



Brimbank
City Council

Community Services and Infrastructure Plan 2018-2038

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1. Overview

Brimbank is evolving

Brimbank is a dynamic, bustling and growing place at the heart of Melbourne's booming west. People living and working in Brimbank, and our many visitors are already experiencing significant and positive change. The City's population is more than 200,000 and is expected to grow by 9.2% or 21,190 new residents by 2038. The challenges of shifting demographics, Government policy and service model reforms, ensuring social equity and access in a constrained fiscal environment are transforming the way in which services and infrastructure are funded and delivered to meet future needs.

Council is being innovative, future focused and responsive to changing community needs by planning for community services and infrastructure delivery over the next 20 years.

Community Services and Infrastructure Plan

This Community Services and Infrastructure Plan:

- Explains Brimbank City Council's evidence-based approach to Community Services and Infrastructure Planning and delivery;
- Describes Council's role in planning, developing and maintaining community infrastructure;
- Provides an overview of community infrastructure Council currently has and what service facilities will be required by planning district over the short, medium and long term;
- Guides decision-making on future community infrastructure projects, funding requirements, advocacy efforts and partnership opportunities;
- Is aligned with the goals and strategic objectives listed in the Brimbank Community Vision (2040) and is a Year One action in the Brimbank Council Plan 2017-2021.

What is Community Infrastructure?

Community infrastructure refers to facilities that accommodate services which:

- Support and contribute to meeting the needs and promoting the wellbeing of individuals, families, groups and communities through the life stages;
- Fulfil a generic community function (community health, education, meeting spaces, child care, libraries, recreation and arts and culture).

Council's Role

The planning and financial management obligations outlined in the Victorian Local Government Act 1989 and Planning and Environment Act 1987 are the legislative drivers for the development of a future-focused Community Services and Infrastructure Plan.

Council's approach to community services and infrastructure planning is consistent with the roles and functions listed in the Brimbank Council Plan 2017-2021 and Community Services and Infrastructure Planning Major Policy:

1. Deliver Services – Council commits to delivering quality services in and out of Council infrastructure, that adopt best practice approaches in supporting the health and wellbeing of the Brimbank Community.

2. Develop Community Hubs – Council aims to align services that address all life-stages, through the provision of community infrastructure that is modern, flexible, well located and accessible rather than developing 'single use' facilities.

3. Maintain and Improve Existing Infrastructure – Council will seek opportunities to expand and improve existing infrastructure, when deemed appropriate.

4. Establish partnerships – Council will seek alternative service and infrastructure delivery options by establishing partnerships with a range of stakeholders.

Guiding Principles

The following guiding principles will be taken into account in the planning and delivery of community services and infrastructure.

Building Community Resilience

- Investing in services and facilities strengthens community resilience.
- Addressing or avoiding future shocks through innovative responses.
- Planning for diversity by ensuring responsive facilities meet community needs.

We will build community resilience by:

- Designing facilities to promote harmony and cross-cultural engagement.
- Developing facilities with flexibility to allow for diverse uses.
- Providing opportunities for community leaders to come together, learn and share.

Community First

- Listening to the community to identify priorities and needs.
- Challenging the status quo to address issues of access and equity.
- Increasing community awareness of what is offered.

We will put Community First by:

- Involving all of our community in decision making and planning.
- Actively encouraging community leadership.
- Using existing leadership structures to reach hard to access groups.

Social Justice

- Providing opportunities for social and economic inclusion.
- Recognising access and equity by ensuring all groups have equal standing.
- Distributing facilities equitably to address diverse needs.

We commit to a just and inclusive community by:

- Striving for equity of access and opportunity (gender, disability and diversity).
- Maintaining affordable services to decrease economic barriers to participation.
- Taking into account socio-economic status and demographics when planning.
- Considering supported access if there are barriers to participation.

