data base.</p> <p>Implement a process for making the data base available in various forms to the community including via a webpage.</p> <p>The proposed Recreation Planning Co-ordinator could facilitate this role.</p>
7	Make greater use of consultation and planning to identify and foster partnerships with the community. Consider the opportunity to run two forums (a summer and winter) with sporting and recreation stakeholders each year to discuss issues, management processes, priorities and co-operative opportunities.	There is currently limited liaison between Council and sporting clubs and recreation groups within the wider community, although some clubs and groups have established good independent working relationships with Council. These forums would provide a mechanism for improving communication between clubs/groups on a more formal basis and consequently better inform all stakeholders of priorities, needs, issues and resources.	Moderate/ Ongoing	Council	<p>Trial the forums over a two year period and evaluate the benefits and support of the forums for stakeholders.</p> <p>This role could be undertaken by the proposed Recreation Planning Co-ordinator and with assistance from SRT</p>

No	Initiative	Rationale	Priority	Responsibility	Initiating Action
8	Seek greater access and/or maintain current access to sports and recreation facilities at schools.	<p>Increasingly schools are finding it difficult to fund the maintenance and improvement of sporting grounds and facilities, and in some situations are excluding these facilities from community access. The Council can be pro-active in:</p> <ul style="list-style-type: none"> • establishing a mechanism for co-operation with School Principals as regards potential access by community groups; and • considering ways of assisting with insurance costs and issues as a means of enabling more open use in areas where limited resources exist to provide new or upgrade existing facilities. 	Moderate/ Ongoing	Council	This role could be supported by the SRT and schools with involvement of the proposed Recreation Planning Co-ordinator.

KEY DECISION AREA 3:**Maintaining, upgrading and redeveloping existing sporting and recreation facilities**

Action on this KDA will ensure that the existing sporting and recreation facilities available to the community retain their quality, viability and relevance.

No	Initiative	Rationale	Priority	Responsibility	Initiating Action
1	Support the Council's application for Commonwealth funds under the Australian Government Water Fund to restore the Lake Dulverton wetland that will create new recreational opportunities in the town of Oatlands.	The proposal will bring substantial benefits to the Municipality and Oatlands – a reliable water supply, improved wetland conservation values, new recreational activities and further develop the attraction base of the town. The proposal will contribute to the amenity and experience of Oatlands as a place.	High	Council has initiated the funding application and support from other agencies, community groups and conservation bodies should be sought.	Application has been prepared. Seek support. Review and revise the past management plan for Lake Dulverton with regard to community, tourism and recreational opportunities.
2	Council continue to improve and upgrade its parks and reserves based on identified need, priority and stakeholder consultation. Continue to focus on having one well developed community open space within each of the main settlements and use of small local parks within residential areas located more than 400m away from these larger community open spaces.	Priority be given to the upgrading of informal passive reserves, picnic facilities, playgrounds, public toilets, tracks/trails and other visitor facilities which support local resident and tourism use at: Callington Park (Oatlands) Bagdad Community Centre (Bagdad) Station Park – old Gymkana site – Recreation Ground (Kempton) Colebrook Park (Colebrook) Flour Mill Park (Campania) Tunbridge Park (Tunbridge)	Ongoing	Council	Budget for the major upgrading of one park each year Review priority listing of sites Undertaking needs assessment and local community consultation Preparation of design plan for each site Commissioning of works Monitoring of use
3	Investigate potential for Council to sell some land blocks with funds being used to support community recreation projects .	Investigate the potential to sell at Mountford Drive (Mangalore) and some portions of land of less recreational value at Campania Bush Reserve and behind the Kempton Hall	Moderate	Council already investigating possible options.	Investigate potential for Council to sell some land blocks with funds being used to support community recreation projects .

No	Initiative	Rationale	Priority	Responsibility	Initiating Action
4	Prepare Master Plans for key sporting and recreation areas/ facilities on the basis of 1 master plan per year over the next 3 years.	<p>Priority be given to the principal sportsgrounds within the municipality:</p> <p>Oatlands Recreation Ground Bagdad Community Centre Campania – Flour Mill Park and Recreation Ground</p>	High	Council	<p>Prepare guidelines for the scope, structure and process to be followed in the preparation of Master Plans</p> <p>Review priority listing of sites for master planning</p> <p>Target possible grants to support preparation of master plans</p> <p>Undertake/ commission master plan preparation as resources permit</p>
5	Maintain the current Council owned halls as the principal halls within the municipality and avoid taking responsibility for community owned halls.	<p>Council should support the potential upgrading of halls in locations where there is a suitable base population and a trend towards a growing local population and community interest in such facilities. Council could work with local communities that are committed to improving the use, management and maintenance of these facilities so they become more sustainable and accessible for other uses. This might include:</p> <ul style="list-style-type: none"> • assisting Committees of Management • programmed funds for minor works and upgrading • assistance for works where community need can be justified against assistance guidelines • information and advice • response to identified safety issues • improved signs <p>Where strong community interest</p>	Ongoing	Council	<p>Allocation of grants following local/ district needs assessments</p> <p>Provision of planning and design information and advice as may be required</p>

		does not exist for the management and maintenance of the community hall, then consider alternative options such as facilitating leases by other community groups or individuals that will maintain use (but may limit public access) or alternatively the sale of the building subject to due processes of consulting with the local community. There are some halls such as Pawtella Hall, Baden Hall and possibly the Mt Seymour Hall where consultation with the local community to determine support is warranted.			
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KEY DECISION AREA 4:**Maintaining and upgrading existing, and developing new recreation programs**

Action on this KDA will ensure that sporting and recreation facilities available in the Southern Midlands are used to the optimal benefit of the community.

No	Initiative	Rationale	Priority	Responsibility	Initiating Action
1	Continue to encourage sporting clubs and recreation groups to be involved in a "Try or Learn" program each year, as a way of encouraging greater interest in sport and recreation opportunities for the community.	There are many barriers to increasing participation in sport and recreation and these programs help to promote and market the diversity of sports and recreational activities available within the municipality. There are also the potential spin-offs for increased membership of sport and recreation clubs and groups resulting from the programs.	Ongoing	Council	Establish a "Try or Learn" program Seek commitments from sport and recreation groups to participate in the program. Provide financial and promotional assistance to participating groups and the overall project. Run initial program and monitor and evaluate the outcomes. This role could be facilitated by the proposed Recreation Planning Co-ordinator.
2	Initiate and upgrade programming of community recreation facilities.	This might include: <ul style="list-style-type: none"> • using training programs • assisting programming efforts at major venues • assisting with further development of Australian Sport Commission/SRT/industry programs or initiatives programs for sport and recreation • supporting junior development programs for individual sports and ways of encouraging higher parent involvement • targeted programs for special need groups e.g. youth (especially girls), families, aged, poor, unemployed, new residents, shift workers etc. 	Ongoing	Council	Identify needs and opportunities in the proposed sport and recreation group forums Consult with SRT and identify available resources Instigate program support

KEY DECISION AREA 5:**Upgrading the existing, and developing new recreation services**

Action on this KDA will ensure that the community has optimal access to recreation opportunities.

No	Initiative	Rationale	Priority	Responsibility	Initiating Action
1	Facilitate production of a recreation trails map and guide for walking, horseriding, mountain bikes and road cycling within the municipality.	Continuing to be a popular activity sought by residents and with the potential to attract interest from visitors who may not perceive the opportunities that exist.	Moderate	Council	Research and prepare recreational trails map for the municipality.
2	Review the potential opportunities to co-ordinate the use of community buses and private vehicles within the municipality.	This would improve access to community recreation facilities and programs by disadvantaged groups or those with limited mobility options. e.g. unemployed, youth, aged, disabled.	Moderate	Council	Assess existing provision and availability of community buses and other forms of community transport in the municipality Assess potential community transport needs in terms of form, frequency and origin/ destination data Identify provision gaps and strategies for overcoming these Prepare pilot program and seek funding assistance Implement pilot and monitor outcomes
3	Provide an annual award to a selected sporting club, recreation group and community organisation for their achievements in promoting community access to their activities during the year.	Recognition of the self-help and volunteer commitment by individuals or clubs/groups to improve opportunities within the municipality	Moderate	Organise for annual award to be made by Council.	Organise annual award criteria and initiate presentation.
4	Upgrade directional signs to major community sporting and recreation facilities.	Promotes the facilities to the community.	Moderate		Review the adequacy of existing signs to major recreation facilities. Prepare design for directional signs (consistent with regulations) Install signs.

KEY DECISION AREA 6: Developing new recreation facilities

Action on this KDA will provide the community with a wider but sustainable diversity of sporting and recreation opportunities.

