

Laharum Community Precinct Plan



Horsham Rural City Council

June 2015

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1.0 Executive Summary

Although small in size, the Laharum community is passionate about its sport, its arts, its school and its community groups. Partly due to its distance from Horsham, it has become a self contained community with a 'can do attitude'. It is a very welcoming and proud community and it is this positive vibe that enables it to attract not only local residents to its various activities and events, but also people from a much broader catchment. Many families have been in the district for generations. Those that have moved to larger neighbouring centres such as Horsham will often return on weekends to take part in sporting and cultural activities – such is the strong sense of community that exists.

Despite the significant hardship that members of the Laharum community have experienced in recent years through fires and drought, it continues to work together on a variety of community projects for the betterment of all through the provision of in-kind labour, donation of materials and fundraising initiatives.

Through the precinct planning process, the community has voiced its ideas about its vision for Laharum in the future. It recognises that it is in the fortunate position of having two community spaces: the social rooms at Cameron Oval and Laharum Hall. Discussions occurred about whether or not it would be possible to relocate the hall to Cameron Oval and use it as the function space for the Laharum community. Given its proximity to the school; its regular use by the school; the unlikelihood of the school ever relocating to the block of land owned by the Department of Education and Training next to Cameron Oval; and given that the hall would not be likely to meet the needs of sports clubs located at Cameron Oval, it was agreed that the Laharum community would continue to focus on, fund, develop and utilise the two separate facilities in their current locations. However, the community will undertake relatively modest works at the hall; more significant works at Cameron Oval; and will work to ensure that the two facilities have their own niche (i.e. Cameron Oval facility as a sport and community facility; and Laharum Hall as a cultural and community facility), providing that funds permit. Although it intends to undertake more significant works at Cameron Oval, the hall is of equal priority to the community in terms of developments.

The specific vision identified for the Laharum community is:

The Laharum community prides itself on its inclusive local organisations, its accessible community infrastructure and the array of opportunities it provides for social, health, educational, environmental and economic activities.

In order to achieve this vision, the community agrees that the following works will be required in Laharum:

Cameron Oval – Change and Social Rooms

The community recognises that the existing change rooms at Cameron Oval are in a poor state of repair and are considered the worst in the Horsham District Football League. These change facilities need to incorporate home and away change facilities, change facilities for netballers, umpire change facilities, first aid / trainer's room, office and accessible toilets. The social rooms are also nearing the end of their life. When redeveloped, it needs to incorporate a function space able to seat 150 people, a meeting room able to seat 15-20 people, a kitchen, a kiosk, a bar, cool room, toilets and storage space. It is recognised that quality change and social facilities are likely to provide an improved standard of amenity for players and volunteers and also much better meet various design standards such as Disability Discrimination Act (DDA) regulations Safer by Design, Crime Prevention Through Environmental Design, Australian Standards, Australian Building Code. Quality facilities also assist in attracting more users, potentially more sponsorship and potentially more events.

Given the cost of constructing change rooms and social rooms and the significant local funding contribution that is likely to be required, it is the preference of the Laharum community to undertake works in a two-stage process. Stage one will address the more urgent need to replace the change facilities and stage two will address the new social facility requirement.

Cameron Oval – Surrounds

Additional works need to be undertaken around Cameron Oval to improve safety and amenity. From a traffic perspective, the shoulder of Northern Grampians Road directly in front of the reserve needs to be sealed and the ticket box needs to be moved in approximately one metre from its current location to create a safer entrance and reduce the risk of cars banking up on the Northern Grampians Road. Emergency access and disabled parking needs to be sited close to the old netball court and parking should be directed around the northern and eastern side of the oval primarily.

If land owned by the Department of Education and Training can be made available for community use, it would be useful to provide another internal road to this block on the northern end of the Reserve so that it can be used for overflow car parking and as parking for emergency vehicles when required.

From a pedestrian perspective, a pedestrian zone needs to be developed in the area between the Northern Grampians Road fence line, the emergency car park access, the tennis / netball courts and the new pavilion. This area should also incorporate a playground, seating and landscaping and some fencing needs to occur along the western boundary of the reserve.

Area between Cameron Oval and Laharum Hall

There is a need to formalise and improve the surface of the trail that connects Laharum Recreation Reserve to the Laharum Hall and Primary School site.

Laharum Hall

Although Laharum Hall has had some funds spent on it in recent years, it still requires a number of works to enable it to best meet the needs of the community. The highest priority at the hall is to upgrade the kitchen and at the same time create better change facilities for people using the stage. Other internal priorities include improving the acoustics in the supper room, upgrade the stage, convert children's toilets to an adult toilet and a shower and improve storage in porch for chairs.

Externally, an upgrade to sewerage is required and car park improvements. Additional landscaping, e.g. tree planting, establishment of a community garden and picnic / BBQ facilities and the removal of the old tennis court between the school and the hall should also be considered.

2.0 Introduction

The aim of the Laharum Precinct Plan Needs Assessment is to identify a clear direction for the further development of community facilities in Laharum, arising out of demonstrated need.

The Laharum community is situated 34km from the centre of Horsham in a south-east direction along the Northern Grampians Road. It currently comprises of Laharum Hall, Laharum Primary School (also featuring Laharum Kindergarten) and Laharum Recreation Reserve. Due to its distance from larger urban towns such as Horsham, Laharum is a self-contained community comprising of a diverse mix of people. There are fifth generation farming families living in the district, retired people, former residents who have returned and a number of people who moved to the area because of the beauty of the Grampians and the opportunity to live in a sustainable manner. Many people involved in sport in Laharum may have grown up in the area, moved away, but returned to play sport.

There are currently 210 people living in the Laharum Statistical Area, which in addition to Laharum also incorporates St Helens Plains and part of Dadswells Bridge. It must be noted, however, that the catchment for community facilities extends beyond the ABS Statistical Area to other places such as Horsham, particularly for activities such as football, netball, tennis and cricket. The nearby Wartook community also falls within the catchment zone and comprises of an additional 318 people. Whilst the area has a high percentage of people aged between 45-64 years of age (44.9% compared with 25% in Victoria), it has a significantly lower percentage of people aged between 25-39 when compared with Victorian statistics (Laharum has 8.6% of its population in this age range compared with 21.5% for Victoria). It also has a lower proportion of its population aged between 0-9 years of age (8.1% compared with 12.5% for Victoria).

The majority of residents were born in Australia (87%) and speak English at home (95.7%). Forecast population growth across the municipality is 0.5% per annum, with the majority of this focussed on Horsham West. However, it is expected that growth in Laharum will be minimal. By 2031, the population of Horsham Rural City Council is expected to increase to 22,571, which is an increase of 2,884 over a 20 year period, or the equivalent of 144 new people each year. A potential mining boom in the region in the future may help to increase the population further.

3.0 Policy Review

A number of plans and documents were reviewed in order to understand the context in which future developments for the Laharum Community Precinct Plan may be assessed against. A detailed review of local literature is contained within the appendix of this report. In summary, the key issues arising from the literature review are:

3.1 International Context

- Octopus Communities¹ notes that in the UK, the next generation of community centres aim to:
 - Develop inspiring projects that bring together residents, small groups and local businesses
 - Engage residents in the development of services and activities that encourage participation and engagement
 - Work with residents in most need of support to improve social and economic engagement
 - Support the development of community-led activities to improve local environments
 - Motivate local residents and businesses to become more involved through volunteering
 - Equip local residents with the skills and motivation to improve their life chances.

3.2 State and National Context

- VicHealth (2013) *Opportunities for Social Connection – A determinant of mental health and wellbeing* report recognised the importance of social connectedness and inclusion in communities. According to VicHealth, “social isolation can lead to stress, anxiety, depression, decreased resilience to traumatic events and suicide. It is also associated with increased rates of death, especially from heart disease and stroke. In contrast, social participation has been shown to build social connection and is associated with a wide range of positive physical and mental health outcomes. Creating resilient and connected individuals, organisations and communities can help prevent the ill-effects of social isolation and exclusion, and provide environments that promote healthy behaviours.” Creating community spaces where local residents can come together is an important component of building community connectedness.
- VicHealth (2012) *Promoting health and preventing illness in the community*² argues that increasing social connections and improves social cohesion (both of which can be achieved through community centres) are important for the following reasons:
 - “People who are socially isolated and excluded are more likely to experience low self-esteem, depressive symptoms and have a higher risk of coronary heart disease
 - Social cohesion may protect the mental health of people living in disadvantaged areas

¹ Octopus Communities website: <http://www.octopuscommunities.org.uk/our-projects/community-hubs/the-importance-of-community-centres/>

² VicHealth (2012) *Promoting health and preventing illness in the community*:
http://www.vichealth.vic.gov.au/~media/Indicators/Overview%20sheets/10/VH_LG%20Guides_SocCon_web.ashx

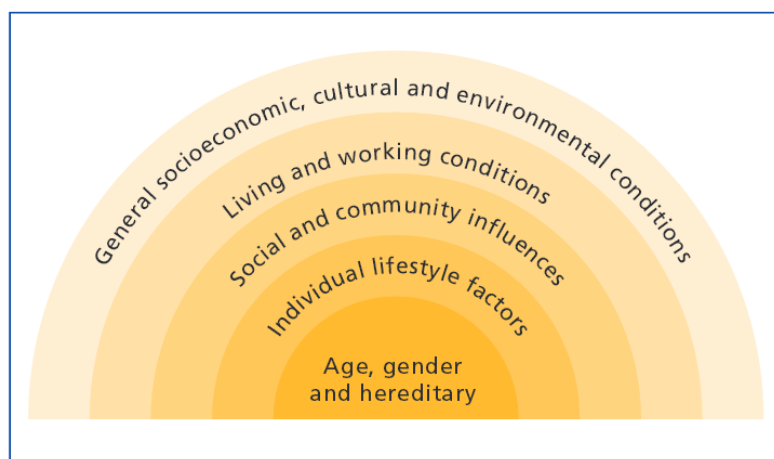
- Young people’s engagement with creative activities can lead to better academic outcomes, improved levels of self-esteem and a reduction in alcohol and drug consumption.”
- VicHealth (2002) *Leading the Way*³ document recognises the value of investing in health and wellbeing through a range of mechanisms including facilities such as community centres. It states: “Community prosperity enables councils to provide a healthy and caring environment for their residents. In turn, healthy and active communities can pursue the economic opportunities that create prosperity.” This leads to a ‘cycle of prosperity’:

The Cycle of Prosperity



Adapted from *Oregon Shines* 1989 www.econ.state.or.us

It notes that the state of our health also influences the ways in which we participate in the community, work and spend our time. The social determinants of health include:



Source: Dahlgren and Whitehead (1991)

³ VicHealth (2002) *Leading the Way: Councils creating healthier communities*: <http://www.vichealth.vic.gov.au/~media/ProgramsandProjects/PlanningHealthyEnvironments/Attachments/Leading%20the%20Way%20Resource%20Pack%20Part%201.ashx>

In order to help create healthier communities, Council can assist in:

- Altering our surroundings (Built / Physical dimension)
- Creating opportunities for people to participate in the life of the community (Social dimension)
- Encouraging economic development and distributing wealth (Economic dimension)
- Looking after the natural environment (Natural dimension)

The development of community facilities, as a partnership approach between Councils, State Government and communities can enable each of these dimensions to be achieved (albeit the 4th dimension to a lesser extent).

- The Strengthening People and Places: the role and value of community and neighbourhood centres report (2011)⁴ identified community hubs and neighbourhood centres as valuable in terms of:
 - Providing a range of services from one location
 - Establishing effective partnerships which can help to improve outcomes for disadvantaged members of the community and to engage the broad community in finding solutions to issues
 - Active outreach
 - Innovate approaches to engaging and reaching local residents
 - Building community connections and relationships and improving inclusion for all members of the community

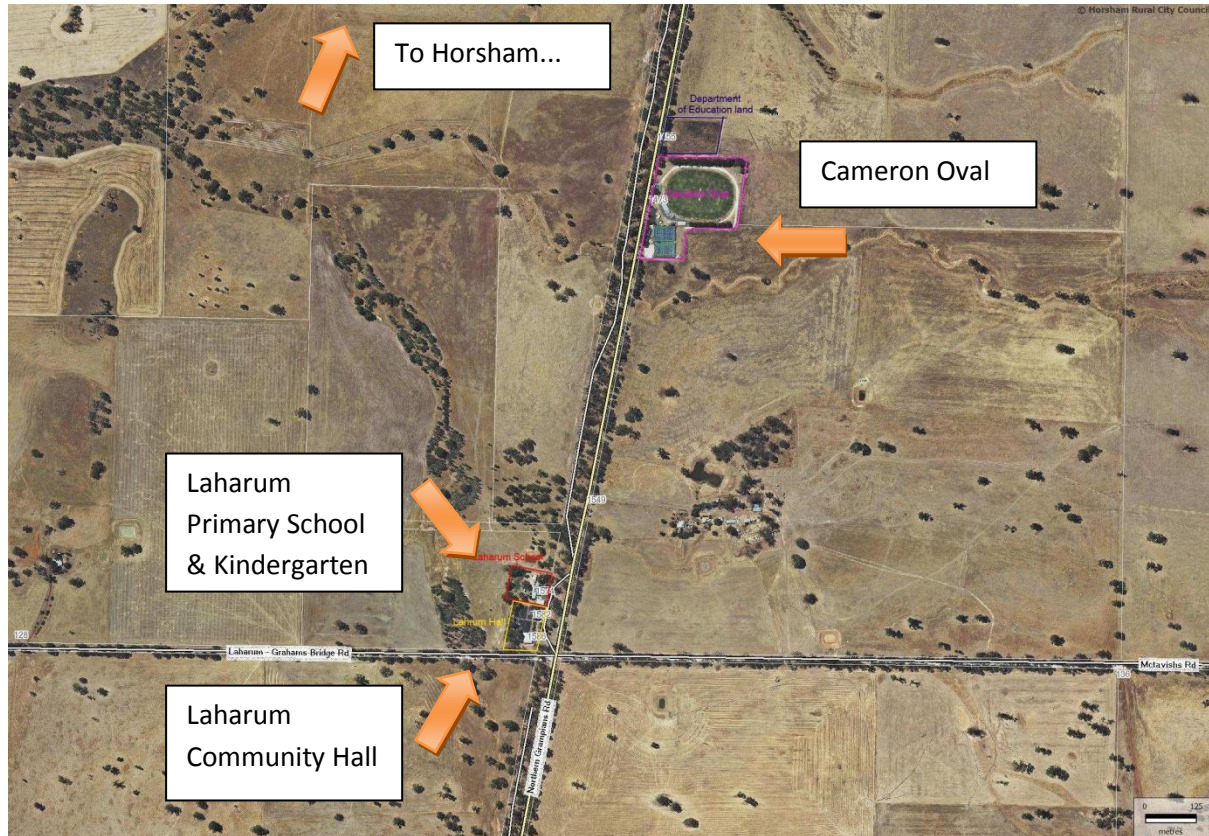
3.3 Local Context

- The Wartook-Laharum Community Action Plan (2010) identified one of the community's key priorities is to develop an overall plan for Cameron Oval and to seek funding to instigate these initiatives. This plan is to incorporate facility location, change room location and design, toilets, landscaping, fencing, roads, lighting and play area. In relation to the hall, this document identified the need to complete the hall redevelopment, increase utilisation of hall facilities, establish an information bay at the hall and instigate new programs such as parenting programs, playgroups, after school care, toy library, dance and indoor recreation activities.
- Council's Recreation Strategy recognised that Laharum Recreation Reserve / Cameron Oval has substandard amenities that need upgrading. Specifically it mentioned the need to prepare a master plan and business plan for the upgrading of Laharum Recreation Reserve as a high priority and that the allocation for funds to develop amenities at the reserve as a medium priority.
- Horsham Rural City Council's Council Plan 2014-2017 states that one of its four year priorities is to 'facilitate ongoing development of community facilities at Cameron Oval, Laharum.'