Sustainability

- Seeking new partnership models of funding for community infrastructure.
- Ensuring maximum and efficient use of community facilities.
- Recognising access and equity by ensuring infrastructure is within close proximity to public transport.

We strive for sustainability by:

- Ensuring that planning is future focused and dynamic.
- Using evidence of community need to inform planning and make decisions.

Relevant Legislation, Policy and Strategy

The following legislation, Council adopted policies, strategies and plans, as well as those under development, have informed the Community Services and Infrastructure Plan:

- *Brimbank Aboriginal Cultural Heritage Strategy (Draft)*
- *Brimbank Age Friendly City Plan 2018-2022*
- *Brimbank Asset Management Policy*
- *Brimbank Children's Plan 2015-2019*
- *Brimbank Climate Change Adaptation Framework 2017-2022*
- *Brimbank Community Facilities and Reserves Allocation Major Policy 2014*
- *Brimbank Community Facilities Capital Development Major Policy 2016*
- *Brimbank Community Facilities Hire, Licenses and Leases Agreement Policy*
- *Brimbank Community Plan 2009-2030*
- *Brimbank Community Services and Infrastructure Planning Major Policy*
- *Brimbank Community Vision 2040*
- *Brimbank Council Plan 2017-2021*
- *Brimbank Environmentally Sustainable Design Framework*
- *Brimbank Heritage Strategy 2018-2023 (Draft)*
- *Brimbank Library Strategy 2015 - 2020*
- *Brimbank Lifelong Learning Strategy 2018-2023*
- *Brimbank Local Historical Societies Support Policy*
- *Brimbank Long Term Financial Plan 2018 - 2028*
- *Brimbank Municipal Development Contributions Plan 2018*
- *Brimbank Social Justice Charter 2012*
- *Brimbank Sports Facility Development Plan 2018*
- *Brimbank Sustainability Policy and Sustainability Framework*
- *Brimbank Youth Strategy 2015-2020*
- *Disability Discrimination Act (DDA) 1992*
- *Growing Brimbank: The Brimbank Atlas of Health and Education (2014)*
- *Growing Brimbank: The Brimbank Spatial Map of Physical and Social Infrastructure (2017)*
- *National Competition Policy*
- *Plan Melbourne 2017-2050*
- *Victorian Local Government Act 1989*
- *Victorian Planning and Environment Act 1987*



2. Background

Community Service and Infrastructure Planning Approach

Council's approach to community service and infrastructure planning aims to implement a 'whole of organisation' response, and is made up of seven stages or work streams:

Stage 1: Social Planning and Research

Demographic data and other relevant information are provided to internal service managers to inform business and service planning, and reviews. Data collected assists community needs and demand analysis.

Stage 2: Service Planning and Review

This stage involves a number of steps to determine how a service will be delivered in response to identified needs, and what resources and facilities are required to sustain the service:

- Demand analysis – analysing population and needs, including considering community requests through consultation.
- Supply analysis – analysing the role of Council and others.
- Service benchmarking of quality and cost provision ratios.
- Financial planning – Ensuring alignment with Council's long term strategic resource plan in determining what resources and facilities are required for service delivery and business transformation.

Stage 3: Asset Management

Audits of the physical condition of an asset, its remaining economic or useful life, and an assessment of a facility's fit for purpose are conducted to inform Service and Community Services and Infrastructure Planning.



Stage 4: Community Services and Infrastructure Planning

Brimbank City Council has taken a robust, evidence based approach to Community Services and Infrastructure Planning. This stage involves a number of assessments to identify where Brimbank's key areas of community need exist and priority infrastructure projects for community services:

- Audit of Supply – compiling a database of existing Council owned/operated and privately owned/operated service facilities assessing building condition, fit for purpose, use and capacity of Council owned/operated facilities to meet current and future requirements.
- Provision Standards – current service facilities are assessed on the basis of quantity; quality; catchment; utilisation and asset condition targets relevant for each community service. The five provisional standards and associated assessment criteria are set out below:

Provision Standards	Assessment Criteria
Quantity: <i>A strategic assessment to determine if the quantity of provision meets the needs of Brimbank residents.</i>	
Demand Assessment Scoring: Meets Target , Over Supplied or Under Supplied	
<ul style="list-style-type: none"> • There is a sufficient quantity of infrastructure provision in relation to current and future population size by municipality and planning district. 	<ul style="list-style-type: none"> • Legislated provision. • Industry benchmarks for provision of facility type per population size. • Number of private owned and operated facilities compared with Council owned facilities in the municipality and planning district (market share and national competition policy). • Facility provision ratio – undersupply/oversupply of facilities per target population, building size, etc.
Provision Standards	Assessment Criteria
Quality (suitability, universal access):	
<i>A facility specific assessment to determine if facilities are suitable for their intended purpose and if not, what improvements are required to make them more suitable for use.</i>	
Demand Assessment Scoring: Fit for Purpose , Attention Required or Unfit For Purpose	
<ul style="list-style-type: none"> • Facilities are fit for their purpose. • Facilities comply with legislative obligations including the Disability Discrimination Act (DDA) 1992, Equal Opportunity and Human Rights obligations and Brimbank Social Justice Charter. • Infrastructure will be multipurpose (accommodate a range of services, groups, activities and programs), integrated and co-located, where possible, to meet community needs. • Ensure that facilities are in the right place and have the required infrastructure. 	<ul style="list-style-type: none"> • Fit for purpose assessments which measure: <ul style="list-style-type: none"> – Compliance – Location and travel accessibility – Appearance, configuration and fit out – Integration, multipurpose use • Ensure that facilities meet an agreed standard and do not over or under service the community.

Provision Standards	Assessment Criteria
Catchment (travel accessibility): <i>A strategic assessment to determine the maximum reasonable distance that residents should expect to have to undertake to access facilities</i>	
Demand Assessment Scoring: Meets catchment target or Doesn't meet catchment target	
<ul style="list-style-type: none"> People can travel to services and facilities within a reasonable journey time/distance. Where feasible, the location and development of community infrastructure will be consistent with the principles of Plan Melbourne 2017 - 2050. Priority is given to disadvantaged communities and reducing social inequality. Facility provision to meet the 'public interest test' in regards to reducing inequity and strengthening the local community, achieving strategic priorities in the Council Plan. 	<ul style="list-style-type: none"> Location of facilities close to activity centres, community focal points, public transport, pedestrian and cycling networks. People in the target population have access to facilities in line with the Plan Melbourne '20-minute neighbourhoods' objective (20 minute travel either by walking, cycling, public transport or driving, dependent on service). Facility provision gaps in areas within planning districts.
Provision Standards	Assessment Criteria
Utilisation: <i>A facility specific assessment that measures current use of facilities and determines whether facilities have adequate future capacity to meet community demand</i>	
Demand Assessment Scoring: Meets Usage Target , Exceeds Usage Target or Under Usage Target	
<ul style="list-style-type: none"> Existing facilities have adequate capacity to meet community demand. Ensure Council is not under or over servicing the community. Maximising the use of community facilities. 	<ul style="list-style-type: none"> Overall utilisation of combined service facilities across the municipality and by planning district. Under/over performing facilities in relation to specified service capacity target.
Provision Standards	Assessment Criteria
Asset Condition: <i>A facility specific assessment that measures current condition of facilities and the buildings useful life to ensure we are safely and fiscally meeting community demand</i>	
Demand Assessment Scoring: 1 - Excellent 2 - Good , 3 - Average or 4 - Poor 5 - Failed	
<ul style="list-style-type: none"> Assets are safe and in adequate physical condition for community use. Ensure assets meet established facilities standards. Priority will be given to the renewal of an existing asset over creation of a new asset. 	<ul style="list-style-type: none"> Asset Score <ul style="list-style-type: none"> Asset condition Remaining economic life Ensure building meets minimum facility standards.