No	Initiative	Rationale	Priority	Responsibility	Initiating Action
1	Further investigate the feasibility of a small aquatic centre as a joint partnership venture on the land off Marlborough Street, which could incorporate sport, recreation, residential, and tourism uses.	The Oatlands swimming pool conflicts with the long term protection of heritage values of the Oatlands Gaol and possible tourism benefits that may eventuate from restoration of this site. Investigate the feasibility for a small aquatic centre primarily focused on health, learn to swim and leisure programs rather than competitive use. The investigations should consider the feasibility of joint partnership arrangements with relevant State Government agencies and or private developer interest. The option for an integrated development on the land off Marlborough Street with sport, recreation, residential and tourism uses should be considered.	High	Council	Undertake recommended investigations and prepare a business case for the development Investigate funding options based on the identified need and value of the aquatic facility to the Southern Midlands
2	Development of recreational trails within the settlements.	Recreational walking is the highest activity for participation across all age groups and gender. The community interest in trails has been increasing and the opportunity exists to develop a network of recreational trails within using existing tracks, trails, streets, open spaces etc. This would also benefit visitors to the municipality. Some of the key opportunities for investigation are: <ul style="list-style-type: none"> • promoting access to selected public roads within Oatlands that start from the town and extend to the surrounding country; • trail using the open space along 	Moderate	Council	Undertake investigations and consultation with the local community to prepare possible trail route Seek funding sources to allow development

		<p>the creeks and existing footpaths in Bagdad-Mangalore</p> <ul style="list-style-type: none"> • a trail linking town entry points at Kempton within a landscaped corridor to the highway; • link between Flour Mill Park and bushland land at Campania; • upgrading of the Levendale waterfall walk 			
3	Assess the potential for developing a walking trail, lookouts and visitor interpretation at Colebrook River Gorge Nature Reserve	<p>The Reserve has strong appeal given the dramatic landscape, natural bushland, river and wildlife that can be observed. Options may consider a short walk to viewing of the Gorge and a longer distance bushwalk along the river course. Adds to the range of tourism natural attractions within the municipality.</p>	Moderate	Council, PWS	<p>Consult with PWS and prepare concept plan Identify and assess potential impacts and mitigating solutions</p> <p>Seek funding support for approved development of facilities</p>

6.2 COMMUNITY FEEDBACK ON ACTION PLAN

Following the completion of the final draft of the Southern Midlands Recreation Plan report, community input on the was invited through:

- a forum involving representatives of the sporting clubs and recreation groups;
- preparation of a Summary Handout and Survey available at all Council Offices;
- copies of the report being available at Council offices;
- invitation for written submissions; and
- Council facilitating discussions with relevant Committees or community groups as the opportunity arose.

6.2.1 Survey Returns

A copy of the Summary Handout and Survey is provided in Appendix E. A total of 8 surveys were returned during the 3 month period available for community feedback.

There was clear majority support for all the recommendations from the respondents. Two respondents indicated disagreement with:

- one respondents disagreed with recommendation 13 about the potential to sell some land blocks to support community recreation projects (the respondent indicated that any sale would need to be carefully considered given the community issues and limited public land available); and
- one respondent disagreed with recommendation 14 to prepare master plans for key sporting recreation areas (however no reason was given for this view).

Some of the other comments listed in the surveys included:

- support for the aquatic centre in Oatlands as a major priority;
- potential for rockclimbing at Rhyndaston;
- need to improve communication services as this is crucial to the success of special events;
- support for need to market, recognition of volunteers, working with individuals and role of mentoring;
- must appreciate history e.g. Community Shed and Working Agricultural and Transport Museum;

support for greater bushland reserves in the Municipality that would allow for outdoor activities.

6.2.2 Written Submissions

Three submissions were received on the Southern Midlands Recreation Plan.

The New Oatlands Swimming Pool Committee met on the 19th January 2006 and discussed the information and recommendations for the development of a new pool at Oatlands. These comments have been added into the discussion of the potential benefits, costs and pool site options in Section 4.3 of the report.

The Council has facilitated the formation of a Campania Sport and Recreation Facilities Master Plan Committee to develop an overall plan for Campania for new sport and recreation facilities and services. Whilst not a submission, this action is consistent with the general findings outlined within the Plan for the preparation of master plans for key community recreation areas. A draft facilities plan has been prepared showing ideas for new facilities and circulated within the community seeking preferences what the types of facilities and services that should be provided. The master planning process should continue to assess planning, design and management issues e.g. accessibility, public safety, assessment of community need (different to want), user safety, streetscape/amenity, infrastructure, siting, car parking, lighting, signage, multiple use, partnership arrangements, management responsibilities etc.

A written submission was received from a local resident raising concerns:

- a) that the Plan being too much of a wish list and lacks a delivery framework;
- b) State Government organizational structures and processes do not support small Councils such as the Southern Midlands;
- c) community development processes can be a catalyst for community growth, facilities and services;
- d) the current Southern Midlands Council Hall and Recreation Committee may not be the best way to achieve the delivery of the 'social cultural needs' of the community and greater representation across the community would be better;
- e) the potential for integration between sport and recreation and community development roles with any new staff and in conjunction with other Councils; and
- f) should focus on the four aims and translated into a program related to the Council Strategy Plan.

The response to a) is that the report clearly sets out the rationale, community input, policy framework, key decision areas and a 10 Year Action Plan. In comparison with many other community recreation plans, this Plan is very pragmatic to the limited resource capacity of the Council and community to achieve upgrading of existing or new facilities, programs and services. The emphasis of the Plan is towards putting into place the organisational processes and tools that will improve planning,

development and management of facilities, programs and services. In response to d) this was discussed in some detail with the Southern Midlands Council Hall and Recreation Committee and the desired direction was to continue with the already established structure but improve involvement with the wider community. Issue b) is considered to be outside the scope of the Plan to deal with. Issue c) and issue e) are supported and already recognised within the Plan. On issue f), it is advocated that a stronger outcome is achieved from a policy framework that is built around a vision, recreation planning principles, Council policy position, key decision areas and the formulation of actions within a 10 Year Action Plan. It is envisaged that the new Council Strategy Plan will be able to identify and integrate with the policy framework and outcomes from the Southern Midlands Recreation Plan.

APPENDIX **A**

LIST OF COUNCIL RECREATION ASSETS

COUNCIL RECREATION GROUNDS

Campania Recreation Ground	Reeve Street, Campania
Colebrook Recreation Ground	63 Richmond Street, Colebrook
Kempton Recreation Ground (incl. adjoining vacant land - 1.32 hectares)	132 Main Street, Kempton
Mangalore Recreation Ground	22 Blackbrush Road, Mangalore
Mt Pleasant Recreation Ground	912 Nala Road, Pawtella
Oatlands Recreation Ground	High Street, Oatlands
Parratah Recreation Ground	645 Tunnack Main Road, Parattah
Tunbridge Recreation Ground	Lowe Street, Tunbridge
Tunnack Recreation Ground	Tunnack Main Road, Tunnack
Woodsdale Recreation Ground	2578 Woodsdale Road, Woodsdale

COUNCIL OWNED HALLS

Campania Community Hall (incl. Tennis Courts)	45 Reeve Street, Campania
Campania War Memorial Hall	Reeve Street, Campania
Colebrook Hall	45 Richmond Street, Colebrook
Kempton Memorial Hall	89 Main Street, Kempton
Oatlands Community	Gay Street, Oatlands
Woodsdale Hall	2310 Woodsdale Road, Woodsdale
Mangalore Hall	22 Blackbush Road, Mangalore

COMMUNITY OWNED HALLS

Broadmarsh Hall	Elderslie Road, Broadmarsh
Jericho Hall	471 Jericho Road, Jericho
Levendale Hall	1325 Woodsdale Road, Levendale
Mt Seymour Hall	Tunnack Main Road, Mt Seymour
Parattah Hall	657 Tunnack Main Road, Parattah
Pawtella Hall	948 Nala Road, Pawtella
Stonor	850 Stonor Road, Stonor
Tunnack(Victoria Hall)	2147 Tunnack Main Road, Tunnack
Tunbridge Hall	99 Main Road, Tunbridge
Baden Hall	3550 Woodsdale Road, Whitefoord

**COUNCIL PARKS &
RESERVES**

Callington Park	Esplanade, Oatlands
Iden Park	Iden Drive, Bagdad
Station Park	Main Street, Kempton
Colebrook Park	Richmond Street, Colebrook
Chauncy Vale Sanctuary	Chauncy Vale Road, Bagdad
Flour Mill Park	Reeve Street, Campania
Tunbridge Park	Main Road, Tunbridge

**OTHER COUNCIL
FACILITIES**

68 High Street, Oatlands	leased to MILE for a community house
Public Open Space (7.6 hectares)	Mountford Drive, Mangalore
Vacant Land (1.005 hectares)	Old Huntingground Road, Kempton
Oatlands Swimming Pool	Campbell Street, Oatlands

APPENDIX B

NOTES FROM COMMUNITY FORUMS HELD IN BAGDAD, OATLANDS, CAMPANIA AND WOODSDALE

Oatlands Community Forum
17th February 2005
Council Offices, High Street, Oatlands

1. List of Existing Facilities, Programs and Services

(a) Oatlands

Facilities

Oatlands Recreation Ground
Oatlands Community Hall
Callington Park
Public Library
Oatlands Swimming Pool and Aquatic Club
Oatlands School – open space area (soccer use, gym/ weights, basketball, netball)
Old stock reserves
St Peters Pass (highway facilities)
Old Racecourse (@ 90 acres, southern end of town)
Oatlands Golf Course
Oatlands Bowls Club
Private tennis courts