⁴ Communitify (2011) Strengthening People and Places: the role and value of community and neighbourhood centres report :
<http://www.communityindicatorsqld.org.au/sites/default/files/Role%20of%20community%20centres.pdf>

4.0 Existing Facilities in Laharum

Laharum currently comprises of Laharum Community Hall, Laharum Primary School (also featuring Laharum Kindergarten) and Cameron Oval (Laharum Recreation Reserve). Details of each of these facilities follows:



Facility	Details	Comments
Laharum Community Hall	The existing community hall was constructed in 1952 and features a hall area with stage, small storage space, kitchen, multipurpose room, entrance foyer, office, accessible toilet and external toilets. It also includes murals within the hall area representing the area's history.	The hall was used by 3,794 people in the past 12 months (obviously this number does not indicate 3,794 separate people, as some people used the facility multiple times during this period). The condition report prepared by Horsham Rural City Council in 2014 listed the overall condition of the hall as a category 3 out of 10, i.e. 'good condition with some signs of wear and tear commensurate with the age and use of the building'.
Laharum Primary School	Laharum Primary School was established in 1887. It comprises of classrooms, play area and a small area suitable for sport.	The Department of Education and Training initially planned to relocate Laharum Primary School to Cameron Oval, however, there are no current plans to allow this to happen.
Cameron Oval – Ken Carter Pavilion	The Ken Carter Pavilion at Cameron Oval includes a large kitchen / kiosk, a social space able to cater for 110	In the past 12 months, the facilities at Cameron Oval have been used by 17,415 people (obviously this number

Facility	Details	Comments
	users, a bar and toilets.	<p>does not indicate 17,415 separate people, as some people used the facility multiple times during this period).</p> <p>The Ken Carter Pavilion and Cameron Oval are managed by Laharum Sports Inc.</p> <p>The condition report prepared by Horsham Rural City Council in 2014 listed the overall condition of the building as a category 4 out of 10, i.e. 'more significant wear and tear but no evidence of the degradation of the building'. The structural timber and the floors were individually rated as a 6 out of 10, i.e. 'significant evidence of degradation of the building which could lead to failure'.</p>
Cameron Oval – Change facilities	There is a set of home and away change facilities located separately to the social facilities.	The home and away change facilities are in very poor condition and need to be replaced. They are considered to be the worst in the League.
Cameron Oval – Sports ground	There is a turf sports ground at Cameron Oval with an in-ground watering system and associated infrastructure such as goal posts, cricket wicket and cricket net.	<p>The oval is in good condition and is used regularly for football and cricket matches as well as school and inter-school sports days. The Laharum and Grampians CFA groups also use the sports ground for training exercises.</p> <p>Cameron Oval is recognised as a neighbourhood safer place, a place of last resort when all other bushfire plans have failed. In addition, the site is regularly used as a major staging area during bushfires.</p>
Cameron Oval – Tennis / Netball courts	The hard court sports area provides six tennis courts and two netball courts.	The tennis and netball courts are in excellent condition and are used regularly for tennis and netball.
Cameron Oval – tennis / netball shelter	There is a shelter on the western edge of the tennis / netball courts which provides viewing areas and some storage space.	The tennis / netball shelter is in good condition.
Cameron Oval – other buildings	There are a number of other external free standing buildings around Cameron Oval including a public toilet block, the time keeper's shed, the old netball pavilion, several storage sheds and the ticket box at the entrance of	The time keeper's shed, the netball pavilion (currently used for netballers to change in) and the public toilets will be incorporated into the design of the new building, so will no longer be required. The storage sheds will

Facility	Details	Comments
	the reserve.	remain, and a new ticket box will need to be constructed once the entry to the reserve is moved in towards the oval.
Cameron Oval – playground	The playground comprises of a spring critter (suitable for children under 5 years of age) in sand pit next to the old netball pavilion.	This playground has very little play value and should be replaced with more equipment in a larger area, able to cater for multiple age groups.
Department of Education and Training land	A block of land on the northern boundary of Cameron Oval is owned by the Department of Education and Training.	If ownership of this site is handed over or sold to the community, this block could be used for overflow parking and the parking of emergency vehicles during emergency events.

5.0 Existing activities and levels of usage in Laharum

A wide range of activities currently occur at Laharum Hall and Cameron Oval. Participants come from not only Laharum itself, but also from other locations such as Horsham. The types of activities currently available include:

Activity	Location	Comments
Football	Cameron Oval	Junior and senior football is held at Cameron Oval throughout winter. Matches are held every second Saturday at the ground and training takes place on Tuesdays and Thursdays. Auskick and junior school football are also held at Cameron Oval.
Netball	Cameron Oval	Netball is held at Cameron Oval throughout winter. Games are held every second Saturday and training is conducted every Thursday.
Tennis	Cameron Oval	Tennis is held at Cameron Oval throughout the summer months. In addition to matches every second Saturday, tennis training and hot shots are also held on site.
Cricket	Cameron Oval	Cricket is held at Cameron Oval throughout the summer months.
CFA	Cameron Oval	CFA conducts its training exercises at Cameron Oval
Kindergarten	Laharum Primary School	A 3 and 4 year old kindergarten program was briefly operating out of Laharum Hall until the school its renovations in early 2015. Four year old kinder operates from 9am – 12pm on Mondays, Wednesdays and Thursdays and three year old kinder operates from 9am-2pm on Mondays.
Yoga / exercise classes	Laharum Hall	Yoga and exercise classes are held at Laharum Hall on a weekly basis.

Activity	Location	Comments
Community market	Laharum Hall	A community market is held twice yearly at the Laharum Hall.
Local Vocal choir	Laharum Hall	A choir was established after the 2006 bushfires. It operates from Laharum Hall.
Theatrical and entertainment presentations	Laharum Hall	Occasional theatre productions are rehearsed and held at Laharum Hall. The theatre group uses the stage but does not have access to change rooms.
Landcare	Laharum Hall	Landcare meetings occur at Laharum Hall, and an office at the hall is currently hired by Landcare.
Primary School	Laharum Primary School	Laharum Primary School has approximately 36 students and 2.5 EFT teachers. The school is currently undertaking works to upgrade the site.
Other activities	Laharum Hall	Community health checks and Over Sixties Luncheon are two examples of other activities that occur at Laharum Hall.
Private functions	Ken Carter Pavilion and Laharum Hall	Children's birthday parties, funerals, wakes, weddings, 21 st birthday parties, wedding anniversaries, Biggest Morning Tea, etc also take place at Laharum Hall.
Meetings	Ken Carter Pavilion and Laharum Hall	Numerous meetings are held in the hall and in the pavilion. Some of the organisations that use the Laharum Hall for meetings include Parks Victoria, Department of Environment and Primary Industries, Firefox, Telstra, Recovery group, Hall Committee, Horsham Rural City Council, Best Wool, Project Platypus, etc.

6.0 Community Consultation

A variety of different methods were used to ascertain the needs of the community in further developing the Laharum precinct. These methods included:

- Key stakeholder interviews (8)
- Community surveys (106)
- Community listening posts at Mt Zero Transfer Station and at Cameron Oval (one on a Sunday at the junior football vote count day and one on a Saturday during cricket / tennis season) (number included in survey total)
- Community workshop at Cameron Oval (14 participants)

Primarily people consulted with feel that there is a need to retain two facilities (i.e. Laharum Hall and Cameron Oval) and that these facilities should continue to be upgraded to provide quality, safe facilities to continue to grow community participation and volunteerism and also to encourage employment and population growth. The rationale behind retaining two facilities is that each independent facility has its own specialised niche, and that the two facilities can work in partnership with each other. There was agreement that facilities should be affordable and easy to use and that they should contribute to helping make the community more liveable. Another key component is the desire for the community to be connected effectively to the latest technology, given the poor mobile phone coverage in the area.

More details of community consultation activities and outcomes are available in the Appendix.

7.0 Vision for Laharum

A vision for Laharum has been developed by the Steering Committee, based on results of the community survey:

The Laharum community prides itself on its inclusive local organisations, its accessible community infrastructure and the array of opportunities it provides for social, health, educational, environmental and economic activities.

8.0 Community Needs

8.1 Future Activities

In order to determine the type of facility requirements needed in Laharum, local residents and key stakeholders were asked to identify the types of additional activities that they would like to be able to undertake in Laharum, which are currently not available. This list included:

- swimming
- gymnastics
- golf (mini and 18 hole)
- walking / cycling along trails
- parent activities while children are playing sport
- line dancing
- U3A

- computer classes
- lawn bowls
- gym, group fitness classes, exercise classes
- art, craft, pottery
- croquet
- badminton and table tennis
- after school activities
- larger functions, e.g. parties, weddings, meetings, conferences, exhibitions, presentation dinners and theatrical events.

Not all of these activities will be possible due to cost issues, space availability, need for investors, etc. However, it was ascertained that two multi-purpose facilities, one with a focus on smaller meetings and art and cultural activities, and the other with a focus on larger events / functions and sport and recreation activities, would allow opportunities for a wide variety of activities to take place.

8.2 Facility Requirements

In order to conduct the types of activities that local residents and key stakeholders would like to undertake in Laharum, it was agreed that a number of new developments and upgrades are required.

The following table identifies which facilities are required to be developed or upgraded:

Facility	Details	Comments
New community centre at Cameron Oval	Facility requirements: <ul style="list-style-type: none"> • Function space • Meeting room • Small commercial kitchen • Kiosk • Bar • Cool room • Office space • Change facilities – football / cricket home and away; netball; and male and female umpires • Toilet facilities, including an accessible toilet • Storage space • Heating / cooling 	Facility should be constructed where the existing change facilities are located in order to achieve the best possible views of the Grampians. Function space should seat approximately 150 people (the football netball club currently serves 100 dinners each week). Meeting space should be able to be accessed separately to function space so that two events can happen concurrently with no interference. It should seat 15-20 people. A small commercial kitchen should be adequate given that most larger functions prepare catering off site and primarily use kitchens for re-heating and plating up. The centre could be used as a staging area for emergencies such as fires and as a relief centre during emergencies. Depending on cost of development, it may be necessary to stage the development. Need to ensure that this facility complements, rather than duplicates what already exists at the hall, and that

Facility	Details	Comments
		<p>both committees of management work in partnership to increase use of both facilities.</p> <p>Demolition costs need to be considered.</p> <p>The water tank will need to be relocated.</p> <p>Facility needs to be multi-purpose in design.</p> <p>Function space could be used for a wide range of activities.</p> <p>Environmentally Sustainable Design and Universal Design principles will be critical.</p> <p>Recommendation: Construct a new community centre at Cameron Oval, possibly in two stages, and sited so that users of the facility have the best possible views over the Grampians. This centre should feature a function space (catering for 150 people), a separate meeting room (catering for 15-20 people), small commercial kitchen / kiosk, a bar, a cool room, player and umpire change facilities, an office and storage facilities.</p>
Road works	Shoulder sealing and movement of ticket box	<p>There is some concern about the 100km per hour speed limit along Northern Grampians Road in front of Cameron Oval when turning into the Reserve from the north and the potential for cars to be banked up along the road.</p> <p>Recommendation: Seal the shoulder of Northern Grampians Road directly in front of the reserve and move the ticket box in approximately one metre from its current location to create a safer entrance and reduce the risk of cars banking up on the Northern Grampians Road.</p>
Department of Education and Training Land	Over flow parking Emergency vehicle parking	<p>There is limited parking for vehicles for football / netball finals.</p> <p>Emergency vehicles need somewhere safe to park.</p> <p>Department of Education and Training no longer appear set to relocate Laharum school to land next to Cameron Oval.</p> <p>Recommendation: If land owned by the Department of Education and Training can be made available for community use, provide another internal road to this block on the northern end of the Reserve so that it can</p>

Facility	Details	Comments
		<i>be used for overflow car parking and as parking for emergency vehicles when required.</i>
Car parking	Emergency access, disabled car parking and spectator / participant parking.	<p>Emergency vehicles must be able to access injured players and spectators / participants.</p> <p>Space for people with disabilities to park must be identified and must be as close to the building as possible.</p> <p>Parking areas for spectators and participants need to be clearly identified.</p> <p><i>Recommendation: Emergency access and disabled parking to be sited close to the old netball court. Establish parking around the northern and eastern side of the oval primarily.</i></p>
Pedestrian Zone	Safe zone for pedestrians free of cars.	<p>Children are prone to run around recreation reserves without necessarily paying attention to traffic in the area, or adults may be prone to backing their car out without looking to see if there is a child behind them. Children therefore need safe areas where they know that no cars will drive.</p> <p>Cameron Oval is one of the few recreation reserves that does not have a playground.</p> <p><i>Recommendation: Develop a pedestrian zone in the area between the Northern Grampians Road fence line, the emergency car park access, the tennis / netball courts and the new pavilion. This area to incorporate a playground, seating and landscaping. It also involves upgrading the fence along the western boundary of the reserve</i></p>
Trail		<p>There is already a trail that links the hall to the recreation reserve, running parallel to the Northern Grampians Road. However, due to the poor surface, few people use this trail.</p> <p><i>Recommendation: Formalise and improve the surface of the trail that connects Laharum Recreation Reserve to the Laharum Hall and Primary School site</i></p>
Hall	Hall upgrades.	<p>The Laharum Hall is a valuable asset to the community. However, it requires additional work in order to better meet the needs of the community.</p> <p><i>Recommendation: Upgrade the kitchen in the</i></p>

Facility	Details	Comments
		<p><i>Laharum Hall and undertake other prioritised work, e.g. improve drainage, in supper room, convert children’s toilets to an adult toilet and a shower, improve storage in porch for chairs, upgrade stage, install a disabled car parking space, seal the car park and provide better change facilities for people using the stage.</i></p>
Landscaping	Landscaping at both Cameron Oval and around the Laharum Hall.	<p>In order to improve the visual appeal of both the oval and the hall, additional landscaping should be carried out.</p> <p><i>Recommendation: Improve the amenity of both Cameron Oval and Laharum Hall by undertaking some landscaping, e.g. tree planting and removing old tennis court between the school and the hall.</i></p>

9.0 Benchmarking

Community centres or hubs have been developed or planned in several other towns in regional Victoria in recent years. Some of these facilities have been developed at Recreation Reserves, whilst others have been developed in a central location in the middle of a town. The following table provides an overview of several community centres or hubs, including what has worked well and where some of the challenges have occurred:

	Maryborough Community Hub	Lalbert Community Hub	North Park Multi-purpose Precinct (Stawell)	Dunkeld Community Centre
Municipality	Central Goldfields Shire	Gannawarra Shire Council	Northern Grampians Shire	Southern Grampians Shire
Town population	7,600	200	6,100	400
Location	Next to Council offices in old school building, Nolan St, Maryborough	Lalbert Recreation Reserve, Lalbert	North Park, Lamont St, Stawell	Sterling St, Dunkeld
Description	Renovation of a 2 storey existing brick building	Addition to an existing sports pavilion	Proposed construction of a new single level facility	Renovation of the existing Dunkeld Memorial Hall and adjacent RSL building
Status	Completed	Completed	Planned	Completed
Key features	Multi-purpose meeting rooms, multi-purpose activity room, emergency response meeting room, kitchen, toilets, storage space and designated areas for specific groups such as community radio station and family history group. External play space, toilets and sound shell.	Meeting room, function room, sports change facilities, umpire change facilities, kiosk, kitchen, bar, toilets, playground.	Function room, meeting room, canteen, bar, kitchen, first aid rooms, store rooms, sports change rooms, training rooms, umpires change room and scorers room.	Events space with a capacity of 250, foyer, community kitchen, kiosk, administration facilities, emergency relief centre and health and wellbeing services.
Key user groups	Central Goldfields Shire, community radio station, family history group, emergency	Football, netball, playgroup, senior citizens, craft group, Council and community	Football, netball, cricket, athletics, little athletics, fire brigade, schools	Various community organisations, (e.g. senior citizens, RSL),

	Maryborough Community Hub	Lalbert Community Hub	North Park Multi-purpose Precinct (Stawell)	Dunkeld Community Centre
	management organisations (periodically), dance and martial arts groups, community organisations.	members		emergency services (periodically), businesses, Council.
Construction cost	Approx \$800K (2009 costs)	Approx \$800K (2005 costs)	Approx \$2m	Approx \$1.6m including professional fees and furniture – although 40% of the building already existed and was refurbished.
What worked well	Central location means that transportation isn't a major issue. As the radio station is operational for 24 hours per day, there is always someone on site for passive surveillance, bookings and to answer queries. Location next to Council offices means that Council also uses the facility for meetings regularly.	Community recognised that it could not manage and maintain both the hall and the recreation reserve, so made the decision to invest its resources into a new facility at the recreation reserve. The facility is well utilised by the community for a broad range of activities and events.	N/A - facility is not yet constructed.	Funding secured from a variety of sources: \$500K State Government's Putting Locals First Program; \$500K Southern Grampians Shire; \$300K from philanthropic donations (from one local resident); and \$300K from local fundraising (hiking events, school concerts, donations).
Challenges	Initial 'buy-in' by community groups when the facility was just a concept driven by Council.	Poor quality workmanship of redevelopment. Difficult to project manage due to distance from Council office.	Reaching agreement of all user groups on inclusions and siting of the facility. Securing funding to develop the facility has also been a challenge.	Yet to be determined (building only completed in November 2014). Fundraising took 5-6 years.

10.0 Needs Analysis

10.1 Community support

Through various community consultation exercises over recent years, the Laharum community has expressed a need for the development of a facility where major functions and events can be held; an upgrade to change facilities at Cameron Oval; and the continued upgrade of Laharum Hall. There is strong support for each of these developments.

10.2 Limitations of existing function spaces

Whilst the existing hall and the existing social facilities at Cameron Oval are both able to cater for functions and are regularly hired out, they are both limited in terms of size. Upgrades are required to both facilities so that they better meet the needs of the community and are able to attract external functions / events.