Demand Assessment – involves the analysis of population forecasts (size and type); service cohorts (age ranges) and participation rates; community needs and potential demand this will create for a service; current and future trends affecting demand; audits of Council service facilities; and identification of facility gaps.

Demand Assessments have informed the development of this Community Services and Infrastructure Plan, which lists priority infrastructure projects and strategic work to address quantity, quality, accessibility, utilisation or asset condition standards of community service facilities. These assessments use planning districts – applying a place based approach to determine specific needs and service gaps in areas of the municipality.

Engagement with the community and partners is essential at this stage to confirm if current and future needs will be met by the recommendations outlined in this Community Services and Infrastructure Plan.

Council will consider making decisions to prioritise recommendations, invest or rationalise community infrastructure based on the detailed Demand Assessments for each service, the Brimbank Community Facilities Capital Development Major Policy 2016 and community feedback. Once infrastructure priorities have been determined, Council will undertake feasibility studies to ensure project proposals meet community needs and are aligned with the Brimbank Community Vision 2040, Council Plan objectives, principles and community values.

Stage 5: Project Development

This stage translates one or more of the Community Services and Infrastructure Plan recommendations into a detailed and fully costed business case to determine the feasibility and potential funding sources for a capital works project.

Stage 6: Project Delivery

Approved project proposals proceed through Council's existing capital works planning and delivery processes.

Stage 7: Project Evaluation and Review

The purpose of project evaluation is to capture learnings from the delivery of projects and incorporate these in the design and delivery of future projects. A review of Council's approach determines if intended benefits have been delivered and highlight opportunities to improve future community service and infrastructure planning approaches.





3. Service Facilities Assessed

Council owned or managed facilities for the following services are within the scope of this Community Services and Infrastructure Plan:

- Arts and culture
- Bicycle education facilities
- Community halls and meeting spaces
- Housing of local heritage and historical artefacts
- Library services
- Neighbourhood Houses

Life-stage Services:

- 4 year old Kindergarten
- Guides / Scouts
- Long Day Care

- Maternal and Child Health
- Planned Activity Group (PAG) for frail aged and people with disabilities
- Playgroups
- Youth Services.

Sports facilities are not in scope for this project and have been analysed separately in the Brimbank Sports Facility Development Plan 2018.

Data on privately owned or managed facilities has been analysed where available for services. This information on private sector operation reveals current market conditions and the level of private service delivery in Brimbank.

Project Scope

Council services:

- Arts and Culture
- Life-stage Services
- Libraries and Learning Centres
- Neighbourhood Houses
- Youth Centres
- Halls and Meeting Spaces