Programs

Cadets (travel to Brighton)
Girl guides
Learn to swim
School – coaching programs e.g. MILO cricket, Auskick
Aerobics (Oatlands Hall)
Dancing classes (Oatlands Hall)

Services

childcare (but closes during school holidays)
family day care
lack of transport services except local commercial bus hire (e.g. trips for water polo, football, swimming)

(b) Other Places

Facilities

Mt Pleasant Recreation Ground
Parratah Recreation Ground
Tunnack Recreation Ground
Mt Seymour Hall
Parattah Hall
Tunnack Hall

Programs

tae kwondo (Tunnack Hall)
aerobics (Parattah Hall)

Services

none

2. Good Things/Strengths about Recreation

- rodeos/ sheep trails still going
- strong mateship e.g. football clubrooms, TFC taking greater interest in the Oatlands District Football Association

- better opportunities for kids to access facilities in other places today
- well maintained walking tracks
- Oatlands pool (open Dec- March)
- history of sports and recognised as part of the community life
- quality of golf course

3. What has changed in the last 10 years?

- tennis club gone (court sold) and now use private facilities – lack of membership, poor state of courts led to loss
- adverse impact of television on participation
- much greater variety of sport/ recreation
- loss of picture theatre
- loss of badminton
- loss of Aquatic Club on Lake Dulverton – rowing, sailing, speedboats, yachts
- less teachers involved in after school sports programs

4. Key Issues for Clubs and Groups

- Oatlands Pool – leaking, on old gaol site/heritage impacts, cost of maintaining, need for funding to allow relocation, seasonal use only, lack of facilities to train, no other activities associated with the pool, safety issues, poor change rooms, lack of adequate setback to the pool, no separate changerooms, poor heating, no separate first aid room, operating hours limited.
- no emergency helipad
- most clubs are struggling to find volunteers – some in community not interested in sport, ageing population, decline in rural industry, working outside local area, lack of time, some just do not want to volunteer, not a lot of younger people to replace volunteers
- increased costs e.g. insurance, player fees, registration, umpires
- increased workload on existing volunteers – risk of burn-out
- parochialism between towns/areas
- closure of public lanes near Oatlands

5. Ideas for Fixing and Adding

Ideas	Votes for Short Term Priority (next 2 years)	Votes for Medium Term Priority (next 5 years)	Votes for Longer Term Priority (next 10 years)
Relocation and redevelopment of the Oatlands Pool	3	3	2
Provide new public tennis courts, maybe linked to the school		2	1
Re-opening of the unmade road lanes around Oatlands for recreational trails – rationalise to upgrade key links	2	5	1
Resolve water and engineering issues with lake Dulverton to allow it to be a major recreational asset	2	2	5
Provide for future balls courts area including community gym, squash, tennis courts – maybe near the football ground	4	2	1
Change people's attitudes about sport and recreation in country areas – programs to increase involvement.	3	1	1
Try to get more teachers involved in sport and recreation activities after school	-	-	-

Bagdad – Mangalore - Kempton Community Forum

16th February 2005
Community Club, Bagdad

1. List of Existing Facilities, Programs and Services

Facilities

Bagdad Community Club – oval (soccer, cricket, school), golf, netball, hall, bar, theatre + constructed footpath, small park with play facilities, network of open spaces along creek, fire shed, 8 ball, Bagdad singers, lodge
Field and game shooting club (pistol, shotgun)
Kempton Recreation Ground
Mangalore Recreation Ground
Kempton Memorial Hall
Mangalore Hall
Iden Park (Bagdad)
Station Park (Kempton)
Chauncy Vale Sanctuary
Public open space (Mangalore) 7.6 has
Vacant land (Kempton) 1 ha
Pony Club (Mangalore)

Programs

Junior golf
Junior cricket
Education Dept tutors – tennis, Southern netball trials. Southern cricket, regional soccer

Services

on-line centre
crèche

2. Good Things/Strengths about Recreation

- strong community base
- strong volunteer support
- skills base available

3. What has changed in the last 10 years?

- loss of Kempton football and cricket teams
- growth in participation of recreation at Bagdad e.g. golf, recreational activities, 2 cricket teams
- decline in school sports teams (replaced by clubs)
- Association getting smaller

4. Key Issues for Clubs and Groups

- need professional assistance with submissions, business plans, master planning – hard for small clubs to do these activities
- increased administration charges
- ageing community
- increased hours required to manage and maintain facilities
- very little training for volunteers and hard to get administrative support
- increasing costs e.g. insurance, license fees, training of bar staff, other costs
- public liability insurance – inhibits fundraising, changes rules and makes it difficult e.g. rodeo events, woodchops, problems for halls

- need training in risk management to keep cost down
- Govt introduced new part of Building Act requiring old halls to meet increased building standards and consequently higher costs for the Council and community
- limited access to transport for youth to reach facilities – need to focus on youth development programs
- older community and not a lot of young people to help get involved – need programs for accreditation of volunteers to assist with employment

5. Ideas for Fixing and Adding

Ideas	Votes for Short Term Priority (next 2 years)	Votes for Medium Term Priority (next 5 years)	Votes for Longer Term Priority (next 10 years)
Master plan for the Bagdad community centre facilities (including reticulated sewer services for the town)	6	-	-
Bypass highway plan – maybe only 3-5 years away and need strategic planning for the whole area	1	-	-
Upgrade existing gravel paths – resurface and bitumen seal	-	-	-
Extending the footpaths beyond the school to Roberts Road and then onto Ballyhoo Road	-	2	3
Provide lights for the oval to allow night use for soccer, cricket, social games, 3 par golf course	2	3	-
Could offer oval to football clubs for early training – extend existing toilets to provide changerooms	-	2	1
Replace pine bark at the play structure – look at options and costs	-	-	-
Maintaining the upkeep of the Bagdad community centre facilities – opportunity for partnership arrangement with Council	-	1	-
Install community barbeque and shelter spaces	-	-	-
Recognise Mangalore as an ideal location for equestrian activities	-	-	-
Construct basketball court	-	-	2
Lights on the tennis courts	-	-	-
Promote family involvement in the community centre to keep kids off the streets but greater parent involvement needed	-	-	2
Need assistance in preparing submissions for grants	-	2	2
Extend bike trail from Bridgewater into the SMC	-	-	-
Undertake skills audit of the community	-	-	-
Master Plan / Business Plan for other facilities in Council control	1	-	-

Campania Community Forum

23rd February 2005

Campania Hall, Campania

1. List of Existing Facilities, Programs and Services

Facilities

Colebrook Golf Course
Mini bmx track
Craigbourne Dam boat ramp
School – gym, outside netball courts
Skills centre
Colebrook Recreation Ground - tennis courts, cricket nets, changerooms
Indoor bowls club – use Campania Hall
Darts and 8 Ball Club – Campania Hall
Billyard table – Campania Hall
Play facilities at school and park
Indoor equestrian centre (Churchill property)
Campania Bush Reserve

Programs

MILO cricket
junior football e.g. Auskick
midlands South competition for school kids

Services

YISMAC (Youth in Southern Midlands Action Committee)

2. Good Things/Strengths about Recreation

- Oatlands open day with all clubs and groups invited
- cricket club – 3 sides, 50 senior, 50 junior
- YISMAC insurance support and keeping in touch with equipment and clubs
- Council
- clubs/groups are the social fabric of the community
- individuals take ownership of community events and assets
- good sporting history

3. What has changed in the last 10 years?

- increasing lack of public interest and apathy
- lack of finance
- new skills centre (+ve)
- cost of public liability insurance
- lack of on-ground support and helpers for events
- decline in craft classes, Adult Education, use of Halls
- loss of passenger train
- decline in tennis, football and badminton
- loss of school numbers in Colebrook had a big impact on sport
- junior football and cricket at Colebrook
- loss of public transport services since user pay was introduced
- loss of bike track around Campania oval
- loss of horse races at Oatlands

4. Key Issues for Clubs and Groups

- public liability is a significant problem
- people have less time available
- competing interests with part-time work and 7 days retailing which has led to changing the cricket competition from 2 day to 1 day games
- increased social and family pressures
- changing population and ageing dynamics
- availability of facilities and use
- not knowing how to use/ where to get information – marketing of recreation needed
- law and order – vandalism, hoons, boredom with out things to do
- need to upgrade current facilities

5. Ideas for Fixing and Adding

Ideas	Votes for Short Term Priority (next 2 years)	Votes for Medium Term Priority (next 5 years)	Votes for Longer Term Priority (next 10 years)
Plan for the sport and recreation precinct – consolidate facilities in one areae.g. new tennis courts, skate park	2	2	3
Upgrade kitchen at the hall – improve community use and range of activities. Possible employment with events	5		
Covert old tennis court to a campervan are – use showers and kitchen		1	5
Flour Mill – art work on the top floor and possible tourism use		2	1
Walking track starting from town hall – bush reserve and orienteering use, bush-running		1	1
Local history walks including to Stephen Walker gallery	1		
Skills centre – maybe consider role as internet café out of hours			1
Add another changeroom to sportsground to service all users and school use. Consider merits of a Campania Sports Club	2	6	2
Walking track at Colebrook to the Gorge	3		6
Working transport museum with outpost museums and attractions	1	4	2
Potential to encourage greater water based use of Craighourne Dam			
Maintenance of what we already have e.g. bbque, seats, 3: 3 basketball court, upgrade tennis courts	5	1	
Train platform – train stops to park for day trips and linked to vineyards			
Residential aeropark proposal – gras strip, 2 seater light aircraft – maybe at Kellyfield	3	5	1