10.3 Complementary facilities

There is already a strong spirit of cooperation between the hall committee and Laharum Sports Inc. (the organisation that manages Cameron Oval). Each of these groups sees the development of new facilities at Cameron Oval and an upgrade to hall facilities as a positive for the community. Rather than potentially taking clients / participants from one centre at the expense of the other, they see that the facilities at Cameron Oval and the hall can complement each other. A wedding, for example, could use the hall for its ceremony, and then have the reception at the proposed new function centre at Cameron Oval. In the past, such an event may have been lost to the township due to inadequate social spaces for the reception, or the need to quickly convert the hall from a ceremony space to a function space. The potential to develop a social facility with views over the nearby Grampians is likely to be attractive to many individuals or organisations seeking a venue for meetings or events.

10.4 Emergency management

Another important reason to provide two community facilities in Laharum was demonstrated during the recent fire recovery process. Laharum Hall was designated by Horsham Rural City Council as a recovery centre after the 2014 fires and therefore was used as a venue to feed community members, emergency service workers and volunteers. Cameron Oval was used as a staging area and a place to accommodate people. Due to the proximity of Laharum to the Grampians, and the frequency of bushfires in the area, it is expected that the two sites will continue to be used for emergency management purposes.

10.5 Other facility options

During the research stage of the precinct plan, an opportunity arose to acquire the Rosebrook portable building (which is currently located at Horsham Golf Club) to be used as a social facility at Cameron Oval. A tender was submitted to Horsham Rural City Council by the Laharum Recreation Reserve Committee of Management in October 2014. This option would have enabled the Recreation Reserve Committee of Management to purchase a social facility at a much lower cost than constructing a new building, although change rooms would have to have been built separately as they would not have fitted within the Rosebrook building. However, the tender was unsuccessful. It was therefore agreed that the best option is to develop a new purpose built community centre at Cameron Oval.

10.6 Relocation of facilities

Another issue involved the potential relocation of Laharum Primary School to Cameron Oval. Although the Department of Education and Training muted a potential relocation of the school to Cameron Oval in 2008 and bought land next to the Reserve for this purpose, it does not have any plans at present to relocate the school. Users of Cameron Oval are keen to use the land owned by the Department of Education and Training to be used for overflow car parking and as an area where emergency vehicles can park during fire or flood emergencies.

There was also discussion in the past about relocating Laharum Hall to Cameron Oval. However, given that the Hall is used extensively by the school, and given that it is not likely to meet the needs of Cameron Oval users in relation to size, social space or change facilities, it is generally agreed by the steering committee that it should stay at its present location.

10.7 Existing condition of facilities at Cameron Oval

Whilst the sporting clubs at Cameron Oval are strong, the condition of the facilities from which they operate are in fair to poor condition. The football / cricket change rooms are well below the standard expected within the league, and the netballers and tennis players use the indoor and outdoor public toilets on site to get changed – these facilities are inadequate. The social room facilities at Cameron Oval are in fair condition and limit opportunities for the clubs to hold after match functions or to raise additional revenue through hire of facilities. Much of the investment in facilities at Recreation Reserves throughout regional Victoria is driven by the desire to provide quality facilities and space for players, supporters and the broader community. Older facilities can be seen as a deterrent to attracting both players and potential hirers of facilities. However, care needs to be taken not to over capitalise and to construct facilities that the community cannot afford to use or maintain.

10.8 Potential use of facilities

In terms of attracting conferences and events to the area, Laharum is somewhat limited with accommodation and supporting services such as catering. Some accommodation is available in nearby townships. A similar type of facility at Simpson currently attracts 25 bookings each year for meetings / parties and the Football Netball Club holds ten social evenings each year. The facility is also used for meals each week during football netball season.

During the summer, the core tenant groups of the proposed community centre at Cameron Oval will be Laharum Cricket Club and Laharum Tennis Club, and during the winter, the core tenant group will be the Laharum Football Netball Club. Depending on the draw for sports, function space may be available for weddings or other events on Saturday evenings. It is expected that people will play casual tennis after hours on weekdays and on weekends when no formal tennis competition is held. Similarly, people may use the oval at any time for walking dogs, jogging or having a casual kick of a football. Other special events such as school sports will be held periodically throughout the year.

10.9 Costing and staging

A new purpose built facility (featuring function space and sports change facilities), along the lines of the facility at Quantong or Rupanyup, is likely to be costed at around \$1.5m - \$2m at today's commercial rates. Since these facilities were built, construction costs have gone up significantly, particularly for materials such as steel. The Laharum community recognises that it has a number of

priorities at both Cameron Oval and Laharum Hall, so has decided to approach the proposed community centre facility at Cameron Oval in two stages. The first of these stages will involve the development of new change facilities and the second stage will involve the development of new social facilities.

10.10 Potential funding sources

Some of the funding programs that were available when Quantong and Rupanyup facilities were instigated are no longer available, e.g. Small Town Development Fund. The maximum State Government grant available through “Putting Locals First” funding program (the most suitable program currently available for such a development) is \$500,000, although there is no guarantee that this amount will be awarded. Another funding program to consider is the Victorian State Government’s Community Facilities Program which provides funding for projects such as upgraded change rooms. Under the minor facilities category, an amount of up to \$100,000 may be available for projects with a total cost of up to \$500,000. However following the State Government election in November 2014, there may be changes to this program. In order to be competitive for State Government grants, organisations are encouraged to develop community ‘hubs’, where a range of programs and services operate from the same venue. Horsham Rural City Council will contribute some funding to a proposed development, but the actual amount is not known (there is no specific policy around contribution amounts). A considerable amount of local fundraising will be required.

Another challenge with the development of a new facility is cost. Not only the cost of constructing a facility, but also the cost of operating and maintaining it on an ongoing basis and setting aside sufficient funds to ultimately replace components and the entire facility. Section 11 of the report identifies potential costings associated with the proposed development.

10.11 Location for new community centre

There is strong support to develop a new community centre at Cameron Oval, recognising that the retention of and continued promotion of Laharum Hall is also very important. The benefits of constructing a new community centre at Cameron Oval include:

- The user groups at the recreation reserve are strong and viable and hence continued use is highly likely
- Such a development will allow the poor standard of existing facilities to be upgraded and will increase ability of user groups to generate income
- Community will have access to a larger social space for functions
- Additional events may be attracted to the area (economic impact)
- Works will improve facilities for emergency services teams, local residents and volunteers during emergencies such as bushfires
- There is sufficient space for development
- The site is attractive with excellent views of the Grampians
- The site is connected to the hall and school via an off road path (however there have been suggestions by community members that this link needs to be improved by sealing the path to improve its visual appeal and use).

The challenges that may be encountered are:

- Securing external grants
- Potential increase in fees for existing user groups
- Raising sufficient funds to construct the facility
- Raising sufficient revenue to cover costs on an ongoing basis.
- Competition from existing facilities, particularly if their fees are lower and access is easier

11.0 Business Plan

The purpose of this business plan is to identify various requirements that need to be considered to successfully manage and operate a new Community Centre in Laharum

11.1 Governance Options

There are several different types of governance models that have been considered for the proposed community centre in Laharum. A brief description of potential models, along with their advantages and disadvantages follows:

Type of Management	Description	Advantages	Disadvantages
Incorporated Association (e.g. Laharum Sports Inc.)	Not-for-profit groups can apply to Consumer Affairs Victoria to become a distinct legal entity through the Associations Incorporation Act 1981, providing that it has at least 5 members.	<ul style="list-style-type: none"> • “Protection of the members and office holders against personal liability for debts and other legal obligations of the organisation. • The ability to buy and sell property in the name of the organisation. • The ability to accept gifts or bequests. • Greater certainty and acceptability to potential contracting parties such as lenders, lessors, employees and suppliers of goods and services. • The ability to sue and be sued in the name of the association. • The ability to invest and borrow money. • Greater eligibility to apply for grants.”⁵ 	<ul style="list-style-type: none"> • “The expense of becoming incorporated and meeting ongoing statutory obligations. • The necessity to comply with legal formalities and the possibility of penalties for innocent breaches of the law. • Restrictions on the ability to carry on business or trade. • Less flexibility to cope with changed circumstances”⁶. • Council may not be familiar with the day to day operational issues impacting upon the facility
Crown Land Committee of Management as per the Crown Land (Reserves) Act 1978	The Minister or Minister’s delegate appoints committees to manage Crown land reserves under the Crown Land (Reserves) Act 1978.	<ul style="list-style-type: none"> • The model encourages community capacity building • The committee has powers to manage and develop the reserve; undertake financial transactions and enter contracts (but money can only be borrowed if the CoM is incorporated); enter tenure 	<ul style="list-style-type: none"> • Limited financial support may be available from Local Government as the land is owned by the Crown. • Limited funds available from DEPI to assist with developments. • Hirers or tenants of Crown Land reserves are not covered by DEPI’s insurance policy

⁵ Consumer Affairs Victoria – website: www.consumer.vic.gov.au

⁶ Ibid

Type of Management	Description	Advantages	Disadvantages
		<p>arrangements subject to the Minister’s approval; employ people; and enforce regulations.</p> <ul style="list-style-type: none"> • DEPI provides public liability, professional indemnity and personal accident insurance for Committees of Management of Crown land reserves. 	<ul style="list-style-type: none"> • Does not necessarily include Local Government representatives on the Committee • Legal and statutory responsibilities of managing an incorporated association can be onerous on volunteers.
<p>Council Managed Facility</p> <p>(Would only happen if DEPI hand over ownership of the site to Council)</p>	<p>Council would be responsible for taking bookings for the facility, receiving payments and ensuring access</p>	<ul style="list-style-type: none"> • Council would have a good knowledge of any issues occurring at the centre • Council would have close control over who accesses the centre and when • Council could utilise its existing financial management systems to invoice users. 	<ul style="list-style-type: none"> • Does not allow opportunities for the community to develop their capacity to manage a centre • Resource intensive process for Council • Key access issues would need to be addressed for out of hours use of the facility • Does not encourage a sense of ‘community’ and supportive working relationships by groups sharing the facility.
<p>Section 86 Committee of Management as per the Local Government Act (1989)</p> <p>(Would only happen if DEPI hand over ownership of the site to Council and if Council agree to take on the additional</p>	<p>A committee is delegated responsibility by Council to directly manage a facility on behalf of Council. Roles and Responsibilities of each party are set out in a Deed of Delegation.</p>	<ul style="list-style-type: none"> • The model encourages community capacity building • Committee doesn’t need to be incorporated • Council has some control over who is on the committee as members must be appointed by Council and there are opportunities for Councillors and Council officers to form part of the committee, either as a Committee member or in an ex-officio capacity. • Committee members are protected by Council insurance 	<ul style="list-style-type: none"> • Committee cannot make any alterations to the facility without approval from Council • Committee must be auspiced by Council in order to receive grants • This model is only available for land owned or controlled by Local Government Authorities

Type of Management	Description	Advantages	Disadvantages
asset, or if Council is given responsibility for managing the site by DEPI and then appoints its own CoM)		<ul style="list-style-type: none"> Financial checks are in place as the committee is unable to borrow money, set fees, incur any bank overdraft or enter into contracts exceeding a prescribed amount. 	

Discussions that took place during community consultations indicate that the existing governance model of Cameron Oval, i.e. an incorporated body, is the preferred option. This particular model already works well at the site, is inclusive of all user groups and encourages community capacity building. It provides the best option for raising funds from businesses and other organisations.

It is therefore recommended that the most suitable form of management for the proposed Laharum Community Centre is an incorporated body.

11.2 Management

Management responsibilities for the proposed Laharum Community Centre are likely to include:

- Arranging for maintenance issues to be addressed as required
- Ensuring that the facility is cleaned regularly
- Opening and closing the facility, or arranging for keys for regular user groups
- Receiving regular and one-off bookings for the Community Centre via telephone calls, emails, letters, faxes or personal visits from organisations
- Providing an information kit to potential hirers on request
- Providing verbal information to potential hirers about IT, accommodation, catering, etc
- Assessing the suitability of organisations to hire the facility, based on agreed policies
- Delegating a specific area / room for organisations who have been approved to use the facility
- Providing written confirmation of the hire (using agreed templates), along with copies of the usage policies
- Providing access to the facility for organisations during the period of hire
- Invoicing hirers and providing them with receipts
- Ensuring that supplies of toilet paper, tea, coffee, milk, sugar and dishwashing detergent are maintained

From a day to day management of the proposed Laharum Community Centre, there are also several to be considered:

Option	Pros	Cons
<p>Appoint a volunteer from the Committee of Management to manage the site.</p>	<p>No cost to the Committee of Management as site manger is a volunteer.</p> <p>As person is closely involved in the Committee of Management, they may be very committed to the role.</p> <p>Funds not spent on employment may be able to be spent on promotional activities such as a website, brochures and signage to promote hire of the venue.</p> <p>May be an ideal role for a retiree who wants to 'give something back' to the community.</p>	<p>Person may not be available when required due to other paid work commitments or priorities.</p> <p>Person unlikely to be based at the centre, hence user groups and potential hirers will need to contact person by telephone or email, potentially with a lapse between response times (which may cause potential hirers to look elsewhere or for specific issues to go unresolved for longer than necessary).</p> <p>It may be difficult to find someone who wishes to volunteer to undertake this role.</p>
<p>Appoint a part-time paid manager of the facility to be located at the Community Centre</p>	<p>This model would provide an additional paid employment opportunity in Laharum.</p> <p>Quality control is likely to be more easily managed if the Committee of Management selects and appoints a part-time paid employee.</p> <p>Additional hiring opportunities may be picked up due to the presence of a part-time manager on site and on telephone and email during part of the working week.</p> <p>This model should ensure that the facility has a sense of activity for part of the working week.</p> <p>The part-time staff person is likely to provide good passive surveillance of the site, thereby limiting potential for vandalism during the time that s/he is present on site.</p> <p>This model reduces the load on</p>	<p>This model comes at a cost to the Committee of Management and may limit other activities such as promotion.</p> <p>Part-time manager may not be available at times required, depending on hours and conditions articulated in his / her contract.</p> <p>May be difficult to find someone with appropriate skill level to operate according to this business model.</p> <p>Committee of Management may need to undertake training costs, supervision responsibilities and ultimately take on any risk associated with this position and its functions.</p>

Option	Pros	Cons
<p>Install a tenant at the Community Centre to manage the site in return for low cost rental (as detailed in a Memorandum of Understanding)</p>	<p>volunteers.</p> <p>This option should be cost neutral as the rent would hopefully offset the cost of utilities used by the tenant.</p> <p>This model should ensure that the facility has a sense of activity for most of the working week.</p> <p>Additional hiring opportunities may be picked up due to the presence of a tenant on site and on telephone and email during most of the working week.</p> <p>The tenant is likely to provide good passive surveillance of the site, thereby limiting potential for vandalism during the week.</p> <p>This model reduces the load on volunteers.</p>	<p>The Committee of Management may not have as much influence over quality under this model, as it will not directly have any involvement in the employment of the person whose role it will be to undertake management responsibilities (that will be the role of the tenant).</p> <p>The Committee may find it difficult to remove an underperforming or unskilled person from this role.</p> <p>The tenant may place a greater priority on its own functions at the expense of the Reserve.</p> <p>The tenant may not be available at the times required.</p> <p>It may be difficult to find a group who would like to be a tenant at the Recreation Reserve.</p> <p>It will be necessary to provide a space in the new facility to accommodate the tenant on a permanent or semi-permanent basis.</p>
<p>Appoint a part-time community development officer to provide management, booking and promotional activities for both the proposed community centre and the existing hall.</p>	<p>Costs of this person could be shared by a range of community organisations and businesses in Laharum; therefore it would be financially less onerous than if only supported by one organisation.</p> <p>This person's role will be to positively promote Laharum to the broader community, thereby increasing its profile and generating additional funds to the township.</p>	<p>Funding may not be forthcoming from other organisations / businesses for this role.</p> <p>There may be competing priorities or conflicts of interest in terms of hiring one of the facilities over the other to a potential hirer.</p> <p>This model comes at a cost to the Committee of Management and may limit other activities</p>

Option	Pros	Cons
	This model reduces the load on volunteers.	such as promotion. Part-time manager may not be available at times required, depending on hours and conditions articulated in his / her contract.

It is recommended that a volunteer Committee of Management member is recruited to the position of Community Centre Manager initially, but that as the Community Centre becomes more established, that a part-time person is appointed, subject to the availability of funds. Discussions should also occur with other community based organisations and businesses in Laharum to determine whether or not this position could be a shared community development officer, with funding contributed by all relevant partners.