44%

of Council owned buildings are at least **40 years old**



57,627m²

of floor area in Council owned buildings



182

facilities offered in Council buildings



Services offered in

129

Council buildings



Annual visits



2,726,888

Hours used by the community annually

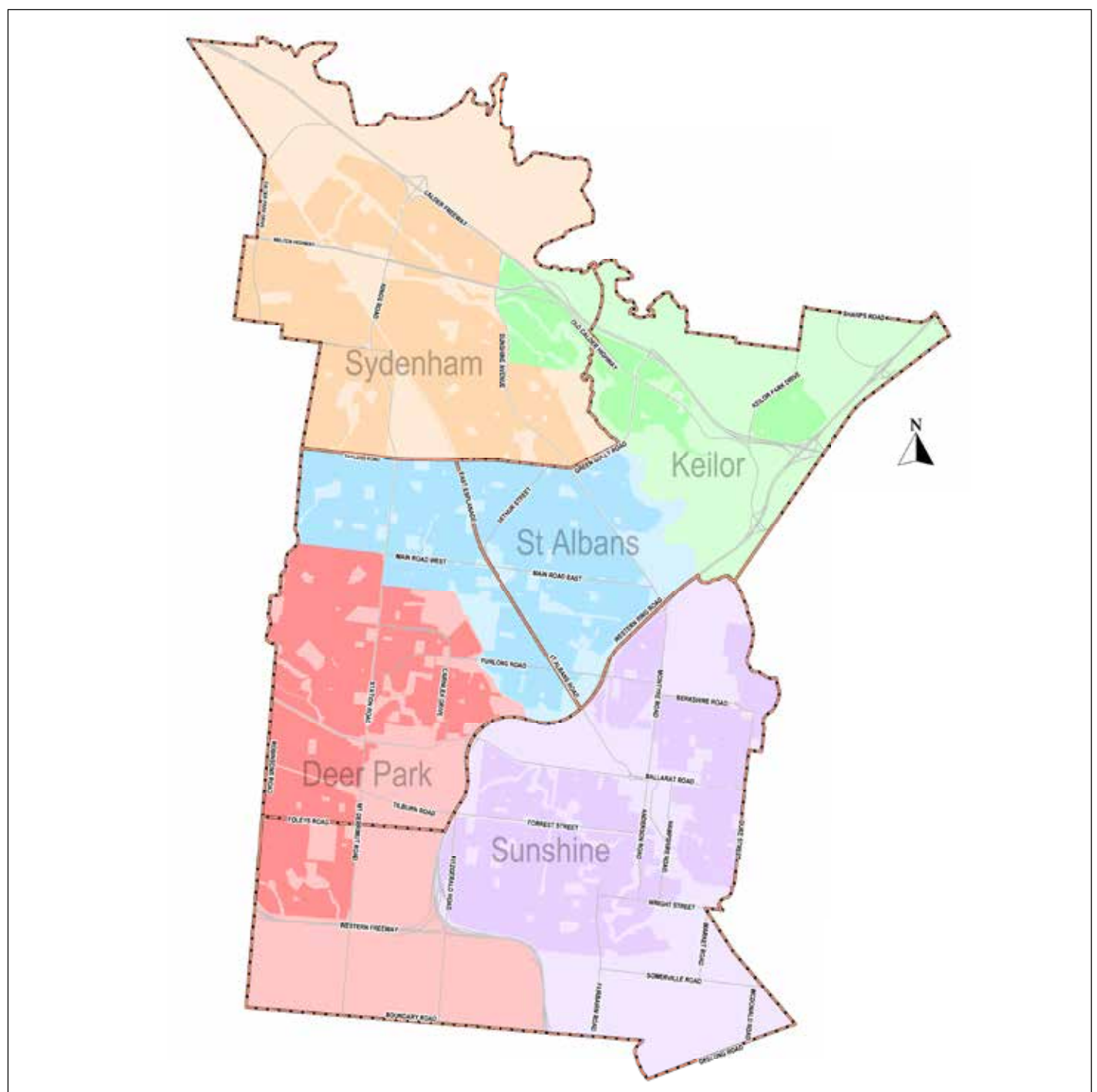


313,347



4. Planning Districts

A place based approach has been applied to community service and infrastructure planning and delivery, with five planning districts making up the City of Brimbank: Deer Park, Keilor, St Albans, Sunshine and Sydenham planning districts. Profiles and strategic priorities for each planning district are covered in the following pages of this Community Services and Infrastructure Plan. The planning districts are used for the City of Brimbank .id Community Profile for demographic analysis.



Sydenham Planning District

Profile

The Sydenham Planning District is a relatively recent residential area with significant development starting in the 1970's, with substantial industrial and commercial areas. The Sydenham District includes the suburbs of Calder Park, Delahey, Keilor Downs, Keilor North and Sydenham, part of the suburb of Hillside, and parts of the suburbs of Keilor Lodge and Taylors Lakes.