Levendale- Woodsdale Community Forum

24th February 2005

Levendale Hall, Levendale

1. List of Existing Facilities, Programs and Services

Facilities

Levendale cricket ground (leased)
Runnymede cricket ground (leased)
Levendale School – community library, history room, magic garden, rotunda, hockey club (train and play in Hobart), use hall as wet weather facility, walking track to waterfall (30 mins), Waterwatch Program
Deer Shooters Association – private land and club
Woodsdale indoor snooker pool at hall
Forestry – picnic table (Woodsdale Road) known as Prosser Ridges
Prue Cottons horse arena
Use of private land for orienteering, hash harriers running, scout camping

Programs

dog training days
pony riding days
Auskick at school
YISMAC program

Services

school bus contract

2. Good Things/Strengths about Recreation

- social side of sport and recreation
- focus on traditional sports
- local community all pull-together and help run things
- previously Woodsdale footy club
- catering for outdoor groups e.g. school facilities

3. What has changed in the last 10 years?

- losing young kids to Sorell sports clubs and teams
- loss of Woodsdale footy club
- changing work times has impacted on numbers
- increased liability insurance premiums and club incorporation

4. Key Issues for Clubs and Groups

- being asked to help people with horses and dogs e.g. difficult horses, safety, learning to ride, public liability, trading of working dogs
- Government Program – Playground Blitz – community and school submission for use of maintenance equipment to develop hard court space for us behind the community hall and allow all court sports including twilight netball. \$50,000 grant with fence to secure site
- changing rules regarding two sides for football impacted greatly on Woodsdale
- volunteer burn-out and it is difficult to get Committee members
- increased insurance and incorporation costs
- lack of advertising of community events and meetings
- more vandalism creeping in

5. Ideas for Fixing and Adding

Ideas	Votes for Short Term Priority (next 2 years)	Votes for Medium Term Priority (next 5 years)	Votes for Longer Term Priority (next 10 years)
matting on the cricket pitch, replace equipment and improve entrance to the ground	5	3	2
adding court space to the area behind the hall	8	2	1
upgrading the local halls e.g. standard of the kitchen, general maintenance, upgrading toilets and storage facilities	4	5	4
setting up the Levensdale Litehorse about 3 times a year for education, trail riding, involving clubs but will need help with public liability – possibly use Kempton Pony Club gymkana jumps	5	4	1
knowing where you can walk, ride, horse-ride in the local area on public land	-	5	6
fill gap for young kids playing sport (outside of school and senior competition)	-	6	5

APPENDIX C

SURVEYS OF RECREATION GROUPS, SPORTING CLUBS, SCHOOLS AND OTHER ORGANISATIONS

Southern Midlands Council Recreation Plan

SURVEY OF RECREATION GROUPS and SPORTING CLUBS

The Council plays a significant role in supporting and facilitating sport and recreational opportunities in the Southern Midlands region. The Council's broad vision is to plan for a range and standard of services within the Southern Midlands which meet local needs and are affordable and efficient. The Council with the support of Sport and Recreation Tasmania have engaged recreation planning consultants Inspiring Place to prepare a Recreation Plan for the Council area.

This survey is a key part of the Recreation Plans and provides you with the opportunity to express your opinions on improving the future provision of recreation *facilities, programs* and *services* in your community. **It is important that you complete and return the survey if the needs of your group/club are to be considered.** Please feel free to add any additional information the end of the survey.

What is the name of your Club or Group?: _____

What is your club/group main sporting/recreational activity? _____

Name & position of contact person : _____

Contact details: _____ Address _____ Phone) _____

Email address: _____

1. How many members/clients does your Club or group currently have? _____ total active/playing members _____ total other members
(How many of the active/playing members are _____ junior members and _____ senior members?)

2. Has your total membership numbers changed over the past 5 years? ☐ Up ☐ Down ☐ Same

3. Do you expect your overall membership numbers to change over the coming 3 years? ☐ Up ☐ Down ☐ Same

If you expect a change, why will this occur? _____

4. What are the main sporting and recreational venues that your club/group make regular use of in the Southern Midlands (e.g. competition, training)?

5. What do you see as the critical issues that your club or group will face in the next 5 years? *Please tick the appropriate boxes.*

- ☐ Decline in the population we serve making it difficult to maintain players, clients and supporters
- ☐ Increased demands resulting from major growth expected in the sport or recreational activity
- ☐ Decline in club or group membership
- ☐ Lack of volunteers to help administer and run the club and group
- ☐ Increased legal liability pressure and rising insurance costs
- ☐ Need for the Club/group to prepare a development or business plan
- ☐ Limited funding assistance from government or Council
- ☐ Limited information to help club/group (please list the information you need: _____)
- ☐ Lack of suitable venues or appropriate facilities to meet needs
- ☐ Poor standard of facilities used and the inability to provide quality recreation opportunities
- ☐ Limited resources to upgrade/maintain club or group facilities
- ☐ Limited resources for developing or programming of facilities and activities
- ☐ Lack of support services (e.g. public transport, childcare, information)
- ☐ Decline in fundraising capability
- ☐ Increased competition and diversity of recreational and leisure opportunities which will reduce members
- ☐ Lack of professional advice and support available
- ☐ Lack of master plans for venues and facilities
- ☐ Limited junior development programs
- ☐ Increased operational costs
- ☐ Decline in spectators to support the sport or activity
- ☐ Limited skilled or sufficient coaches
- ☐ Changing working hours affecting support for programs, activities
- ☐ Aging community
- ☐ Rapid population growth which will put excess pressure on resources
- ☐ Too many restrictions being placed on clubs and groups
- ☐ Limited avenues now for sponsorship
- ☐ Other critical issues which will affect your organisation (please indicate below):

6. What new or upgraded sporting or recreational facilities (e.g. parks, trails, sports ovals, leisure centres, community meeting rooms etc) does your club or group consider would improve the availability and quality of recreation and sporting opportunities in the Southern Midlands?

New or Upgraded Facility	Where should these facilities be provided?

7. What new or upgraded sporting and recreation programs or activities (e.g. training, competition, junior development, social activities etc) does your club or group consider would improve the availability and quality of recreation and sporting opportunities in the Southern Midlands?

New or Upgraded Programs and Activities	Where should these programs and activities be provided?

8. What new or upgraded sporting and recreation services (services assist people in the access and use of facilities and programs such as information and advice, community transport, signs, childcare, grants etc) does your club or group consider would improve the availability and quality of recreation and sporting opportunities in the Southern Midlands?

New or Upgraded Services	Where should these services be provided?

9. What are the top priorities that your club or group has for improving its sporting and recreation facilities, programs and services in the next 5 years?

Facility, Program and Service	Top development priorities	How does your Club/Group intend to achieve these?	How do you see the Council being involved?

[illegible]

Thank you for your assistance with the survey. Could you please return the survey to Damian Mackey, Southern Midlands Council Offices, 85 Main Street, Kempton by Monday 1st March 2005. Please note that you do not need to put a stamp on the enclosed envelope when returning the survey.

APPENDIX D

RECREATION PLANNING GUIDELINES

D.1 INTRODUCTION

Sport and recreation planning guidelines are essentially tools and/or operational rules, which have been prepared to assist with the implementation of the actions recommended in the Ten Year Strategy Plan. The guidelines have been prepared by the Consultants over a number of years and have been produced to assist a Council with decisions on sport and recreation planning, development and management – and in particular small Councils where there are no professional recreation staff in place to organise sport and recreation.

The need for planning guidelines has arisen from the increasing demands, which are being made on the Council for the effective provision of sporting and recreation opportunities, and from the limited procedures available to assist with this process. Further, the guidelines have been developed to adequately meet the needs of all residents so that there is due recognition for a needs-based approach to provision – this is consistent with the policy framework set out in Chapter 4.

The guidelines cover a range of issues, which should be considered in relation to the development, and provision of sporting and recreation facilities, programs and services in the municipality. Before detailing the guidelines, several points should be noted about them.

First, by necessity, the guidelines range from the very broad to the very specific.

Second, because of the changing nature of sport and recreation and of people's leisure interests, it is not possible or practical to provide "hard and fast" guidance in many instances. Thus, in applying the guidelines, the specific circumstances at any particular site or for any club or group and point in time must be taken into account.

Third and finally, it is improbable that the guidelines presented here will cover every issue. Rather, they provide a listing of issues which has been identified through the planning process and which are likely to be pertinent to the municipality. Council should seek to monitor the usefulness of the guidelines, which are presented here, and to refine and add to them as required. Sport and Recreation Tasmania also provide information and advice to assist the Council, which can be accessed from www.development.tas.gov.au/sportrec

The Australian Sports Commission/ Active Australia web site of www.activeaustralia.org now provides direct access to a range of information, research and resources.