11.3 Income and Expenditure

In order to construct a new community centre in Laharum, a significant amount of funds need to be obtained. The most suitable funding programs that were previously available prior to the 2014 State Government elections included:

Government Department	Funding Program	Maximum Funding Amount	Closing Date	Activities that may be supported
Regional Development Victoria (State Government)	Putting Locals First – Improved Local Infrastructure Component	Up to \$300,000 on the following basis: RDV \$3: \$1 other (excluding land) or \$300,000 to \$500,000 on the following basis: RDV \$2: \$1 other (excluding land). Up to 50% of an applicant's contribution to a project can be sourced via in-kind support.	Ongoing, but will be subject to the outcome of the State Government election in November 2014.	Building or upgrading shared community facilities such as meeting places, public halls and facilities supporting integration of organisations delivering services
Department of Transport, Planning and Local Infrastructure (State Government)	Community Facility Funding program	Minor Facilities Component: up to \$100,000 for facilities with a total project cost of up to \$500,000 (project has to be considered	Currently closed. Last program closed for funding proposals on 30 April 2014, with full applications closing on 23 July and funding	To develop or upgrade sport and recreation facilities (this is a very competitive grants program). Change facilities are often funded

		'exceptional' to achieve the full grant amount). Funding based on ratio SRV \$2:\$1 local.	announced from Sept 2014 onwards.	through this program.
Department of Transport, Planning and Local Infrastructure (State Government)	Country Football Netball Program	Up to \$100,000. In order for a project to receive \$100,000, the project must be deemed as an exceptional project or circumstance. Funding ratio is SRV \$2 : \$1 local.	Program is currently open and will close on 30 January 2015. Clubs must apply to State Government via their Local Government authority.	This funding is available to assist clubs and organisations to develop facilities in rural and regional locations including: change room facilities for players and umpires of both genders; development or upgrading of football playing fields; development or upgrading of netball facilities; and development or upgrading of lighting facilities.

NB: New State Government funding programs expected to be announced in July / August 2015.

Sometimes it is possible to receive funding from two programs, such as Country Football Netball Grants and Putting Locals First grants.

A review of Federal Government grants reveals few funding opportunities. However, Federal Government grants and philanthropic grants and grants / donations from the private sector should still be explored for components of the facility. It may be worth considering funding programs (which can be found at: www.community.grantready.com.au) such as the following for Cameron Oval and Laharum Hall projects:

- National Stronger Regions Fund (Federal Government)
- Emergency services funding
- Bendigo Bank
- ANZ Seeds of Renewal Program
- Bennelong Foundation Grants
- Lord Mayor's Charitable Foundation – Capacity Building and In Our Community Grants
- The Leith Trust
- American Express – Community Service
- The Readings Foundation Grants
- Men's Health Community Grants Program

- ExxonMobil Contributions Program
- Aussie Farmers Foundation Grants
- Jack Brockhoff Foundation – Community Grant
- Australia Council – Community Partnerships (Projects with Public Outcomes)
- Caterpillar Sponsorship Program
- The Westpac Foundation – Community Grants
- Australian Communities Foundation Grant Programs
- Australia Post – Our Neighbourhood Community Grants
- Fire Awareness Grants
- IMB Building Society – Community Foundation Grants
- Mary MacKillop Foundation Grants
- Myer Community Partnership Program
- RACV Community Foundation Grants
- Vincent Fairfax Family Foundation
- Ian Potter Foundation – Community Wellbeing Program
- IOOF Foundation Community Grants
- Colonial Foundation Grants Program
- Cheaperthanhotels Sponsorship and Fundraising Program
- Gandel Philanthropy Community Grants
- Coles Junior Landcare Garden Grants
- The R.E. Ross Trust
- NRMA Insurance – Community Grants Program]
- The William Buckland Foundation – Small Grants Program and Major Grants Program
- Regional Growth Fund – Resilient Community Program
- Mazda Foundation Grants
- Future2Foundation – Make the Difference Grants Program
- The William Angliss Charitable Fund
- Helen Macpherson Smith Trust
- Harold Mitchell Foundation
- Small Grants for Rural Communities
- General Motors Holden Grants

11.3.1 Stage One and Stage Two

Laharum Sports Inc has decided to construct the proposed community facility in two stages.

Stage One involves the development of change facilities, and **Stage Two** involves the development of social facilities, including an undercover area. The table below lists the components to be included in each stage of the development. The total cost of this development, including professional fees, authority changes and a construction contingency is **\$1,654,766**.

Stage One – Change Room Development	Stage Two – Social Area Development
Change 1 (home)	Function / social space
Change 2 (away)	Meeting room
Netball change / Female WC	Kitchen
Umpires change room	Bar
Store room	Public toilets
First Aid room	Store room
Office	Soft furnishings
Authority charges	Authority charges
Construction contingency	Construction contingency
Car parking	Car parking
Landscaping	Landscaping
Service upgrades	Service upgrades
Footings	Footings
	Undercover area
Indicative cost is: \$794,696	Indicative cost is: \$860,070

Assuming that a grant of \$400,000 is received from Regional Development Victoria to construct the facility, an additional **\$1,254,766** will still need to be sourced through a contribution from Horsham Rural City Council, Federal Government Grants, philanthropic trusts, business donations, local fundraising and possibly a loan. Although in-kind support is possible, there may not always be the opportunity to provide the amount or type desirable, depending on whom the contract is awarded to.

Construction of Stage One	
<i>Expenditure</i>	
Construction Costs	1,654,766
<i>Total</i>	1,654,766
<i>Income</i>	
Government Grants	400,000
Community fundraising (some in-kind support to be included)	1,254,766
<i>Total</i>	1,654,766

It is also important to have sufficient funds available to maintain and operate a community centre.

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
<u>Revenue</u>										
Laharum Football Netball Club fees	7,700	7,931	8,169	8,414	8,666	8,926	9,194	9,470	9,754	10,047
Laharum Cricket and Tennis Club fees	3,300	3,399	3,501	3,606	3,714	3,826	3,940	4,059	4,180	4,306
Horsham RCC donation	5,200	5,356	5,517	5,682	5,853	6,028	6,209	6,395	6,587	6,785
Other hire	4,000	4,120	4,244	4,371	4,502	4,637	4,776	7,800	8,034	8,275
<u>Total Revenue</u>	20,200	20,806	21,430	22,073	22,735	23,417	24,120	27,724	28,556	29,412
<u>Expenditure</u>										
Maintenance and improvements	5,000	5,000	5,000	5,000	5,000	5,000	5,000	4,000	4,000	4,000
Water	500	515	530	546	563	580	597	615	633	652
Electricity and gas	9,000	9,270	9,548	9,835	10,130	10,433	10,746	11,069	11,401	11,743
Insurance	2,700	2,781	2,864	2,950	3,039	3,130	3,224	3,321	3,420	3,523
Rates	700	721	743	765	788	811	836	861	887	913
Other	2,000	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534	2,610
<u>Total Expenses</u>	19,900	20,347	20,807	21,282	21,770	22,273	22,791	22,325	22,875	23,441
<u>Profit/Loss</u>	300	459	623	791	965	1,144	1,328	5,399	5,681	5,971

The following table provides an overview of potential income and expenses association with operating a community centre in Laharum:

Under this model, Laharum Sports Inc. is likely to make a small profit each year, providing that the following assumptions are correct and that nothing unforeseen occurs. If an interest free loan is taken out from Horsham Rural City Council, there will be a loss each year, unless this can be balanced out with additional income. For example, a \$500,000 interest free loan over a 30 year period equates to \$16,667 per annum. This would result in a net operating loss of between \$10,000 and \$16,000 annually.

Assumptions:

- Assumes that the majority of costs and revenue increase by 3% each year (this may or may not be the case)

- It is expected that the new change facilities will be constructed first and that the new social facilities will not be constructed until around 2022. Hence an increase in hire fees have been incorporated into the financials from 2022 onwards (under the heading 'other'). Currently Laharum Sports Inc. Receives around \$1,000 per annum under 'other hire', but there is an assumption that some of the fundraising going towards the construction costs will be channelled into operational costs as required. Hire revenue is based on income of \$150 per week for 52 weeks of the year from external organisations / private hirers. Rupanyup charges \$250 for functions e.g. weddings and business hire for training, seminars and expos. It charges \$50 for meetings. Simpson Community Centre hires its facility out for functions approximately 25 times each year.
- Assumes that the annual maintenance fee, which is currently \$5,000, does not increase at a rate of 3% per annum, as presumably the new facilities will require less maintenance.
- Only \$2,000 has been set aside for unexpected costs; future capital works and upgrades; depreciation; or replacement of the facility and its various components such as stoves, hot water systems, air conditioners, etc.
- Assumes that the recreation reserve and the hall will continue to be maintained by volunteers.

Laharum Hall Committee of Management spends approximately \$1,600 annually to operate the Hall. Costs include electricity, water, materials, repairs and maintenance, postage and stationary.

12.0 Marketing

Effective marketing of the community centre will be very important if targets are to be met in terms of income generation. It is recommended that a basic marketing strategy is developed to promote use of the facility for various community and commercial events and functions. The marketing strategy needs to articulate the strengths and points of difference of the community centre over similar centres in nearby towns both visually and in writing. It also needs to incorporate details of the Laharum Hall and to promote these two facilities together as part of one hub.

Some specific tools to consider are:

- A website providing information about Laharum Community Centre and Laharum Hall:
 - Description of the features, e.g. capacity of each room for various types of functions
 - Hire fees
 - Hire conditions
 - Contact details for booking
 - Map of the location
 - Links to accommodation and catering opportunities, wedding planners, event coordinators, etc
- A link to the centre on various websites, e.g. Horsham Rural City Council website
- Printed / hard copy brochures
- Information packs suitable to be forwarded to wedding planners, meeting organisers and relevant businesses in the region
- Signage at the entry detailing what facilities are available and contact details, as well as a sign on the Northern Grampians Road to promote the facilities

- Regular advertisements in the Laharum newsletter to promote usage of the facility by the Laharum community
- Paid advertisements in relevant local or regional newspapers, newsletters and magazines to promote the venue as a suitable location for functions and events.
- Professional quality photo library so that suitable images can be utilised in the development of marketing collateral.

Marketing resources needs to be fully integrated and fully mobile so that potential hirers can access information via websites, smart phones, laptops / notebooks and tablets.

13.0 Economic Benefits

The development of a new community centre in Laharum has potential to provide economic benefits, not only to the Recreation Reserve Committee of Management, but also to the broader community. Events such as weddings, conferences and meetings for example, are likely to bring people to the area from other locations, either as domestic day visitors or as domestic overnight visitors. These people may directly spend money locally on:

- accommodation
- food / groceries
- beverages
- fuel
- local attractions / entertainment
- facility hire; and
- other incidentals

thereby contributing positively to the local economy. This money may then be reinvested back into the community by local suppliers in the form of indirect expenditure. An industry accepted figure is that for every \$100,000 worth of income generated, one full time equivalent job is created.

In the absence of any data around local expenditure by visitors for events and functions, Tourism Victoria figures for domestic overnight tourism expenditure has been used. Under this model, visitors to Laharum could potentially spend the following amount⁷:

Expenditure by domestic overnight visitors in Victoria (year ending June 2014)	Expenditure per night \$	Expenditure per visitor \$
Holiday	166	565
Visiting friends and relatives	97	273
Business	217	517
Other	143	382
Total	149	455

More detailed figures are available for the Grampians region, which indicate that domestic overnight visitors to the local area spend an average of \$97 per night and a total of \$263 for the entire visit. Domestic day visitors to the Grampians are estimated to spend around \$128 per person. Therefore, if an event held at the proposed community centre attracted 50 people to Laharum, the best case scenarios for economic contribution to the community could be in the vicinity of \$13,150 (based on expenditure of \$263 for the entire visit). This is of course dependent on whether or not there are products and services available locally for visitors to spend their money on, e.g. accommodation, meals, fuel, etc. ***The actual figure is more likely to be around 50% less than figures provided by Tourism Victoria due to the limited opportunities for spending locally.***

⁷ Tourism Victoria (2014) Domestic Tourism Expenditure in Victoria: year ending June 2010-2014. Website: <http://www.tourism.vic.gov.au/research/domestic-and-regional-research/domestic-visitation.html> (viewed 4 Nov 2014).

14.0 Risk Management

There are a number of risks which need to be carefully managed in terms of planning, developing and operating a new community centre. These risks are as follows:

Risk	Likelihood	Impact	How to address this risk
Inability to raise sufficient local funds to support a funding application to develop the facility	Medium Steering committee believes that the community has the capacity to raise funds required.	High Building may not be able to be constructed, alternative sources of funding need to be sought, or the building may need to be further staged.	Develop a fundraising plan and promote this to the community so that they are supportive of contributing funds through pledges, fundraising events, etc. Agree to stage the facility development.
Inability to attract a grant from State or Federal Government or the philanthropic sector	Medium Funding program is very competitive; hence there is no surety re a grant.	High Building may not be able to be constructed, alternative sources of funding need to be sought, or the building may need to be staged.	Explore a range of alternative models of funding including bank loans, crowd sourcing, etc. Agree to stage the facility development.
Inability to secure a loan from a banking enterprise (if required)	Medium It is getting more difficult to secure a loan from banks for new developments, unless a clear business plan has been developed which demonstrates that the borrower can service the loan adequately.	High Building may not be able to be constructed, alternative sources of funding need to be sought, or the building may need to be staged.	Explore a range of alternative models of funding, e.g. philanthropic trusts, donations, crowd sourcing, etc. Agree to stage the facility development.
Tender price for the facility development exceeds the expected construction cost.	Medium The open market determines the cost of a facility construction.	High Building may not be able to be constructed, alternative sources of funding need to be sought, or the building may need to be staged.	Ensure that current commercial rates are utilised in the costing of the facility and that additional research is undertaken to explore potential costs of service upgrades, etc prior to submitting a funding application.

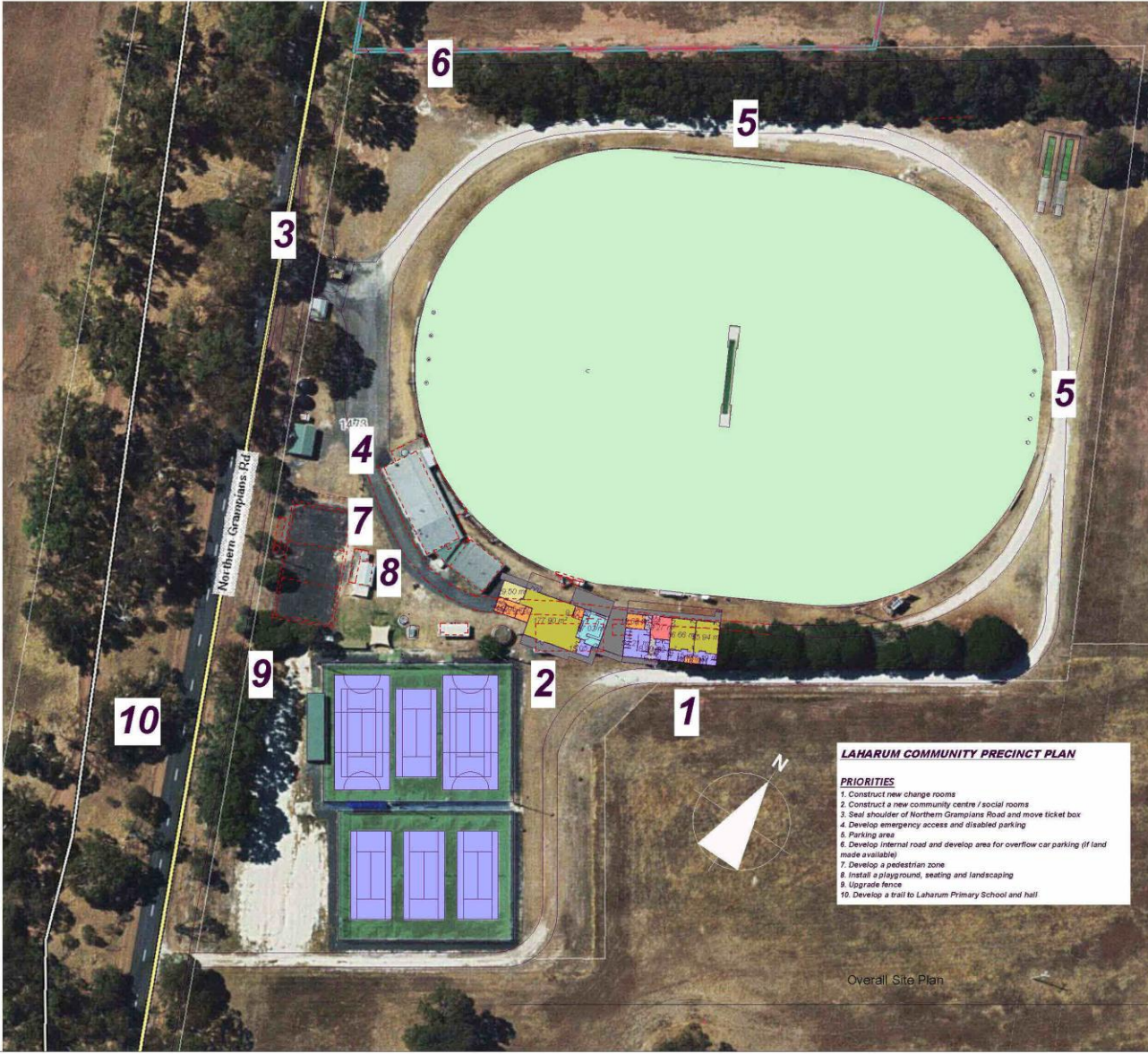
Risk	Likelihood	Impact	How to address this risk
The capacity of existing services (electrical supply, septic capacity and fire service water pressure and flow) is not adequate to support a new facility	<p>Medium</p> <p>Existing service capacity has been explored as part of the project, hence there should not be any major cost blow outs.</p>	<p>Medium</p> <p>If the capacity of existing services is inadequate, additional costs are likely to be added to the total building cost.</p>	<p>Investigate capacity and cost issues related to services as a priority before submitting a funding application to develop the facility so that exact costings are likely to be known.</p>
Nearby centres may upgrade their facilities to remain competitive for functions.	<p>Low</p> <p>Private operators may undertake an upgrade to their facilities and market themselves as an events facility.</p>	<p>Medium</p> <p>A number of potential events may be 'lost' from the community centre, thereby impacting its income.</p>	<p>Jointly undertake promotion of both community facilities in Laharum in an attempt to achieve greater usage, rather than potentially losing events to other businesses or locations.</p>
Facility does not attract expected amount of use	<p>Medium</p> <p>If there are not enough groups who wish to use the facility regularly, then it will not reach its targets in terms of use or income generation.</p>	<p>Medium</p> <p>Insufficient funds may be raised to help pay off the facility and to pay for its operation.</p>	<p>Implement a marketing campaign to encourage residents, organisations and businesses to utilise the Centre.</p> <p>Review fees and any other considerations that may impact on whether or not the facility is hired by potential user groups.</p> <p>The Committee of Management may need to seek assistance from Council or take out a commercial loan to meet its operational costs. However, there is no guarantee that assistance will be available.</p>
Facility expenses such as utilities are not able to be met through user fees	<p>Medium</p> <p>If calculations are incorrect when</p>	<p>High</p> <p>Insufficient funds to operate a centre</p>	<p>Potential operating costs need to be known prior to setting fees and regularly evaluated</p>