According to the 2018 Forecast iD data, the Sydenham Planning District has 48,401 residents – 33.7% live in Taylors Lakes and Calder Park, 21.8% in Keilor Downs, and 23.7% in Sydenham. One-third (32.5%) are aged 0 to 24 years, and 18.4% are aged 60 years and over. By 2038, iD Forecast is projecting the district to have 51,295 residents, an increase of 6% from 2018.

The Index of Relative Socio-economic Disadvantage (IRSD) indicates that the level of disadvantage in the Sydenham District is (996.6). This is the second highest level of advantage in the municipality.

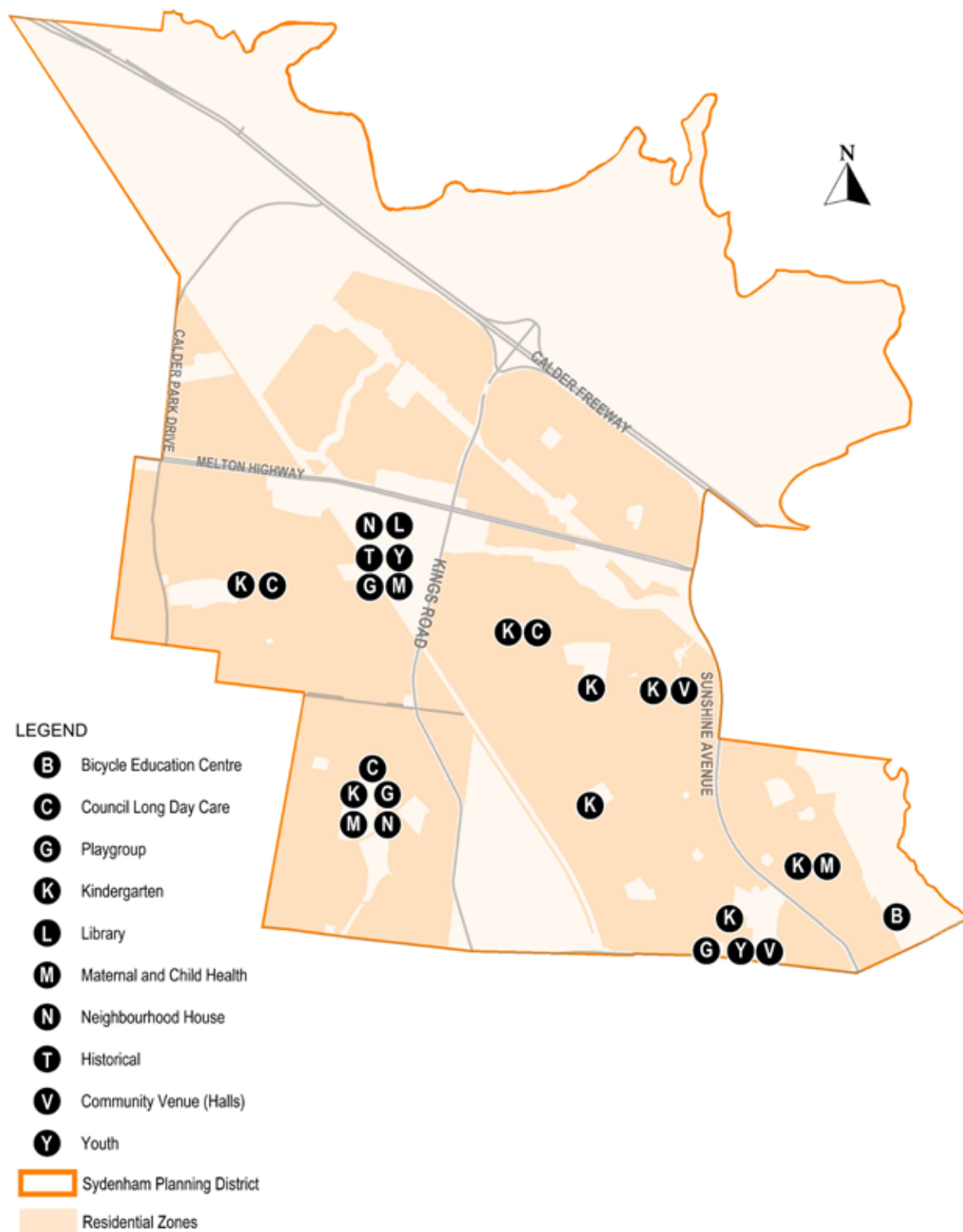
Compared to Brimbank, the District has a lower proportion of residents born overseas, and a lower proportion speaking a language other than English at home. Just under one-fifth (19.5%) of the Brimbank residents who identified as Aboriginal or Torres Strait Islander live in the District. There are higher levels of educational achievement, and a slightly higher proportion attending an educational institution. A higher proportion of households have access to the internet at home.