The following guidelines are discussed in detail in the following sections:

A Structured Needs Review and Assessment Process

Outline Development Plans and the Identification of Development Viability

Preparation of Management Plans

Assessment of the Location, Distribution and Catchments of Facilities, Programs and Services

Provision of a Diversity of Opportunities for Recreation Facilities

Facility Design

Provision of Recreation Programs and Services

Staffing

Information and Education Services

Opportunities for Joint Development

Risk Management and Insurance

Maintenance

Vandalism Management Strategies

D.2 A STRUCTURED NEEDS REVIEW AND ASSESSMENT PROCESS

The needs and priorities for sport and recreation facilities, programs and services will change as the population grows and changes, and as other needs and priorities emerge.

As a consequence, it is very likely that at some time in the future, Council will perceive a need or will be pressured to change the priorities, which they have identified, to initiate provision for new, previously unidentified activities and to redirect their funding allocations.

In the face of these circumstances, it is essential that Council has in place a recognised and accepted strategy for reviewing and adding to the findings and recommendations presented in the current report, for evaluating alternate provision proposals, for defining detailed implementation processes and for monitoring the needs of the community.

In essence, such a strategy should include each of the following elements :

- a. The review of the existing provision of sport and recreation facilities, programs and services
- b. The identification of development opportunities
- c. The analysis of population characteristics and the implications of these for recreation provision
- d. Consultations with the community
- e. Evaluation of policy issues including equity, access, the position of the disadvantaged etc
- f. Monitoring and evaluation.

Each of the above should also be applied both during the course of initiating the actions recommended by this Study in order to "fine-tune" the implementation process and in the process of developing initiatives which are alternatives to or additional to the recommendations of this Study.

Obviously the scale of action on each of the points listed above will vary, although the processes will be essentially the same. For example, if a new community centre was being planned, the area to be served would be relatively small. Thus, the population, which was surveyed in keeping with c. and d. above, and the existing

facilities reviewed (in keeping with a.) would be relatively small. By comparison, if the provision of new indoor sports facility was being contemplated, the first point of community contact might be the existing sports clubs and recreation groups within the community but Council wide or even regional involvement of interest groups would most probably be appropriate.

Some additional financial and staff resourcing will most probably be necessary within the relevant areas of Council's operations if the process recommended above is to be effectively pursued.

Population growth and change must be monitored as part of both a general and specific needs assessment and review process. Attention should be paid to the characteristics (and differences of need) of both existing residents and new residents moving into the specific area under scrutiny. The special needs of minority groups or special need groups within the community should not be overlooked. By monitoring the growth of the population, Council will be able to better anticipate and possibly meet future demands for sporting and recreation facilities, programs and services. To be effective, the analysis must coincide with evaluation of the sporting and recreational opportunities available in the municipality. Appropriate actions, to ensure that sporting and recreational needs will continue to be met, can then be determined.

Consultations should be conducted with the community as part of the development/ implementation process. This will ensure that community needs and aspirations are taken into consideration and that community members understand the purposes behind certain proposed actions and the benefits, which will accrue from them.

An important component of the community consultations should entail identifying the social functioning and aspirations of the community and its members. Links between sport and recreation provision and other services should be considered so that economies of scale or economies from co-development can be achieved. An attempt must be made during the consultation process to distinguish between wants and needs.

A major benefit of community consultation is that it gives residents who do not have the capacity to let their needs be known under the normal circumstances greater opportunity to express their needs. It also allows an exchange of ideas so that issues such as those discussed above can be raised with the community.

The efficiency and effectiveness of sport and recreation facilities, programs and services must be evaluated on a pre-determined and regular basis. Evaluation is a process of assessing what has and has not gone well in order to allow quality to be maintained or improved. Evaluation is also carried out to determine if the stated

objectives have been achieved, or if in fact, the objectives require modification. The evaluation process assists in adapting to a changing environment.

To be most useful, evaluation must be carried out on a regular basis and all aspects of recreation planning, management and marketing can and should be evaluated. Appropriate action should then be taken in the light of the evaluation results.

D.3 OUTLINE DEVELOPMENT PLANS AND THE IDENTIFICATION OF DEVELOPMENT VIABILITY

The preparation of Outline Development Plans which identify what Council would like to see achieved in terms of sport and recreation provision in new residential areas, helps overcome the problem of discovering that needs cannot be met effectively once all the land in a subdivision has been taken up. Such a plan may be useful for the Bagdad – Mangalore area where there will be continuing population growth and where pressure for new or different sport and recreation facilities is likely to emerge. However, the initiative taken to create the Bagdad Community Centre and associated sporting and recreation facilities is already a major benefit and focus for future upgrading and development. The outline development process can indicate what facilities may be needed, what the land or infrastructure requirements are, various site options and recommended strategies for meeting future community needs.

Some Councils in Australia are now imposing a community services development levy on all new subdivisions as a means of raising funds to used in the development of a community services infrastructure along with residential development, rather than well after settlement has occurred. This warrants consideration as a means of ensuring that needs are met as they arise.

The concept of "development viability" warrants careful consideration. In essence, it relates to the need to ensure that when the provision of indoor sport and recreation facilities, programs and services is made, it is done so at a scale and in a way that is likely to offer the greatest chance of success. While "viability" may be seen solely in economic terms, it should also be viewed in terms of ease of management, multi-use potential, operational effectiveness, efficiency and equity (i.e. the principles outlined in Chapter 4).

Hard and fast "viability criteria" cannot be stated. However, they can be assessed from the experience of other facilities, programs and services in other Councils. Experience suggests that most "single-purpose" recreation facilities often fail the "viability" test.

A final value of considering the issue of viability is that it will provide useful guidance in the formulation of "performance criteria" or measures of the success of recreation facilities, programs or services.

D.4 PREPARATION OF MANAGEMENT PLANS

Ideally Management Plans should eventually be prepared for all major Council and community owned and managed sport and recreation facilities.

Each Management Plan should include a set of goals and objectives covering both how the area is to be developed over time and how it should be operated on a day to day basis. The objectives should reflect Councils sport and recreation policy and the expected characteristics of users and their needs.

In developing a Management Plan, a statement should be prepared on the following issues:

- a. Present and potential user groups and their requirements
- b. The size of the area and population to be served
- c. Access strengths and action needs
- d. Current programming activities and future opportunities
- e. Marketing actions and proposed strategies
- f. Financial management arrangements
- g. Quality and asset maintenance
- h. Acceptable and non-acceptable uses
- i. The capacity to support of multiple uses and actions needed to achieve this
- j. Timetabling and booking regulations
- k. Maintenance needs timetables
- l. Development proposals to accommodate changing needs
- m. An evaluation timetable and the performance indicators to be used

Other issues which may be considered include the types of benefits and experiences for which opportunities will be provided, the projected life-span of a particular

facility, program or service and the ways in which redevelopment or re-marketing might be used to ensure that the facility meets the needs of new or changed client groups over time.

Management strategies should be designed to influence use rather than be overtly directive or regulatory. As far as programs are concerned, a management plan might propose "cycles" of provision at different venues so as to reduce the danger of activities losing their momentum. Pricing of services might be used to limit over-use by those who are less in need than others. Management plans should be designed so as to allow use flexibility over the short, medium and long term.

Management is the key to a successful facility and while the issues listed above are not exhaustive, they should provide a starting point for the development of management plans. Increasingly, state and federal funding is only being allocated where these and detailed feasibility / financial analyses have been prepared.

D.5 ASSESSMENT OF THE LOCATION, DISTRIBUTION AND CATCHMENTS OF FACILITIES, PROGRAMS AND SERVICES

Location refers to the position of sport and recreation facilities, programs and services relative to other facilities such as schools, highways, shops, parking areas, public transport and other leisure centres, programs and services. By comparison, distribution refers to the spatial distribution of facilities, programs and services across the municipality. The catchment is the shape and size of the area served.

Over the years there have been numerous sets of standards on this topic, but these should only be used as guidelines and they should be assessed and adjusted in the light of local conditions. As with other public and commercial facilities, programs and services, indoor sport and recreation facilities can benefit from close association with each and opportunities for this should be identified and exploited (e.g. Bagdad Community Centre provides an example of clustering of facilities and sharing of support services).

The potential catchment of any sporting and recreation facility, program or service must be assessed before provision is made. Distance can be a major constraint on achieving an adequate catchment influenced by the willingness for people to travel to reach some facilities and thus, can impact on facility viability. As a consequence, some degree of duplication can be assumed as necessary within the municipality to ensure local needs are met in districts or towns.

D.6 PROVISION OF A DIVERSITY OF OPPORTUNITIES

Sporting and recreation facilities, programs and services should be developed and managed to establish a diversity of opportunities for all sections of the community – especially those with recognised needs such as youth, aged, women, people with disabilities and the indigenous community. Diversity means that each facility should, as far as is practical, be looked at in terms of supporting multiple uses. For instance, a hall, which has been designed primarily for indoor sports, may also be capable of catering for entertainment events.

Diversity should be sought:

within each facility;

between different facilities or of the same general type; and

between different types of facilities.

Consideration must also be given to a hierarchy of facilities, which will cater for different levels of competition and skill levels. Despite the marketing appeal of elite sports, it is necessary to determine what level of resources should be reinvested in the wider community to maintain the future of the sport and recreation through its participants and administrators.