Risk	Likelihood	Impact	How to address this risk
	<p>determining fee levels, there may not be sufficient funds to cover costs.</p>	<p>may then result in it being utilised less or ultimately a Committee of Management walking away from the responsibility.</p>	<p>to ensure costs will be recovered.</p> <p>Additional promotion may be required to encourage more groups to use the facility.</p> <p>Some fundraising events may need to be held to off-set or subsidise the costs of facility expenses.</p> <p>The Committee of Management may need to seek assistance from Council or take out a commercial loan to meet its operational costs. However, there is no guarantee that assistance will be available.</p>
<p>Changes to Horsham District Football Netball League impact on the future need for change and social facilities and therefore their use and income.</p>	<p>Low</p> <p>Discussions with AFL Country Victoria don't indicate that there are any changes proposed to the League in the near future.</p>	<p>High</p> <p>If there are changes to the League which result in limited future use of the Community Centre and Recreation Reserve, then the ongoing viability of the facility may be an issue unless an alternative winter time use can be found.</p>	<p>Continue to advocate to the Horsham District Football Netball League for Laharum to remain in the competition as a stand-alone club if merger talks or changes to the League are on the agenda.</p>
<p>Committee of Management overseeing proposed Community Centre is unable to attract sufficient office bearers to continue to operate</p>	<p>Low</p> <p>Current Committee of Management appears to be strong.</p>	<p>Medium</p> <p>If Committee of Management is no longer viable, management of the site may be handed</p>	<p>Both DEPI and Council to provide support to the Committee of Management and to consider new models of operation if necessary.</p>

Risk	Likelihood	Impact	How to address this risk
or insufficient funds to cover costs		over by DEPI to Council (but only if Council agrees to taking on responsibility for another asset).	

15.0 Precinct Plans

15.1 Cameron Oval and Laharum Hall



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Client
Horsham Rural City Council
Project Name
Recreation Reserve Buildings
Northern Gramplains Road, Laharum,
3401

Drawing Title:
Overall Site Plan

LAHARUM COMMUNITY PRECINCT PLAN

PRIORITIES

1. Construct new change rooms
2. Construct a new community centre / social rooms
3. Seal shoulder of Northern Gramplains Road and move ticket box
4. Develop emergency access and disabled parking
5. Parking area
6. Develop internal road and develop area for overflow car parking (if land made available)
7. Develop a pedestrian zone
8. Install a playground, seating and landscaping
9. Upgrade fence
10. Develop a trail to Laharum Primary School and hall

Overall Site Plan

1:500

Scale: as noted	Drawn By: K.J.N.
Status: SK-04	Checked By: K.J.N.
Project No: 14-2389	Drawing No: A01
Date: 26/06/2016	



LAHARUM HALL AND SCHOOL PRECINCT

- PRIORITIES**
- 1. Upgrade kitchen, improve change area for people using the stage, upgrade stage, improve acoustics in supper room, improve storage in the porch, convert children's toilets to adult toilet and install a shower**
 - 2. Upgrade sewerage**
 - 3. Formalise car parking**
 - 4. Develop disabled car parking space**
 - 5. Upgrade toilets**
 - 6. Remove asphalt courts and landscape the area**
 - 7. Upgrade trail between Hall / School precinct and Cameron Oval**



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Client:
Horsham Rural City Council
Project Name:
Recreation Reserve Buildings
Northern Gramplains Road, Laharum,
3401

Drawing Title:
Laharum Hall Precinct Plan

Scale: as noted	Date: 20/06/2015
Drawn By: K.J.N	Checked By: K.J.N
Project No: 14-2389	Drawing No: A02

16.0 Building Design Plans

16.1 Stage One and Stage Two of Proposed Facilities at Cameron Oval



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Client:
Horsham Rural City Council
Project Name:
Recreation Reserve Buildings
Northern Gramplains Road, Laharum,
3401

Drawing Title:
Overall Site Plan

Scale: as noted	Date: 26/06/2016
Status: SK04	Drawn By: K.J.N.
Project No: 14-2389	Checked By: K.J.N.
	Drawing No: A01



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Client:
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Project Name:
Recreation Reserve Buildings
Northern Gramplains Road, Laharui,
3401

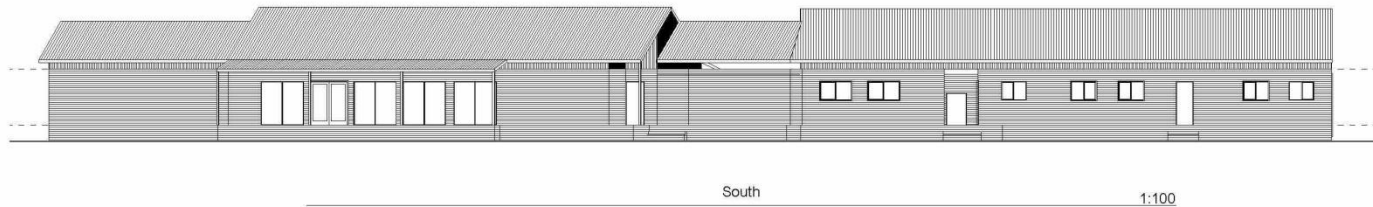
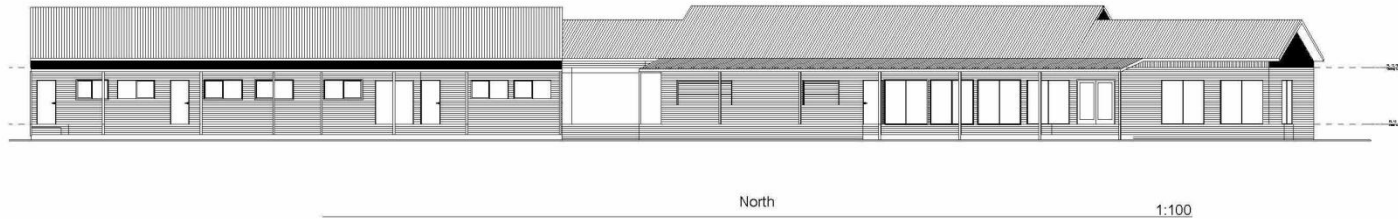
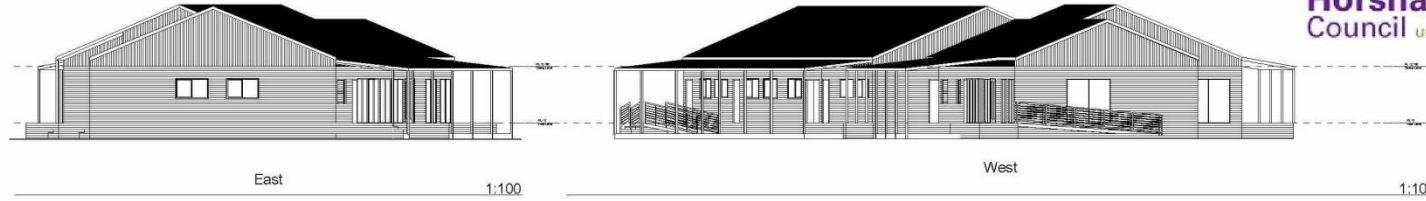
Drawing Title:
Floor Plan

Scale: as noted	Date: 26/06/2016
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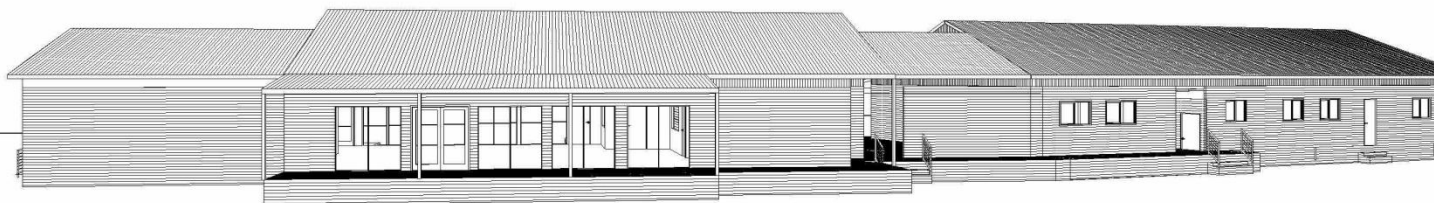
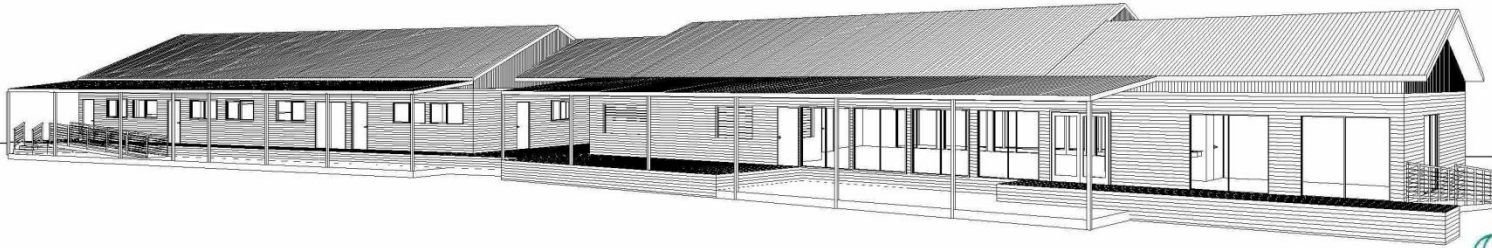
Client:
Horsham Rural City Council
Project Name:
Recreation Reserve Buildings
Northern Gramplains Road, Laharum,
3401

Drawing Title:
Elevations

Scale: as noted	Date: 26/06/2016
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Project No: 14-2389	Checked By: R.J.N.
Drawing No: A03	



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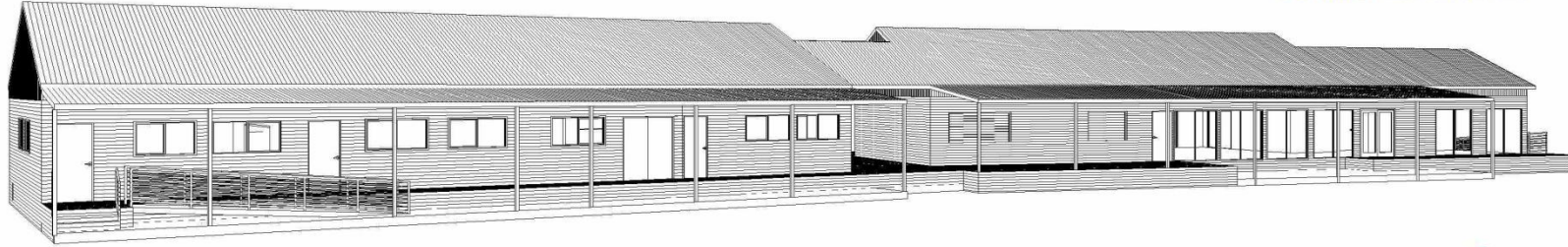
Client:
Horsham Rural City Council
Project Name:
Recreation Reserve Buildings
Northern Grampians Road, Laharum,
3401

Drawing Title:
Perspectives

	Date: 28/06/2016
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Project No: 14-2389	Drawing No: A04



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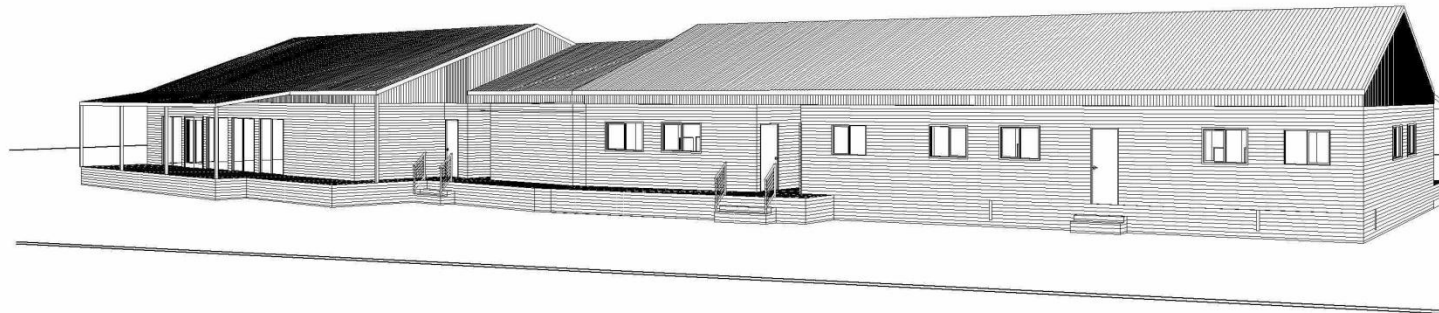
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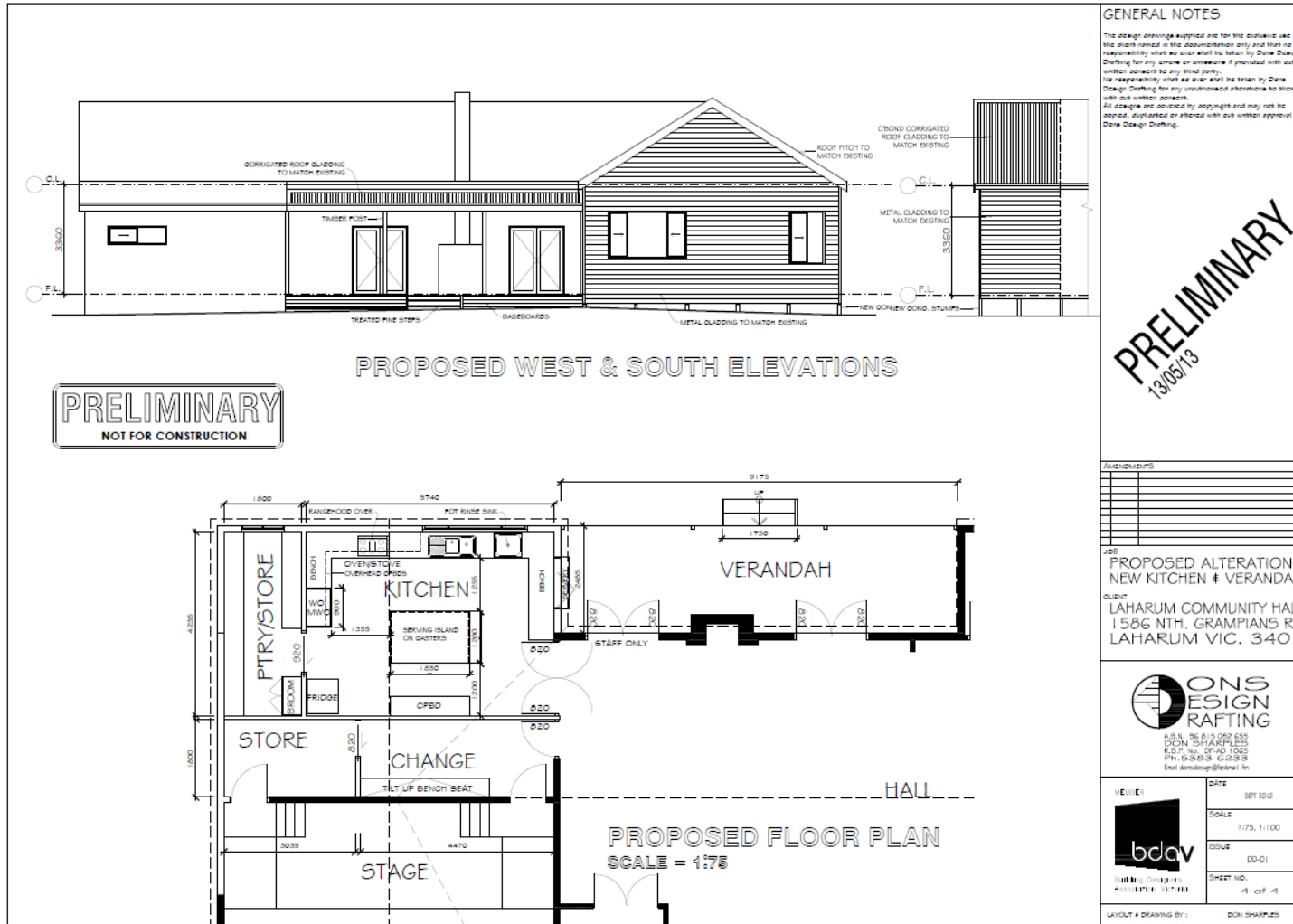
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Project Name:
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Northern Gramplains Road, Laharum,
3401