Compared to Brimbank, a lower proportion of the workforce is unemployed. A lower proportion of the workforce is employed in manufacturing, and a higher proportion are employed in retail, transport, warehousing and postal, and the construction industries. There are also higher levels of English language proficiency.

Compared to Brimbank, there are a higher proportion of home-owning households. Households tend to have a higher level of income, and there are lower levels of housing stress. Household composition is different, with a higher proportion of couples with children, and lower proportions of lone parents and lone person households. There are slightly lower proportions of residents with a disability, and residents aged 60 years and over.

Current Supply

Sydenham District



Keilor Planning District

Profile

The Keilor District has remained an area of mixed use, with residential areas, industrial sites and pockets of semi-rural living. It includes the suburbs of Keilor, Keilor Park, and parts of Keilor East, Tullamarine, Keilor Lodge and Taylors Lakes.

According to the 2018 Forecast iD data, the Keilor Planning District has 10,857 residents – over half the residents (56.5%) live in Keilor and over one-quarter (26.3%) live in Keilor Park. Less than one-third (29.5%) are aged 0 to 24 years, and over one-quarter (27.5%) are aged 60 years and over. By 2038, iD Forecast is projecting the district to have 11,622 residents, an increase of 7% from 2018.

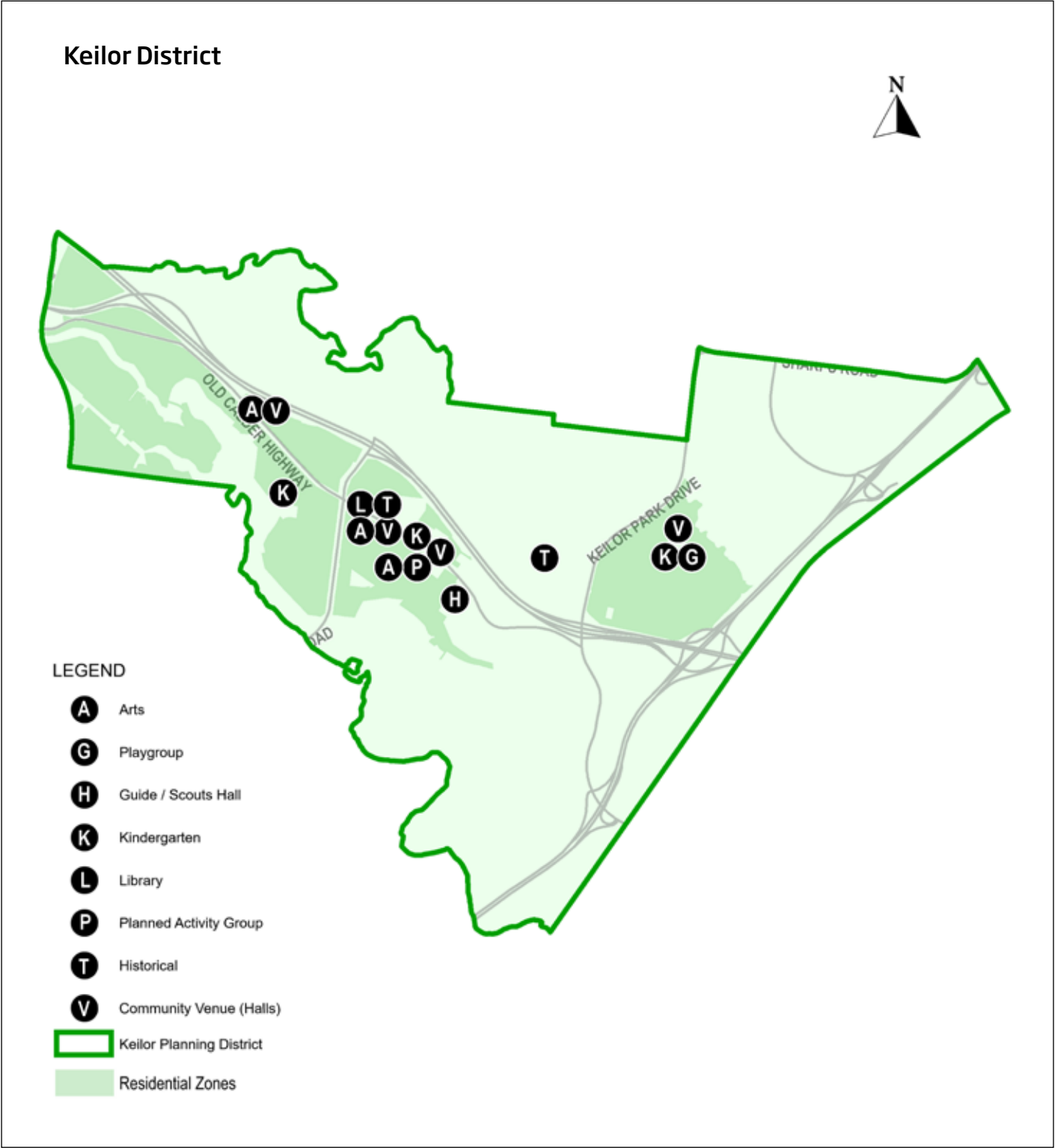
The Index of Relative Socio-economic Disadvantage (IRSD) indicates that the level of disadvantage in the Keilor District is (1,051.3). This is the district with the highest level of advantage.