D.7 FACILITY DESIGN

Attention must be paid to the siting and layout of sporting and recreation facilities and physical services, which are provided as this, can have a major effect on facility and site usage. Both large and small buildings should be sited so as to permit practical additions to them and so that pedestrian and vehicular traffic can reach them easily and safely.

Attention should be paid to ensuring the maintenance of quality at public sport and recreation facilities. A lack of maintenance breeds disrespect and vandalism as well as deterring users. Landscape design and planting should be used to increase attractiveness and use flexibility. Low maintenance native vegetation may be appropriate at sites which have little use but which Council wishes to retain as sport and recreation resources.

The relatively high level of mobility of today's population should be recognised and provision should be made for it. This should entail ensuring the provision of an appropriate number of parking spaces at these sites.

In the development of existing and new indoor facilities, programs and services access must be provided for the disabled. Current thinking does not support the provision of separate opportunities for the disabled unless this is totally necessary. Rather, the modification of standard facilities, programs and services so that the disabled can join the wider community in participating is preferred. Australian Standards for the design of facilities to cater for needs of disabled people exist.

Consideration should be given to the inclusion of the following support facilities at indoor sport and recreation facilities:

- a. meeting room(s)
- b. crèche/babies change facilities
- c. kitchen facilities, including hot water
- d. disabled access and change facilities
- e. fenced outdoor play areas
- f. extensive storage areas
- g. car parking
- h. air conditioning/heating

Outside professional expertise should be sought in the siting and designing of indoor facilities.

D.8 PROVISION OF RECREATION PROGRAMS AND SERVICES

The provision of recreation programs and services must be given as high a priority as facility provision as they are generally essential if a high level of facility use is to be achieved.

As an extension to the programming and servicing issue, an emphasis should be placed on what is commonly referred to as a "marketing" approach to recreation development. To achieve this, it is suggested that the following steps be followed in determining the most appropriate programs and services to provide at each major facility:

- a. identify different "target" groups in the community, which are likely to desire different types of recreation activities. Target groups can be based on age, sex, place of residence, income and a wide array of other personal attributes or they may be derived from a survey of the types of "experiences" people wish to gain from sport and recreation participation
- b. identify the "program" preferences and needs of the target groups
- c. determine the best place(s) and time(s) to offer the programs
- d. calculate the most appropriate price(s) in the light of the cost of provision and the client group(s), and
- e. develop a promotional package, which publicises the programs and encourages people to use them.

D.9 STAFFING

Good management is at the heart of successful and effective municipal sport and recreation provision. Council must therefore seek means by which their own sport and recreation facilities, programs and services are effectively managed. This may entail servicing through, for example, the provision of management and leadership training programs, management reviews and the employment of recreation managers.

In the case of the Southern Midlands, it is difficult to justify the employment of a recreation officer on a full-time basis but it may be a part-time role linked to another community service function e.g. Youth, administration/research/venue bookings. It is more likely that recreation responsibility will sit across several functions of Council and that the emphasis is placed on co-ordination of resources and efforts.

Council should consider the development of staff skills to have the capacity to be involved with:

strategic recreation management to ensure the organisation has the skills and capacities to effectively manage the provision of recreation opportunities;

research recreation trends and needs and define the best outcomes;

network and work together with Sport and Recreation Tasmania programs and services;

assisting, improving and developing the management skills of clubs, committees of management and other community recreation providers;

sport and recreation services information, training and education for the provision of supporting resources and skills in the wider community;

planning and providing for program and special needs development by co-ordinating the development and provision of programs for particular needs groups in the community;

recreation services marketing and promotion; and

agency coordination for working with and co-ordinating initiatives and processes between Council , clubs, groups and other stakeholders.

In addition to professional staff, the role and contribution of volunteers must be recognised as they are important to the success of most sporting and recreation events. As a consequence, a professional focus on volunteer recruitment, training and support can often be more productive than one, which encourages volunteer replacement.

D.10 INFORMATION AND EDUCATION SERVICES

Information services must match the diversity and needs of the community. A community cannot make effective use of facilities, programs or services if it does not know of their existence, when they are available at what cost and from whom.

There are many strategies by which information can be distributed to the community including online services, information booklets, Council and club newsletters, notice boards, newspaper articles, letterboxing, through libraries, schools and health centres. Council has been updating the community information but there remains the need to progressively maintain the data base to cover all groups and clubs. Word of mouth would seem to be the main source of information.

Research indicates that no one method of promotion alone is adequate and that as costs can be quite high for some strategies, several ought to be tried and evaluated in terms of who they reach, and the cost per contact achieved.

D.11 OPPORTUNITIES FOR JOINT DEVELOPMENT

Opportunities for the joint development and use of existing recreation facilities (including car parks) with schools, other government agencies and commercial developments should be actively pursued. While joint initiatives can be excellent, Council must ensure that they retain an equitable share of the control over jointly developed facilities and that they use that control to ensure equitable levels of community access.

Joint use must be covered by written agreements, which should be fully aired with the local community before being signed.

Joint use of existing facilities should be encouraged as a means of reducing the need for additional, new facilities. School and church facilities offer opportunities in this direction. One strategy is for Council to offer to assist/support upgrading and redevelopment works in return for wider community use of the facilities.

The integrated development of all new and redeveloping indoor facilities should be sought wherever possible. Further, links with outdoor uses and users should also be explored. In order to encourage integrated development, Councils should consider adopting as policy the requirement that more than one user group be involved in the development and use of any facility before Council funding is allocated. Management plans and use agreements should also seek to achieve the same principle.

D.12 RISK MANAGEMENT AND INSURANCE

With the growth of public litigation, Council must ensure that it has defined and documented strategies for reducing or eliminating public risk through the use of sport and recreation facilities, programs and services, which it owns or operates. Similarly, adequate public indemnity insurance cover for the operators and users of its facilities, programs and services must be obtained.

Sport and Recreation Tasmania has produced information on this topic and can provide general advice about risk management issues including:

- sports injury prevention;
- harassment free sport;
- industry standards;
- risk management planning; and

event risk management.

The approval of the *Civil Liability Act 2002* has allowed for land managers including Councils to potentially reduce their risk exposure with the use of signage and information.

D.13 MAINTENANCE

All sport and recreation facilities require regular maintenance. This ensures that the programs and activities for which the facilities are used can operate safely and effectively. Maintenance of a facility should not be neglected to a point where a facility cannot be used. Asset maintenance and replacement budgets and maintenance timetables should be incorporated into each facility Management Plan. As a general principle, an amount equivalent to one-tenth of the current replacement value of a facility should be set aside each year – this is difficult to achieve and many Councils find that it would absorb a significant part of the overall budget without allowing for meeting new needs.

The Southern Midlands Council has not established asset maintenance and replacement within the operating budget and these problems will need to be confronted in future years. However this is not uncommon as very few Councils have been able to implement asset maintenance and replacement within their operating budgets.

D.14 VANDALISM MANAGEMENT STRATEGIES

Vandalism is a multi-faceted problem, which is manifested in a range of damage forms, caused for a number of reasons and by a variety of individuals. It is neither realistic nor practical to hope to be able to eliminate all vandalism. However, vandalism management strategies can be prepared and implemented to assist in reducing it to manageable levels.

A positive and understanding approach is required when developing effective vandalism management strategies. The strategies must maintain a balance between vandalism reduction, facility "usability", maintenance, aesthetics, cost-effectiveness and the preservation of a creative and dynamic sporting and recreation environment.

A methodology for the development of a vandalism management strategy is outlined below:

1. Develop a "facility conditions" inventory and introduce periodic inspections. The inventory should include an assessment of priorities for repairs based on the potential danger of the each form of damage.

2. Use the inventory of facility conditions to identify the most expensive incidents, the most frequent targets, the most common type of damage, the highest average cost of repairs and the period when most incidents occur. These results should then be analyzed to identify the types of vandalistic behavior and to speculate on why it has occurred.

3. Prepare a set of vandalism management strategies based on the above analysis. These strategies should detail a general vandalism management program as well as strategies for specific problem areas.

The range of vandalism control strategies is very wide and is beyond the scope of what can be covered in this project. However, those, which warrant consideration, include:

- i. Wider publicity about the losses incurred through vandalism (however it is noted that there are differing views on whether this is an appropriate action)
- ii. Public education about the losses and disbenefits, which flow from vandalism
- iii. Establishing enforceable rules and regulations where possible
- iv. Higher visibility of employees
- v. Management and supervision input from surrounding residents/ neighbourhood watch programs, Bushwatch etc
- vi. Financial rewards for information leading to the conviction of vandals
- vii. Heavier programming and use
- viii. Changed management strategies such as longer hours, fewer use restrictions, more young staff, employment of potential offenders etc
- ix. Taking prompt action on repairs. If a facility is maintained at a good standard there will generally be reduced incidents of 'negligent' vandalism
- x. Replace the high incident targets with more vandal-resistant materials (such as toughened glass and alternative sanitary fixtures)

- xi. Changed development strategies and materials
 - xii. "Deflection" of vandalism by making the process difficult through the use of materials, fencing, surface types etc; by providing other, acceptable, targets, and by responding with quick and comprehensive clean-up and repair programs
 - xiii. Seek to understand why vandalism occurs and identify strategies for redirecting the energies of the vandals.
4. Establish quantifiable objectives for monitoring the strategies. Accurate records on any change should be kept to ascertain the effectiveness of the vandalism management program.
5. The effectiveness of the strategies should be continually evaluated.