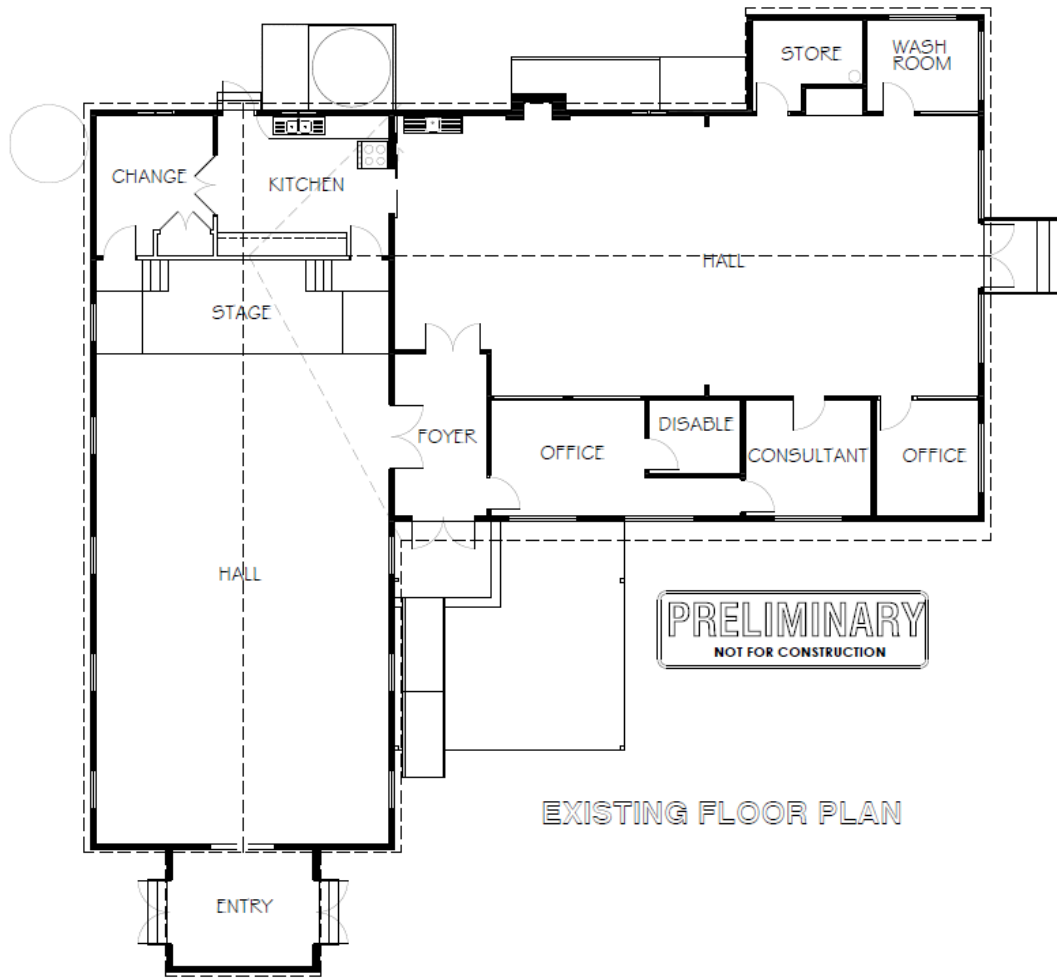


Drawing Title:
Perspectives

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Scale: as noted	Drawn By: K.J.N.
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Project No: 14-2389	Drawing No: A05

16.2 Proposed Laharum Hall Extensions





EXISTING FLOOR PLAN

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13/05/13

AMENDMENTS

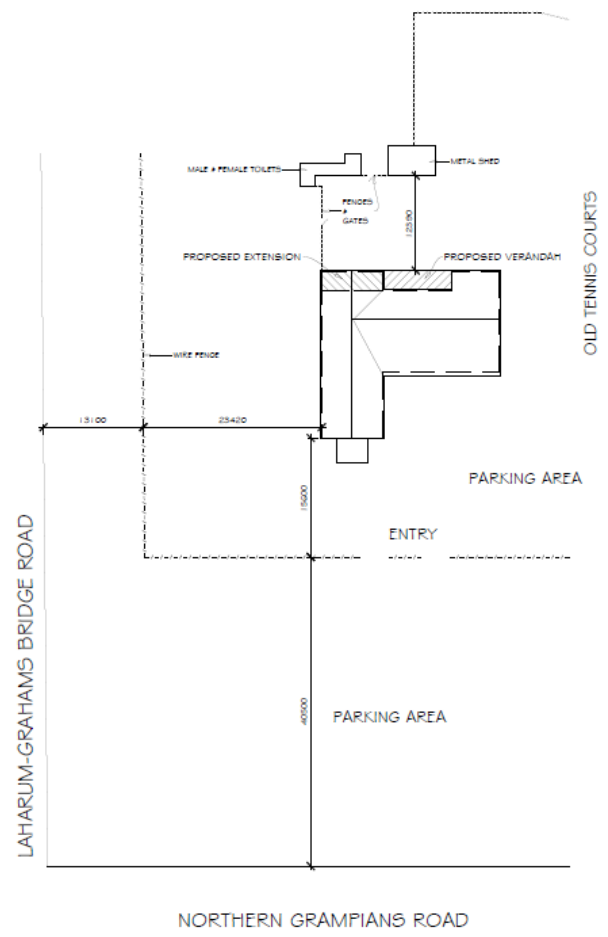
NO.	DESCRIPTION

JOB: PROPOSED ALTERATIONS
NEW KITCHEN & VERANDAH
CLIENT: LAHARUM COMMUNITY HALL
1586 NTH. GRAMPAINS RD
LAHARUM VIC. 3401



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CLIENT
LAHARUM COMMUNITY HALL
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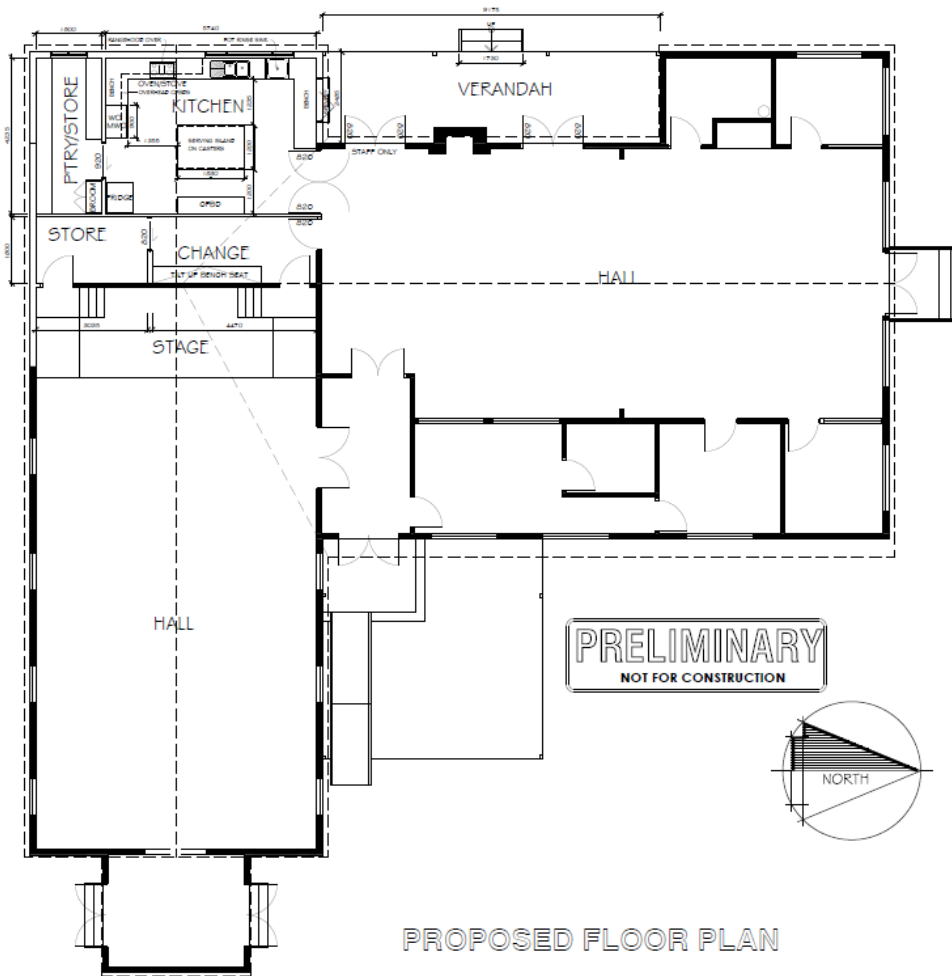
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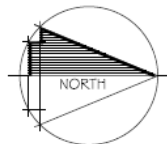
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SITE PLAN



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PROPOSED FLOOR PLAN

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7	ISSUED FOR PERMIT APPLICATION
8	ISSUED FOR PERMIT APPLICATION
9	ISSUED FOR PERMIT APPLICATION
10	ISSUED FOR PERMIT APPLICATION

JOB:
PROPOSED ALTERATIONS
NEW KITCHEN & VERANDAH

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17.0 Costings

17.1 Stage One and Stage Two of Cameron Oval Facilities

The total cost of Stage One is estimated to be \$794,712 and the total cost of Stage Two is estimated to be \$860,070. The total project cost is estimated to be \$1,654,782.

Facility area	Area m2	\$ Rate / m2	Allowance
Stage One – Change room			
Change 1 (home)	73.81	\$1,600	\$118,096
Change 2 (away)	73.12	\$1,600	\$116,992
Netball change / Female WC	54.21	\$1,600	\$86,736
Umpires change room	21.82	\$1,600	\$34,912
Store room	8.10	\$1,500	\$12,150
First Aid room	33.27	\$1,500	\$49,905
Walkway	15.66	\$1,000	\$15,660
Office	19.63	\$1,500	\$29,445
Verandah	103.50	\$800	\$82,800
Authority charges	-	-	\$17,500
Construction contingency	-	-	\$40,000
Car parking – crushed rock and compaction – indicative cost	-	-	\$20,000
Landscaping			Not costed
Footing system indicative costs due to 'H-D' class site conditions			\$38,000
Power upgrade	-	-	\$70,000
Sewerage treatment system – indicative cost			\$50,000
Demolition and removal of existing building			\$12,500
Total Stage One			\$794,696
Stage Two – Social area			
Function / social space	177.90	\$1,600	\$284,640
Meeting room	29.50	\$1,600	\$47,200
Kitchen	57.02	\$1,800	\$102,636
Bar	9.15	\$1,500	\$13,725
Public toilets	40.95	\$1,600	\$65,520
Store room	13.05	\$1,300	\$16,965
Footing system indicative cost due to 'H-D' class site			\$48,000

Facility area	Area m2	\$ Rate / m2	Allowance
conditions			
Verandah	159.0	\$800	\$127,200
Authority charges	-	-	\$17,500
Construction contingency	-	-	\$40,000
Car parking – crushed rock and compaction – indicative cost	-	-	\$20,000
Landscaping	-	-	Not costed
Soft furnishings	-	-	Not costed
Demolition and removal of existing building			\$12,500
Undercover area	80.23	\$800	\$64,184
Total Stage Two			\$860,070
Total project cost			\$1,654,766

Costings are priced to reflect basic building construction limitations:

- 10mm wet area plasterboard to change areas
- Residential style window frames
- No floor coverings to Change Areas
- Kitchen laminated joinery with no allowance for fittings or exhaust canopy.

Costing includes:

- Cool room
- Heating/cooling to function Area
- Floor coverings to Social Area/Kitchen/Public Toilets

Landscaping and soft furnishings have not been costed. Nor have any works at the hall or the development of the shared path between the two sites. The costings provided are an indicative cost opinion only and Plans for People recommends that a quantity surveyor be engaged to provide a more accurate reflection of the likely costs.

It is recognised that the community would like to be involved in the construction of the facility and to provide in-kind materials wherever possible to reduce costs. The Laharum community has a history of providing a significant amount of in-kind labour and materials. This arrangement is only likely if Horsham Rural City Council and funding bodies agree to such an arrangement; if the tender documents expressly state that members of the local community will be involved in construction / labour around specific works; and if the successful tenderer agrees to such conditions and is confident that it can address risk management issues associated with such an arrangement.

17.2 Cameron Oval Surrounds

The following works have been proposed for the surrounds of Cameron Oval:

Proposed works	Indicative costs
Seal the shoulder of Northern Grampians Road directly in front of the reserve and move the ticket box in approximately one metre from its current location to create a safer entrance and reduce the risk of cars banking up on the Northern Grampians Road.	\$80,000
If land owned by the Department of Education and Training can be made available for community use, provide another internal road to this block on the northern end of the Reserve so that it can be used for overflow car parking and as parking for emergency vehicles when required.	Not costed (likely to be a lease arrangement)
Emergency access and disabled parking to be sited close to the old netball court. Establish parking around the northern and eastern side of the oval primarily.	Incorporated into facility costing
Develop a pedestrian zone in the area between the Northern Grampians Road fence line, the emergency car park access, the tennis / netball courts and the new pavilion. This area to incorporate a playground, seating and landscaping. It also involves upgrading the fence along the western boundary of the reserve.	\$60,000
Formalise and improve the surface of the trail that connects Laharum Recreation Reserve to the Laharum Hall and Primary School site.	\$80,000
Improve the amenity of Cameron Oval by undertaking some landscaping, e.g. tree planting.	\$20,000
TOTAL	\$240,000

17.3 Laharum Hall

The following works have been proposed at Laharum Hall:

Proposed works	Indicative costs
Kitchen upgrade and upgrade of change room for people using the stage	\$80,000
Sewerage upgrade	\$10,000
Improved acoustics in the supper room	\$5,000
Conversion of children's toilets to an adult toilet and shower	\$4,000
Improved storage in the porch area for chairs and tables	\$2,000
Stage upgrade	\$10,000
Formalise car park with gravel and bollards and develop a DDA car parking space with signage	\$5,000
Landscaping the area between the hall and the school including removal of asphalt courts, development of paths, relocation of public toilet, signage, community garden, plantings, BBQ and picnic facilities.	\$80,000
TOTAL	\$196,000

18.0 Statement of Feasibility

Based on all of the information sourced through the literature review, the community consultations, trends analysis and an environmental scan, it is, in the opinion of communityvibe and Plans for People, that a new community centre built at Cameron Oval **would only be feasible, subject to a range of conditions being met:**

- Facility is developed in two stages
- Government agencies agree to contribute a minimum of \$400,000 to the total project (note that this amount has not been confirmed at this stage)
- The Laharum community is able to raise approximately \$1,200,000 worth of cash and in-kind assistance (labour, materials, etc) to contribute to the cost of stage one and stage two of the proposed facility at Cameron Oval through fundraising, sponsorship and Council interest free loans (note that this could take several years to achieve)
- Building costs not increasing substantially prior to construction commencing (an additional allowance should be made for this factor)
- Agreement that the operational costs detailed in this report are accurate and achievable.

It is also the opinion of communityvibe and Plans for People that works are justified at Laharum Hall.