D.15 CONCLUSION

The sport and recreation planning and development guidelines presented in this Chapter have been designed to help Council ensure that what provision is made warrants the effort, is of an adequate standard and is capable of effectively meeting the needs of the community.

The guidelines are not exhaustive and should be modified, refined and added to over time as circumstances demand. Used as both a guide and even just as a checklist, they will provide Council with a far stronger basis for the development of good quality, well-positioned, well-managed and effectively-priced sport and recreation opportunities than has been available in the past.

It is recognised that the application of the guidelines has cost implications to Council, particularly in the planning, post-implementation, monitoring and redevelopment stages. These are far outweighed, however, by the benefits, which the guidelines will bring to the community at large.

APPENDIX E

SUMMARY HANDOUT AND SURVEY

Summary Handout and Survey

Draft SOUTHERN MIDLANDS RECREATION PLAN

Southern Midlands Council



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What the Study is about

Sport and recreation are important components of the lifestyle enjoyed by residents and visitors to the municipality, and the Council has sought to provide reasonable access to a range of facilities and services.

The Partnership Agreement between the Tasmanian Government and the Council identified the need to prepare a Recreation Plan as a key initiative for the Southern Midlands.

The goal of the study was to develop a plan that provides the framework for future policy and decision-making on sporting and recreational issues specific to the Southern Midlands. A strong emphasis was that it delivers realistic recommendations that are affordable, achievable, for the long term benefit of the community and consistent with State strategic directions for community sport and recreation development.

Changing Situation

The Southern Midlands has a good mix of recreational assets, beyond what might be expected for a municipality with a population under 6000 persons and one that is spread across a large rural area. These facilities have been progressively developed in response to the needs of the community over a long time – many were developed by past Councils (e.g. Green Ponds, Oatlands, Richmond) and then absorbed within the formation of the Southern Midlands Council. The Southern Midlands Council is clearly the principal owner and manager of a diverse range of sporting and recreation facilities including recreation grounds, pool, open spaces/parks and community halls.

To some extent, the existing provision is also a reflection of how the community existed in the past - sport and recreation was previously focused on the local area but high ownership of private vehicles has since allowed people to access better choice of quality facilities both within and outside the municipality.

As the make-up of the community has changed, so has the needs and use of these facilities. For instance some sports grounds have limited use due to the decline of the population numbers and changed recreational interests in the community (e.g. loss of football and cricket teams). Similarly community halls were once a focus for local community recreation activities such as badminton and country dances, but are now typically under-utilised by the community due to improved private transport, inflexibility of the buildings, the ageing of the population and changed recreational interests in the community. Clubs with a growing population base have been able to upgrade facilities and services to better cater for their sports, whilst others have lost players and seen use of their facilities decline.

It is evident that there are patterns of change in the demographics and recreation participation that will continue to impact on the use and provision of facilities and infrastructure, programs and services in the municipality. These demographic and participation trends will require Council to monitor and review its future role in recreation planning and provision. Council will also need to consider possible ways of sustaining recreation participation within the community, whilst dealing with changing demands for recreational facilities, programs and services – whilst some areas like Bagdad

continue to grow and expect facilities, other areas are in decline and existing facilities receive limited use.

Outline of proposed policy direction

Whilst a broad policy framework exists under the Council's Strategic Plan and recognises the benefits of recreation, the opportunity exists for improving the integration of recreation policy and operations under the auspices of a Strategic Recreation Plan for the whole of the municipality.

The following sport and recreation vision is proposed for the municipality:

Make the Southern Midlands municipality a better place by providing and supporting a diversity of sustainable sporting and recreational opportunities that meet the community needs for life-long participation.

In addition the report refers to nine key policy principles:

- fairness, equality and access;
- life-long involvement;
- quality of experience and safety;
- continuous improvement;
- sustainability;
- multi-use and efficiency;
- diversity of opportunities;
- partnership / shared responsibility;
- making a whole-of-Council commitment; and
- organisational capacity.

10 Year Action Plan

A 10 Year Action Plan sets out 24 key recommendations for:

1. Building operational structures and capacities in the Council
2. Building operational processes and policies within Council and in the wider community
3. Maintaining, upgrading and redeveloping existing sport and recreation facilities

4. Maintaining and upgrading existing, and developing new sport and recreation programs
5. Upgrading the existing, and developing new sport and recreation services
6. Developing new sport and recreation facilities.

The recommendations were based on extensive research, review of past reports and consultation with a range of key stakeholders within the community.

The Action Plan refers to the core actions that will strengthen the capacity of the Council to deliver and support sport and recreation planning and meet the directives of the recreation planning framework. Some of the recommended strategies extend beyond the current capacity of the Council to realistically provide resources and management for community sport and recreation. Nonetheless, the actions are included to indicate the desired long-term direction for recreation planning, development and management over the next 10 years. It is also important that the Plan not be seen as a fixed document but rather a tool that can be updated on a regular basis as new information becomes available.

The following Table summarises the key recommendations from the report and you are invited to indicate whether you support, disagree or are unsure about the recommendation.

Rec	Initiatives for building operational structures and systems in the Southern Midlands	Support	Unsure	Disagree
1	<p>Recommendation Maintain the current Southern Midlands Council Hall and Recreation Committee to implement the 10 Year Action Plan.</p> <p>Rationale The Committee is an existing structure with the potential to implement the Plan but it will require additional resources given the need to expand its role across broader interests of sport and recreation. The Committee may consider opportunities to involve community representatives in working towards implementing the Plan. It is suggested that the existing Committee be renamed the Southern Midlands Community Sport and Recreation Development Committee.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	<p>Recommendation Consider creating a new position for a Recreation Co-ordinator within Council that works to facilitate the recreation vision. The role would include servicing the Committee, co-ordination of planning, management of recreation facilities/assets, monitoring needs and strategies for sport and recreation, liaising with clubs and groups, undertaking research and consultation, identifying/revising budget priorities and strategies, co-ordinating and facilitating community initiatives.</p> <p>Rationale There is no current position within Council with the capacity or responsibility for co-ordinating recreation facilities, programs and services in a whole-of-Council approach. Various areas of responsibility are allocated across discrete areas of Council, often isolated from each other, and dealing with recreation in different ways. Council's work would be enhanced by establishing a stronger mechanism that worked to co-ordinate the delivery of recreation policies, programs and services within the Council. This will also help extend consultation and communication with existing sporting clubs and groups within the community. May be an opportunity to share role with another Council.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Rec	Initiatives for building operational processes and policies in the Council and in the wider community	Support	Unsure	Disagree
3	<p>Recommendation Integrate the proposed vision and guiding principles of the Recreation Plan into Council's Strategic and Operational Plans. Adopt the vision, guiding principles and policy positions as a framework for guiding future decisions of recreation management.</p> <p>Rationale The vision, guiding principles and policy positions should become the reference point for future decision making. It needs to be endorsed and supported by all staff involved with recreation facilities, programs and services. The policy positions may be upgraded or altered over time.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	<p>Recommendation Assess community needs as a primary basis for future decisions about planning and development priorities and locations for sport and recreation facilities, programs and services.</p> <p>Rationale Council should develop the capacity to:</p> <ul style="list-style-type: none"> • monitor facility use and user capacity; • monitor population growth and change and for assessing the implications to facility, program and service provision; • monitor changes in sport and recreation demand and for assessing the implications to facility, program and service provision; and • using the policy framework and principles to establish a mechanism for assessing new development proposals not identified in a needs study. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	<p>Recommendation Introduce a separate grant allocation to focus on supporting sporting clubs and community groups in improving recreation programs and services within the municipality.</p> <p>Rationale Similar to other Local Councils, a more formal grants scheme should be initiated to assist local clubs, groups and organisations to improve their programs and services. The funding should be in the order of \$20,000-30,000/year given the identified needs of the clubs/groups and the potential to achieve substantial roll-on benefits back to the community – this would formalise some of the funding now provided but under clear guidelines. It is suggested that the sport and recreation grants be focused on improving training and programming, supporting the start-up of new sports and recreational activities, supporting junior development programs and targeted programs for special need groups.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	<p>Recommendation Strengthen Council's ability to liaise with other organisations in the planning, development and management of sporting and recreation opportunities within the region. The agencies might include other Councils, Department of Health and Human Services, Sport and Recreation Tasmania, Education Department, Parks and Wildlife Service, Forestry Tasmania etc.</p> <p>Rationale This is aimed at creating better lines of communication between the key agencies involved with sport and recreation in the region. The intention would be to develop better awareness and co-operation between the Council and agencies about the future planning, development and support of sport and recreation facilities, programs and services, promoting greater access and community use of public facilities for sport and recreation and encourage opportunities for joint development or partnership arrangements in sport and recreation within the region.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Rec	Initiatives for building operational processes and policies in the Council and in the wider community	Support	Unsure	Disagree
7	<p>Recommendation</p> <p>Facilitate the improvement of management and programming skills within existing and new sporting clubs and recreation groups through the provision of advice and co-ordination of support training services. This may include facilitating improving club management skills, training for volunteers, preparation of Business Plans, management of volunteer services, financial management, access to Government agencies and funding programs, fund raising, legal and insurance aspects, program development, pricing services, marketing and promotion, meeting disability access standards, incorporation etc.</p> <p>Rationale</p> <p>Most sporting clubs and recreational groups rely heavily on the volunteer efforts of their members to run all aspects of their club/group including the organising of sporting/recreational events, fund raising, maintaining facilities, administration and managing the club/group funds. In many cases, these responsibilities are being carried by a small number of members.</p> <p>This initiative would assist clubs and groups to develop the management tools and skills that are required to sustain their sporting and recreational activities on a more viable basis in the future.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	<p>Recommendation</p> <p>Review the usefulness of the Council's community database on sporting and recreation facilities, programs and services to use for planning, management and community information purposes.</p> <p>Rationale</p> <p>The data base would facilitate the provision of advice and information to assist sporting clubs and recreation groups to successfully access facilities, programs and services. It should include indoor sports facilities (private and public), sporting grounds, community halls, clubrooms, meeting rooms, neighbourhood houses etc. It should list available programs and services, and record details of location, contact/ booking arrangements, available facilities, amenities, use restrictions, as well as work programs, vandalism records, allocated expenditure and site monitoring information.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	<p>Recommendation</p> <p>Make greater use of consultation and planning to identify and foster partnerships with the community. Consider the opportunity to run two forums (a summer and winter) with sporting and recreation stakeholders each year to discuss issues, management processes, priorities and co-operative opportunities.</p> <p>Rationale</p> <p>There is currently limited liaison between Council and sporting clubs and recreation groups within the wider community, although some clubs and groups have established good independent working relationships with Council. These forums would provide a mechanism for improving communication between clubs/groups on a more formal basis and consequently better inform all stakeholders of priorities, needs, issues and resources.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	<p>Recommendation</p> <p>Seek greater access and/or maintain current access to sports and recreation facilities at schools.</p> <p>Rationale</p> <p>Increasingly schools are finding it difficult to fund the maintenance and improvement of sporting grounds and facilities. The Council can be pro-active in establishing co-operation with School Principals and considering ways of assisting with insurance costs and facilitating community use of the facilities.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Rec	Initiatives for maintaining, upgrading and redeveloping existing sporting and recreation facilities	Support	Unsure	Disagree
11	<p>Recommendation Support the Council's application for Commonwealth funds under the Australian Government Water Fund to restore the Lake Dulverton wetland, which will create new recreational opportunities in the town of Oatlands.</p> <p>Rationale The proposal will bring substantial benefits to the Municipality and to Oatlands – a reliable water supply, improved wetland conservation values, new recreational activities and further develop the attraction base of the town. The proposal will contribute to the amenity and experience of Oatlands as a place.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	<p>Recommendation Council continue to improve and upgrade its parks and reserves based on identified need, priority and stakeholder consultation. Continue to focus on having one well developed community open space within each of the main settlements and use of small local parks within residential areas located more than 400m away from these larger community open spaces.</p> <p>Rationale Priority be given to the upgrading of informal passive reserves, picnic facilities, playgrounds, public toilets, tracks / trails and other visitor facilities which support local resident and tourism use at Callington Park (Oatlands), Bagdad Community Centre (Bagdad), Station Park – old Gymkana site – Recreation Ground (Kempton), Colebrook Park (Colebrook), Flour Mill Park (Campania) and Tunbridge Park (Tunbridge)</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	<p>Recommendation Investigate potential for Council to sell some land blocks with funds being used to support community recreation projects</p> <p>Rationale Investigate the potential to sell at Mountford Drive (Mangalore) and some portions of land of less recreational value at Campana Bush Reserve and behind the Kempton Hall</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	<p>Recommendation Prepare Master Plans for key sporting and recreation areas/ facilities on the basis of 1 master plan per year over the next 3 years.</p> <p>Rationale Priority be given to the principal sportsgrounds within the municipality - Oatlands Recreation Ground, Bagdad Community Centre, Campana – Flour Mill Park and Recreation Ground</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	<p>Recommendation Maintain the current Council owned halls as the principal halls within the municipality and avoid taking responsibility for community owned halls.</p> <p>Rationale Council should support the potential upgrading of halls in locations where there is a suitable base population and a trend towards a growing local population and community interest in such facilities. Council could work with local communities that are committed to improving the use, management and maintenance of these facilities so they become more sustainable and accessible for other uses. Where strong community interest does not exist for the management and maintenance of the community hall, then consider alternative options such as facilitating leases by other community groups or individuals that will maintain use (but may limit public access) or the sale of the building subject to due processes of consulting with the local community. Some halls such as Pawtella Hall, Baden Hall and possibly the Mt Seymour Hall where consultation with the local community to is warranted determine support.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

16	<p>Recommendation Continue to encourage sporting clubs and recreation groups to be involved in a "Try or Learn" program each year, as a way of encouraging greater interest in sport and recreation opportunities for the community.</p> <p>Rationale There are many barriers to increasing participation in sport and recreation and these programs help to promote and market the diversity of sports and recreational activities available within the municipality. There are also the potential spin-offs for increased membership of sport and recreation clubs and groups resulting from the programs.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rec	Initiative for maintaining and upgrading existing, and developing new recreation programs	Support	Unsure	Disagree
17	<p>Recommendation Initiate and upgrade programming of community recreation facilities.</p> <p>Rationale This might include:</p> <ul style="list-style-type: none"> • using training programs • assisting programming efforts at major venues • assisting with further development of Australian Sport Commission/SRT/industry programs or initiatives programs for sport and recreation • supporting junior development programs for individual sports and ways of encouraging higher parent involvement • targeted programs for special need groups e.g. youth (especially girls), families, aged, poor, unemployed, new residents, shift workers etc. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rec	Initiatives for upgrading the existing, and developing new recreation services	Support	Unsure	Disagree
18	<p>Recommendation Facilitate production of a recreation trails map and guide for walking, horseriding, mountain bikes and road cycling within the municipality.</p> <p>Rationale Continuing to be a popular activity sought by residents and with the potential to attract interest from visitors who may not perceive the opportunities that exist.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19	<p>Recommendation Review the potential opportunities to co-ordinate the use of community buses and private vehicles within the municipality.</p> <p>Rationale This would improve access to community recreation facilities and programs by disadvantaged groups or those with limited mobility options. e.g. unemployed, youth, aged, disabled.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20	<p>Recommendation Provide an annual award to a selected sporting club, recreation group and community organisation for their achievements in promoting community access to their activities during the year.</p> <p>Rationale Recognition of the self-help and volunteer commitment by individuals or clubs/groups to improve opportunities within the municipality</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Rec	Initiatives for upgrading the existing, and developing new recreation services	Support	Unsure	Disagree
21	<p>Recommendation Upgrade directional signs to major community sporting and recreation facilities.</p> <p>Rationale Promotes the facilities to the community.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rec	Initiatives for developing new recreation facilities	Support	Unsure	Disagree
22	<p>Recommendation Further investigate the feasibility of a small aquatic centre as a joint partnership venture on the land off Marlborough Street, which could incorporate sport, recreation, residential, and tourism uses.</p> <p>Rationale The Oatlands swimming pool conflicts with the long term protection of heritage values of the Oatlands Gaol and possible tourism benefits that may eventuate from restoration of this site. The report indicates the capital and operating costs for a new pool to be unviable given the potential market of users. Investigate the feasibility for a small aquatic centre primarily focused on health, learn to swim and leisure programs rather than competitive use. The investigations should consider the feasibility of joint partnership arrangements with relevant State Government agencies and or private developer interest. The option for an integrated development on the land off Marlborough Street with sport, recreation, residential and tourism uses should be considered.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23	<p>Recommendation Development of recreational trails within the settlements.</p> <p>Rationale Recreational walking is the highest activity for participation across all age groups and gender. The community interest in trails has been increasing and the opportunity exists to develop a network of recreational trails within using existing tracks, trails, streets, open spaces etc. This would also benefit visitors to the municipality. Some of the key opportunities for investigation are:</p> <ul style="list-style-type: none"> • promoting access to selected public roads within Oatlands that start from the town and extend to the surrounding country; • trail using the open space along the creeks and existing footpaths in Bagdad-Mangalore • a trail linking town entry points at Kempton within a landscaped corridor to the highway; • link between Flour Mill Park and bushland land at Campania; • upgrading of the Levendale waterfall walk 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24	<p>Recommendation Assess the potential for developing a walking trail, lookouts and visitor interpretation at Colebrook River Gorge Nature Reserve</p> <p>Rationale The Reserve has strong appeal given the dramatic landscape, natural bushland, river and wildlife that can be observed. Options may consider a short walk to viewing of the Gorge and a longer distance bushwalk along the river course. Adds to the range of tourism natural attractions within the municipality.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Do you have other comments on the proposed recommendations listed above? We would welcome any further comment on any recommendations that you 'disagree' with.

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Please return the survey to the Southern Midlands Council, Kempton Office, 85 Main Street, Kempton, Tasmania 7030 by the Wednesday 30th November 2005. Thankyou for your time and comments.