19.0 Recommendations

In order to progress the development of the proposed community centre at Cameron Oval and to undertake the desired works at Laharum Hall, the Laharum community will need to:

- Meet with Horsham Rural City Council to determine:
 - Financial contribution towards the proposed projects
 - Level of partnership and intended timelines
- Prepare schematic plans and have these plans costed by a quantity surveyor
- Prepare a fundraising plan and commence fundraising
- Submit an application to relevant funding bodies to seek funding to construct the facility and to fund other priority projects
- Adopt the Laharum Sports Inc. model as the most suitable form of management for the proposed Laharum Community Centre.

Physical recommendations of the site are described in the following action plan

20.0 Action Plan

Based on community feedback, works at Cameron Oval and Laharum Hall are an equal priority. Hence works at one site should not exclude works occurring at the other site if funding is available. Commercial rates have been supplied as indicative costings.

No.	Action	Partners	Resources	Potential funding	Priority
1	<p>Construct a new community centre at Cameron Oval, possibly in two stages, and sited so that users of the facility have the best possible views over the Grampians.</p> <p>Stage One: Change Facilities – change rooms (home and away), first aid / trainer’s room and an office (\$804,323).</p> <p>Stage Two: a function space (catering for 150 people seated), a separate meeting room (catering for 15-20 people), small commercial kitchen / kiosk, a bar, a cool room and storage facilities (\$832,527).</p> <p>Some trees will need to be removed near the cricket nets to allow a clear view of the Grampians and several other trees will need to be removed to accommodate the construction of the change facilities.</p>	<p>Laharum Sports Inc.</p> <p>Horsham Rural City Council</p>	<p>Stage One: \$794,696</p> <p>Stage Two: \$860,070</p> <p>Total: \$1,654,766</p>	<p>Putting Locals First Funding Program</p> <p>Community Facilities Funding Program – Minor facilities category</p> <p>National Stronger Regions Fund</p> <p>Local businesses</p> <p>Local fundraising</p> <p>Philanthropic grants</p>	<p>Change room development is a high priority; new social facility is a medium priority.</p>
2	Seal the shoulder of Northern Grampians Road directly in front of the reserve and	Laharum Sports Inc.	\$80,000	Council capital works program	High

No.	Action	Partners	Resources	Potential funding	Priority
	move the ticket box in approximately one metre from its current location to create a safer entrance and reduce the risk of cars banking up on the Northern Grampians Road.	Horsham Rural City Council			
3	If land owned by the Department of Education and Training can be made available for community use, provide another internal road to this block on the northern end of the Reserve so that it can be used for overflow car parking and as parking for emergency vehicles when required.	Laharum Sports Inc. Horsham Rural City Council Department of Education and Training	Not costed (likely to be a lease arrangement)	Laharum Sports Inc.	Low
4	Emergency access and disabled parking to be sited close to the old netball court. Establish parking around the northern and eastern side of the oval primarily.	Laharum Sports Inc. Horsham Rural City Council	Incorporated into facility costing	Putting Locals First Funding Program Community Facilities Funding Program – Minor facilities category Local businesses Local fundraising Philanthropic grants	High
5	Develop a pedestrian zone in the area between the Northern Grampians Road fence line, the emergency car park access, the tennis / netball courts and the	Laharum Sports Inc. Horsham Rural City Council	\$60,000	Putting Locals First Funding Program Community Facilities	High

No.	Action	Partners	Resources	Potential funding	Priority
	new pavilion. This area to incorporate a playground, seating and landscaping. It also involves upgrading the fence along the western boundary of the reserve.			Funding Program – Minor facilities category Local businesses Local fundraising Philanthropic grants	
6	Formalise and improve the surface of the trail that connects Laharum Recreation Reserve to the Laharum Hall and Primary School site.	Horsham Rural City Council Laharum Sports Inc. Laharum Hall Laharum Primary School	\$80,000	Putting Locals First Funding Program Community Facilities Funding Program – Minor facilities category Local businesses Local fundraising Philanthropic grants	High
7	Make the following improvements to the Hall: <u>High priority:</u> <ul style="list-style-type: none"> • upgrade the kitchen • improve change area for people using the stage • upgrade sewerage <u>Medium priority:</u>	Laharum Hall Horsham Rural City Council	Kitchen / change area upgrade: \$80,000 Sewerage upgrade: \$10,000 Acoustics: \$5,000 Adult toilet and shower: \$4,000 Storage for chairs and tables: \$2,000 Stage upgrade:	Putting Locals First Funding Program Community Facilities Funding Program – Minor facilities category Local businesses	High, medium and low as identified in the Action Plan

No.	Action	Partners	Resources	Potential funding	Priority
	<ul style="list-style-type: none"> improve acoustics in supper room convert children's toilets to an adult toilet improve storage in porch for chairs upgrade stage install a disabled car parking space formalise the car park – gravel with bollards <p><u>Low priority:</u></p> <ol style="list-style-type: none"> Install a shower 		\$10,000 Car park and DDA car parking space: \$4,000	Local fundraising Philanthropic grants	
8	Advocate for improvements to mobile phone coverage in the Laharum area.	Horsham Rural City Council	Staff time	None known	High
9	Improve the amenity of Cameron Oval by undertaking some landscaping, e.g. tree planting.	Laharum Sports Inc. Horsham Rural City Council	\$20,000	Laharum Sports Inc. Landcare Laharum Primary School	Medium
10	Develop a landscape plan for the space between Laharum Hall and Laharum Primary School incorporating: <ul style="list-style-type: none"> removal of asphalt and replacement with gravel improved landscaping, 	Horsham Rural City Council Laharum Hall Laharum Primary School	\$80,000	Local businesses Local fundraising Philanthropic grants	Medium

No.	Action	Partners	Resources	Potential funding	Priority
	incorporating local native trees and grasses and fire retardant indigenous shrubs <ul style="list-style-type: none"> • establishment of a community garden • plant shade trees in parking area • BBQ and picnic tables (preferably fashioned by local craftspeople from locally felled timber) • sheltered area • interpretive signage outlining history of the area • relocation of toilet from rear of hall to space in between the two buildings • pathway and directional signage to connect both facilities to the shared cycling / walking path leading to Cameron Oval 				

21.0 Appendix

21.1 Literature Review

Document	Key Points
Sport and Recreation Strategy Horsham Rural City Council 2013-2018	<ul style="list-style-type: none"> • The purpose of this document is to identify priority projects for Council to support for the period 2013-2018 and to respond to changing community needs and to increase participation in sport and recreation activities for all members of the community. • Of particular relevance is the research referred to within the document that: <ul style="list-style-type: none"> - five most popular physical activities (walking, aerobics/fitness, swimming, cycling and running) are usually undertaken in a casual or informal setting. - the most popular team sports (basketball, netball, football (outdoors) and Australian Rules football) have substantially lower participation rates • Recreation trends referred to for Horsham, include: <ul style="list-style-type: none"> - the number of children participating in sport is being spread more thinly among an increasing range of sports. Consequently, some junior sports clubs may struggle to maintain numbers. - participation by adults in organised sport declines after they reach the early 20's. • The trend is for "convenience" sport and physical activity. That is, activities which are available when and where it is convenient for the individual and their social/peer group. • Some sections of the community have special recreation needs (e.g. CaLD, older adults, Aboriginal people, and people with disabilities). Generally, these demographic groups have lower levels of participation in recreation, sport and physical activity • The document outlines funding priorities, recommending that Council use the following criteria to assess the level of resources provided to sport and recreation facilities, programs or services: <ul style="list-style-type: none"> - demonstrated community need - sustained community support - caters for multiuse and/or multiusers - a regional focus and capacity to host major events - social value or benefits delivered - availability of Government funding - availability of local/community funding • The major issues identified by the document include: <ul style="list-style-type: none"> - Council has a stated intent to increase tourist visitation to the region, and has identified sports tourism as a key market. - the importance of economic development, sustainable development, asset management, and community development

	<p>to HRCC.</p> <ul style="list-style-type: none"> • Of the recommended strategies, a section on rural facilities identified ‘both Laharum and Pimpinio recreation reserves have substandard amenities, and require upgrading.’ • Actions outlined in the plan include: <ul style="list-style-type: none"> - prepare a master plan and business plan for upgrading Laharum Recreation Reserve (high priority) - allocate funds for the development of amenities at Laharum Recreation Reserve (medium priority)
<p>Community Action Plan Wartook- Laharum 2010</p>	<ul style="list-style-type: none"> • The document advises organisations and government agencies of the character, opinions and aspirations of the community and sets out the initiatives and actions being pursued to achieve the objectives • The community discussed in the plan includes the Laharum, Wartook and Brimpaen areas. The population is approximately 350 people • There are 20 active community groups covering a range of sporting, environmental, community, educational, promotional and service functions. • Some of the values of the communities listed that are of relevance: <ul style="list-style-type: none"> - love of the natural environment is what keeps people/brings people here -sporting Clubs - respect for others and others property - having good services and facilities - healthy community - supportive community - proximity to services - community works well together • Community priorities identified in the document include: <ul style="list-style-type: none"> - develop an overall plan to develop Cameron Oval into a sporting complex, including moving the tennis courts to Cameron Oval and creating a bowls club (includes lighting, landscaping, fencing, playground equipment etc). - enhance the Hall as a Community Hub providing services and social opportunities for the whole community. - provide services and support to help people continue living in the area • Community Priorities and Actions were outlined and included the following that are of particular relevance: <ul style="list-style-type: none"> - Cameron Oval Development and Development Plan – a high standard of facilities at Cameron Oval - Laharum Hall – complete redevelopment, develop hall usage - Laharum Hall Community Links Centre – improve social networks / links to health and other service providers, increase

	parent self- confidence and ability, promote improved outcomes for children through child and parenting activities
Horsham Planning Scheme (2014)	The Horsham Planning Scheme sets out policies and requirements for the use, development and protection of land in the municipality. It identifies Horsham as the key population and employment centre for the Wimmera Southern Mallee region and that consequently recommends that investment in higher order services and facilities at Horsham that cater for a regional catchment is supported. There is no specific mention of Laharum in the Scheme.
Healthy Together Victoria	<p>Healthy Together Victoria aims to improve people's health where they live, learn, work and play. It focuses on addressing the underlying causes of poor health in children's settings, workplaces and communities by encouraging healthy eating and physical activity, and reducing smoking and harmful alcohol use. Its mission is to create a healthier Victoria by tackling the rising rates of obesity and preventing obesity-related chronic disease. Of particular relevance is the following:</p> <ul style="list-style-type: none"> • Healthy Together Communities are operating across 12 Municipalities including Ararat and Central Goldfilelds and the Pyrenees • Initiatives include: public education and community engagement strategies, the Victorian Health Promotion for Children and Young People Policy to guide the physical, social and emotional development of children and young people <p>http://www.health.vic.gov.au/prevention/healthytogether.htm</p>
Horsham Rural City Council Health and Well-being Plan 2013-2017	<p>The purpose of the Municipal Health and Wellbeing Plan is to protect, improve and promote public health and wellbeing within Horsham Rural City.</p> <p>As a result of these findings the main priority areas Horsham Rural City Council will focus on are, that are of particular relevance, include:</p> <ul style="list-style-type: none"> • Social Connection – supporting opportunities for social connection • Physical Activity – increased levels of physical activity • Healthy Eating – encourage all people to choose a healthy way of eating • Preventing Violence against Women –Increased awareness of rates of violence against women and family violence • Healthy, Safe and Liveable Environments – Create a built environment that supports active living and social connectedness • Education and Economic Development – Access to education and employment opportunities • Public Health and Safety – Ensure compliance with legislation related to public health. <p>The plan contains over 80 actions to improve the health and well-being of residents over the four year period 2013-2017.</p> <ul style="list-style-type: none"> • The Wimmera Primary Care Partnership is referred to in this plan. It identifies the following factors that have a positive effect on health

	<p>and well-being: social interaction, community engagement, sense of contribution, volunteering and keeping busy, being involved in groups and avoiding isolation, safety.</p> <ul style="list-style-type: none"> • Of the 80 initiatives identified, those that are particular relevance include: <ul style="list-style-type: none"> -support initiatives aimed at creating social connection opportunities for older adults. -work with community groups and other agencies to strengthen the financial and social sustainability of volunteer groups throughout the municipality. -work with agencies to support and seek funding for local / community based physical activity initiatives throughout the wider municipality. <p>http://www.hrcc.vic.gov.au/images/files/health/HRCC_HWP_Low-Res1.pdf</p>
<p>Wimmera Southern Mallee Regional Growth Plan (Victorian Government, 2014).</p>	<p>The plan identifies:</p> <ul style="list-style-type: none"> - where future development will be supported, assessed at a regional scale - environmental, economic, community and cultural assets and resources of regional significance that should be preserved, maintained or developed - key regional priorities for future infrastructure planning and investment to support growth. <p>One of the future directions of the plan is: support multi-purpose, flexible and adaptable health and education infrastructure that can respond to changing and emerging community needs over time.</p> <p>http://www.dtpli.vic.gov.au/_data/assets/pdf_file/0008/229949/Wimmera-Southern-Mallee-Regional-Growth-Plan-May-2014.pdf</p>

21.2 Demographic Analysis

Demographic data provides information which can be used by organisations to understand the current make-up of the community. Potential markets can be determined by examining the number of people in specific age groups. Other details such as household income may help decision making in terms of setting fees and languages spoken at home may indicate a need to have information translated into other languages for example.

A brief summary of the demographic make-up of Laharum follows⁸.

⁸ Australian Bureau of Statistics. 2011 QuickStats. Loddon (LGA). Website: http://www.censusdata.abs.gov.au/census_services/getproduct/census/2011/quickstat/SSC20750?opendocument&navpos=220 (Viewed 5 September 2014)

Population and Age

Laharum comprises 210 people – 51.9% males and 48.1% females, although the catchment is likely to be much bigger. The median age is 44 (compared with a median age of 37 for both Victoria and Australia).

There are 57 families in Laharum (32 without children, 25 with children), with an average of 2.2 children. Compared with Victorian figures, Laharum has a significantly lower percentage of people aged between zero and 9 years (8.1% compared with 12.5%) and significantly higher percentage of people aged 45-64 years (44.9% compared with 25% in Victoria). More specifically, the biggest discrepancies lay in the ages 25-39 years (Laharum has 8.6% of its population in this age range compared with 21.5% for Victoria).

Children in Laharum

In 2011, there were 4 children from Laharum registered as a pre-schooler. 14 children were enrolled in government primary schools, 19 in government secondary schools, 4 in Catholic secondary schools and 3 in other non-government secondary schools.

Birthplace and Languages Spoken

The majority of residents were born in Australia (87% compared with the national figure of 69.8% and a state figure of 68.6%), with a further 2.9% of residents born in England, 1.4% born in New Zealand, 1.4% born in Canada, 1.4% born in India and 1.4% born in South Africa. The remaining 4.5% of residents were born in other countries.

The majority of residents only speak English at home (95.7%). Of those who speak languages other than English at home, the most common languages are French (1.4%) and Punjabi (1.4%).

Employment and Income

41.9% of people over 15 years of age in Laharum carried out voluntary work for an organisation in the last 12 months, compared with 17.7% for Victoria.

134 people were in the labour force at the time of the 2011 ABS Census. 56% of these people worked full-time; 35.8% worked part-time; 8.2% were away from work; and 0% were unemployed. Compared with Victorian statistics, there are slightly less people working full-time, more working part-time in Laharum and less people unemployed.

Key employment industry sectors are sheep, beef, cattle and grain farming (26.4%); accommodation (4.7%); hospitals (3.9%); agricultural product wholesaling (3.9%) and building installation services (3.1%).

The highest category of occupational types in 2011 is managers (38.9%) compared to (13.2%) in Victoria overall, followed by professionals (14.5%); technicians and trade workers (9.9%); sales workers (9.9%); community and personal service workers (8.4%); clerical and administrative workers (6.9%); labourers (5.3%) and machinery operators and drivers (3.8%).

The median weekly household income is \$959 compared with the Victorian median household income of \$1,216. 23.7% of Laharum households earn less than \$600 gross per week (compared with 23.8% of Victorian households) and 5.3% earn more than \$3,000 gross per week (compared with 10.4% of Victorian households).

Households

72.2% of households in Laharum are family households (compared with 71.2% for Victoria). The percentage of lone households in Laharum is slightly higher than for Victoria overall (27.8% compared with 24.5% for Victoria).

The most common form of family household composition is a couple family without children (56.1% compared with 36.7% in Victoria), followed by a couple family with children (43.9% compared with Victorian figures of 46.0%).

Home Ownership

There is much home ownership (i.e. owned outright, or owned with a mortgage) in Laharum (74.1% compared with 70.1% for Victoria) and a lower percentage of homes rented (18.5% compared with 26.5% for Victoria).

For those paying off homes, the median home loan repayment in Laharum is \$930 per month, compared with \$1,700 for Victoria overall, and for those who are renting homes, the median weekly rental amount is \$130 compared with the Victorian median of \$277.

Transportation

There is an average of 3.2 vehicles per dwelling.

21.3 Community Survey

- 106 surveys
- 53% male and 47% female
- Most survey respondents 50-59 (26%), followed by 40-49 (21%) and 60-69 (17%).
- 38% live in Laharum, 28% in Horsham, 14% in Brimpaen, 13% in Wartook and 8% in Wonwondah.

Things that people can't currently do or things they would like to have in Laharum:

- Activities: table tennis, swimming, gymnastics, golf (mini and 18 hole), walking / cycling along trails, practicing bowling into the cricket net with a bowling machine, parent activities while children are playing sport, line dancing, U3A, exercise classes, computer classes, swimming, lawn bowls, gym, craft, group fitness classes, croquet, art studio, pottery classes, badminton, after school activities,
- Functions / Events: parties, weddings, meetings, small conferences, workshops, larger theatrical events, board meetings (separate from social facilities), exhibition space for local works, presentation dinners
- Facilities: venue to entertain clients, grandstand, information centre, gym, squash court, community casino

- Services: medical appointments, community transport

Use of Laharum Hall (top 3):

- Community events, e.g. parties / funerals (52%)
- Meetings (46%)
- Functions (42%)

Current standard of facilities (from highest standard to lowest standard):

- Accessibility (64%)
- Multi-purpose room (63%)
- Hall meeting room / supper room (58%)
- Office space / consulting rooms (55%)
- Accessible toilets (52%)
- Hall and stage area (46%)
- Car parking (46%)
- Children's toilets (45%)
- Kitchen (21%)
- Outside toilets (7%)

What is needed in the Hall:

- Internal: better kitchen, bar, better acoustics in old supper room, more internal toilets, showers, more storage, improved stage area and change room for the stage, install windows that provide views of the Grampians
- External: more outside lighting, better outside toilets, outdoor area with seating, better parking, landscaping between the hall and the school, outdoor shaded areas, play area, improved drainage, community BBQ / eating / gathering area with seating and shade, improved fencing, display board and maps, sewerage upgrade, verandah on northern end of hall, designated disabled car parking space
- Other: removal to Cameron Oval or re-build at Cameron Oval, fast internet connection, community get-togethers, visiting health professionals

Facilities used at Cameron Oval (top 3):

- Play sport (77%)
- Functions (63%)
- Meetings (59%)

Condition of facilities at Cameron Oval (from highest standard to lowest standard):

- Netball / tennis courts (88%)
- Sports oval (87%)
- Accessibility (52%)
- Car parking (44%)
- Netball shelter (27%)

- Social facility / function room (10%)
- Playground (8%)
- Change rooms (6%)
- Time keeper's shed (6%)
- Toilet block (4%)

Most important features required in a potential new facility at Cameron Oval:

- Facilities for staging in the case of emergencies such as fires or floods (86%)
- Change facilities for football / cricket (85%)
- Change facilities for netballers (76%)
- Function space (73%)
- Change rooms for umpires (70%)
- Commercial kitchen (62%)
- Area to display memorabilia (61%)
- Bar (61%)
- Kiosk (61%)
- Meeting facilities equipped with data projectors, etc (58%)
- Offices for community and sports club use (56%)
- Basic kitchen (47%)

Function space should cater equally (42%) for a maximum of 150 people or for more than 150 people and supper room should cater for 30 people (70%).

Impact of development at Cameron Oval on Laharum Hall:

- It will complement it, i.e. both facilities will be able to provide a different type of opportunity or experience for residents (57%)
- It will duplicate it, i.e. both facilities will compete against each other for events and functions as they will be providing similar opportunities or experiences (21%)
- It really depends on size and quality (16%)
- Not sure (6%)

Fundraising:

- Grants and donations
- Hall – more hall hire, sell the hall
- Goods and services – sell bricks, naming sponsorship rights, lease and race 10 horses
- Events: biggest morning tea, theatres shows, dances with a local band, car wash, bushwalk tours, sausage sizzles, apple drives, community casino, cutting and selling firewood, fancy dress fundraising night, contract cropping, fencing and hay carting, equipment / clearing sales, garage sale, music festival, camp cook-out festival, chocolate frogs, tennis ball money, bike ride, classic car drive, sheep drive, fleece drive, steel drop off points, drive in movie night, all stars football and netball game, fun run, Barley Banquet
- Sport responsibility: Stop paying senior footballers so much, sporting groups should contribute more

- Auctions: silent auctions, raffle, auctions of memorabilia
- Commercial loan

If there were only limited funds to invest in Laharum, what do you think the priority should be:

- Focus on Cameron Oval (50%)
- Consider relocating hall to oval (21%)
- Continue to develop both (16%)
- Focus on Laharum Hall (12%)

Other ideas / thoughts

- Speed humps at Cameron Oval
- Bring back Uniting Church to the Hall
- Install new fence along front of Cameron Oval]
- Install a turning lane into Cameron Oval and set entrance slightly off the road
- Install speed humps at Cameron Oval
- Build a new school at Cameron Oval
- Encourage establishment of a general store in Laharum
- Better fire ground training facilities -pumps, water/tanks/access/safety
- Firebreak on Northern Grampians Road could be converted to a cycle track

“To retain and attract new residents and foster new businesses in Laharum the area needs access to reasonably priced broadband. ADSL is not available, 3/4G is too expensive and has limited coverage, satellite is too slow so the only hope is an NBN wireless tower for the area.”

“The new precinct could be run like an information centre (selling local produce etc.) meals, employing full time staff.”

“Laharum Hall is used a lot for school meetings which is important that they are close together. It is disappointing that all the facilities are not in the same spot e.g. hall / school / oval. No point the hall moving if the school never moves to the oval, the money would cost to move cannot be justified. Better spent on something else.”

“The hall is utilised by the school and kinder a great deal. Moving it from its current position would not be a good idea.”

“If Laharum had a community based accommodation to attract visiting school groups this money could go back to the community. I think on the edge of the Grampians we should have a structure to respect the aboriginal people who were here before us like Brambruk on the other side of the mountain.”

“During recent fires, it was clearly demonstrated that both facilities are required, due to competing needs during that event. CFA tankers and helicopters were occupying Cameron Oval in response to fire fight, whilst the hall was used as a community hub and family / peer support staging area. There are several other examples through the year where football home games may be at Cameron Oval and the hall is being used for other functions.”

“An outdoor BBQ area and playground area either at Cameron oval or hall that allows for people to get together in a local setting for family gatherings or just groups. A place for mums to go with their children rather than going into Horsham to take their kids to a playground which happens regularly now. Maintain the two sites one for active pursuits and the other for more passive pursuits.”

21.4 Key Stakeholder Meetings

A meeting was held with key stakeholders from Laharum Hall on 27 October 2014 and was attended by eight people. This group reiterated the fact that numerous plans have been undertaken previously, and the priorities have not changed. The group stated that both the hall and Cameron Oval should be retained, particularly given how important they are during emergencies. Some of the hall priorities include:

- Upgraded kitchen - this is the number one priority. It is likely to cost \$80K. Committee has \$40K available.
- Improved sewerage
- Improved drainage
- Improved landscaping
- Solar panels on roof
- Improved acoustics in supper room
- Improved storage in the porch area
- Upgraded stage area
- Installation of disabled car parking bay and a ramp on the north end
- Repairs to existing ramp so that it sits flush with the ground at the 'entry' point
- Sealed car park
- Conversion of children's toilet to adult toilet and installation of a shower.

Meeting attendees feel that the asphalt tennis courts that separate the school from the hall should be retained for future growth of the school. Meeting attendees also spoke of the cooperation with Laharum Sports Inc and that in the future a wedding ceremony could be held at the hall and the reception to follow at the Recreation Reserve. They also stated that we need to determine whether or not there should be a joint application to State Government for funding, or if each component of the project is assessed individually. Other priorities identified for Cameron Oval included:

- Upgraded change facilities
- New playground
- Power upgrade
- Waste water system
- Rain water tanks
- Demolition of concrete tank and outdoor toilet block.

21.5 Community Workshop

A workshop was held on 17 November 2014 with the project steering group to discuss potential directions for Laharum in relation to community facilities. Key points of discussion included:

Vision	<ul style="list-style-type: none"> • To have good, safe facilities for people to get together • To provide local facilities including sporting facilities and a local school • To provide a safe location for local residents in case of an emergency • To provide and facilitate activities / meetings and functions in Laharum • To provide life-long education from kindergarten, through school to adult education • To provide a training centre / venues • To provide opportunities for sport at a local level through to state level sport (e.g. Rebels) • Sharing of space and common location is desirable • Healthy community • Attract outside users • To provide for bigger functions • Promote natural backdrop to the Grampians • Attract more business • Encourage the community to work together • General improvement in all facilities • Continue to grow community participation, e.g. sports, CFA, etc. • Connect people • Grow volunteerism through contributing in local groups / clubs • Strong clubs and organisations, school and kinder • Good facilities in area encourages employment • Attractive place; liveable community • Facilities need to be affordable and easy to maintain / use • Use quality facilities to attract others to the town • Connected community with technology • Safe
Possible relocation of hall to recreation reserve	<ul style="list-style-type: none"> • What is the cost / benefit of moving the hall? Estimated to cost \$100,000
Usage of Cameron Oval	<ul style="list-style-type: none"> • In 2014, there were 17,415 visits to Cameron Oval
Promotional tools	<ul style="list-style-type: none"> • Laharum community Facebook page and NW Grampians Facebook page •
How can two facilities be justified?	<ul style="list-style-type: none"> • Each facility has its own niche • Improved septic / waste water treatment systems at both sites • Complement - size requirements at Cameron Oval are different • In emergency times good to have both • Main potential for duplication in meeting rooms • Enough groups to justify two facilities • Kitchen requirements are different • Playground needs are different

	<ul style="list-style-type: none"> • Size of groups / user groups are different
Paid co-ordinators	<ul style="list-style-type: none"> • Need to explore how this could work • Can generate activity and would need to
Attracting organisations from outside the area for meetings	<ul style="list-style-type: none"> • Possible for off-site meetings or planning days, etc. • Would need equipment / data projectors, blinds to cut out glare, internet access and catering
Community meals at Cameron Oval	<ul style="list-style-type: none"> • Helps to raise funds • Attract non-sporting people to the area
Sport	<ul style="list-style-type: none"> • Maintain existing cricket, tennis, netball and football and junior sides • Need improved change rooms
Recreation	<ul style="list-style-type: none"> • Consider holding yoga classes
Fundraising ideas	<ul style="list-style-type: none"> • Talent nights • Movie nights • Conferences / meetings • Community dinners
Local Command Facility	<ul style="list-style-type: none"> • Permanent set up – all year round • Store radios and coms • 2 rooms – meeting room (general), radio room • Internet connection and mobile phone services
Wedding receptions	<ul style="list-style-type: none"> • 150-180 people • Commercial kitchen • Function space • Investigate solar
Kitchen at hall	<ul style="list-style-type: none"> • More bench space • Room to move • Better equipment • 80 people comfortable • 120 lecture style seating • Convert children’s toilets into adult toilets
Kids area at Cameron Oval	<ul style="list-style-type: none"> • Kid’s corner inside at Cameron Oval
Planning considerations	<ul style="list-style-type: none"> • In the concept plan, make provision for hall etc. but focus on shorter – medium term priorities that can be achieved
	<ul style="list-style-type: none"> • Multi-purpose facilities are important • Having two facilities will allow lots of different activities to occur • Be prepared to offer things on a flexible basis
Croquet and bowls	<ul style="list-style-type: none"> • Horsham struggling to have a croquet and bowls – would need synthetic. Not necessary. Too expensive.
Golf	<ul style="list-style-type: none"> • Enough already
Swimming pool	<ul style="list-style-type: none"> • Too expensive – building and maintenance cost and operating costs
Trails	<ul style="list-style-type: none"> • Need to upgrade seal and elevate – groundwork, culverts, etc. Would encourage school kids to walk between school and Cameron Oval
Theatrical Performances	<ul style="list-style-type: none"> • Need change rooms – currently use kitchen or consulting room space
CWA	<ul style="list-style-type: none"> • Could run CWA at hall. Brimpaen Craft Group has a similar role. Only need a meeting space

Functions	<ul style="list-style-type: none"> • More bench space, two fridges and two stoves as per plan • Hall – better kitchen, small commercial, convert a kid’s toilet to an adult toilet. Cameron Oval – new facility catering for 150 people. Commercial kitchen.
Meetings	<ul style="list-style-type: none"> • OH projector, Internet access • Hall has screen projector, lap top, PA – portable / fixed. Cameron Oval – has PA. Need ground PA
Fire command centre	<ul style="list-style-type: none"> • Good communication. Technology. Access off the road, car parking (off the oval). Need 2 separate entrances – need to develop a traffic management plan for emergencies. Upgraded change facilities. Kitchen. Cool room
Complement or Duplicate	<ul style="list-style-type: none"> • It’s all about management and communication • Establish a timetable for events / functions, facility hire • Cameron Oval – niche – U50s, big functions, sports focussed • Couldn’t fit everything into Cameron Oval if hall didn’t exist– especially during emergencies • Hall – niche – drama, cultural, theatre, dancing, wooden floor, community involvement, cradle to grave. Meetings, boutique clientele, school and kinder use • Informally already meet, but can formally meet 2 times each year • Hall – seats 80 comfortably for eating. Cameron Oval – would be able to seat 150 in a new facility. Currently seats 80 at a time (but may serve 120)
Traffic	<ul style="list-style-type: none"> • Want to develop a service road over Education Department land (if available). Needs to be on VicRoads land. May need two entrances / exits. Need an 80km/hour in front of Cameron Oval and hall • Need a fence along Northern Grampians Road near tennis courts – attractive secure fence • Owner builder – tenders must include community • Hall has been used for adult education

22.0 Feedback from Draft Plan

An executive summary and draft plan was prepared to provide the community with an overview of proposed developments in Laharum. Results are as follows:

Methodology

Surveys were distributed to all user groups by email and hard copies were provided at Laharum Hall and Cameron Oval. Project steering committee members also spoke about the draft plans at various forums and information about the draft plan was provided via the local Laharum newsletter. A total of 11 people completed the feedback survey, although not everyone answered every question.

Additions to the proposed works at Cameron Oval or Laharum Hall

Respondents were asked if there was anything they thought may need to be added to the proposed works at Cameron Oval or Laharum Hall.

Three people (43%) mentioned parking or road considerations in their response to this question:

- Need to have an 80km/hr restriction and turning lanes to and from the oval
- Should consider purchasing extra land for parking.
- Need to have a parking plan identified.

Two other people (29%) stated that nothing extra is required; one other person (14%) considered playground/ play areas important; another person (14%) wants Horsham Rural City Council to commit to maintaining the grounds at the hall area and the 'trail' between school and oval'; and one person (14%) stated that s/he is unsure if anything else was required.

Support of proposed recommendations at Cameron Oval or Laharum Hall

Respondents were asked if there any recommendations proposed at Cameron Oval or Laharum Hall that they don't support.

- Three people (43%) people believe that the cost of the proposed works at Cameron Oval are too expensive and that if the development is to go ahead, there needs to be strong support and commitment from Laharum Sports Inc, Horsham Rural City Council and State Government.
- Two people (29%) believe that the priority for works should be Cameron Oval, rather than the hall.

- One person (14%) believes that the function space at the hall is adequate and that such a space is not required at Cameron Oval.
- One person (14%) believes that the recommendations proposed are suitable.

Feasibility of community funding

Respondents were asked whether they thought it is feasible for a community to raise this level of funding through fundraising activities, loans, etc to match potential State Government grants.

Five people (45%) don't believe that the proposal is feasible; four people (36%) are unsure; and two people (18%) believe it is feasible.

Assisting the development of new and upgraded facilities

Respondents were asked if they would be willing to assist the development of new and upgraded facilities at Cameron Oval and Laharum Hall. The responses are as follows:

- Attend as many fundraising events/ activities as possible (10 people or 100%)
- Provide in-kind support, materials, labour or expertise to the project (8 people or 80%)
- Provide a cash donation to the project (1 person or 10%)
- Be part of a fundraising committee that organises fundraising events (1 person or 10%).

Other Comments

Respondents were asked if they had any other comments. There were eight of a possible eleven responses to this question. Each of the eight responses revealed different considerations. The following comments were recorded:

- Support change room development (2 people or 25%)
- Don't need to function spaces (1 person or 13%)
- Costs need to be included in the report for the hall (1 person or 13%)
- Need an overall plan for the two sites showing landscaping, etc (1 person or 13%)
- Support upgrades to the hall (1 person or 13%)
- Concern that engineering report for the slab may be incorrect (1 person or 13%)
- Community has the capacity to do the works required and has a history to prove it (e.g. tennis / netball court development) (1 person or 13%)
- Need other younger people in the community to drive this project to develop facilities (1 person or 13%)
- Need to ensure that project management of facility developments is well controlled so that there are no budget-over runs (as has been the case in other locations recently, which then impacts on sustainability of clubs) (1 person or 13%).