Compared to Brimbank, the Keilor Planning District has a lower proportion of residents born overseas, and a lower proportion speaking a language other than English at home. There are higher levels of educational achievement, and a lower proportion attending an educational institution. A higher proportion of households have access to the internet at home.

Compared to Brimbank, a lower proportion of the workforce is unemployed, and a lower proportion of the workforce is employed in manufacturing. There are higher levels of English language proficiency.

Compared to Brimbank, there are a higher proportion of home-owning households. Households tend to have a higher level of income, and there are lower levels of housing stress. Household composition is different, with a higher proportion of couples without children, and a lower proportion of one parent family households. There is a lower proportion of residents with a disability, and a higher proportion of residents aged 60 years and over.

Current Supply



St Albans Planning District

Profile

The St. Albans Planning District is an established residential and industrial area with the Sunshine Health, Wellbeing and Education Precinct. The St Albans district is made up of the suburbs of Kings Park, St Albans, and Kealba.

According to the 2018 Forecast iD data, the St Albans Planning District has 53,140 residents – Over three-quarters (76.6%) live in St Albans, 16.8% live in Kings Park, and 6.5% live in Kealba. Just under one-third (31.9%) are aged 0 to 24 years, and 21.2% are aged 60 years and over. By 2038, iD Forecast is projecting the district to have 57,932 residents, an increase of 9% from 2018.

The Index of Relative Socio-economic Disadvantage (IRSD) indicates that the level of disadvantage in the St Albans District is (845.2). This is the highest area of disadvantage in the municipality.

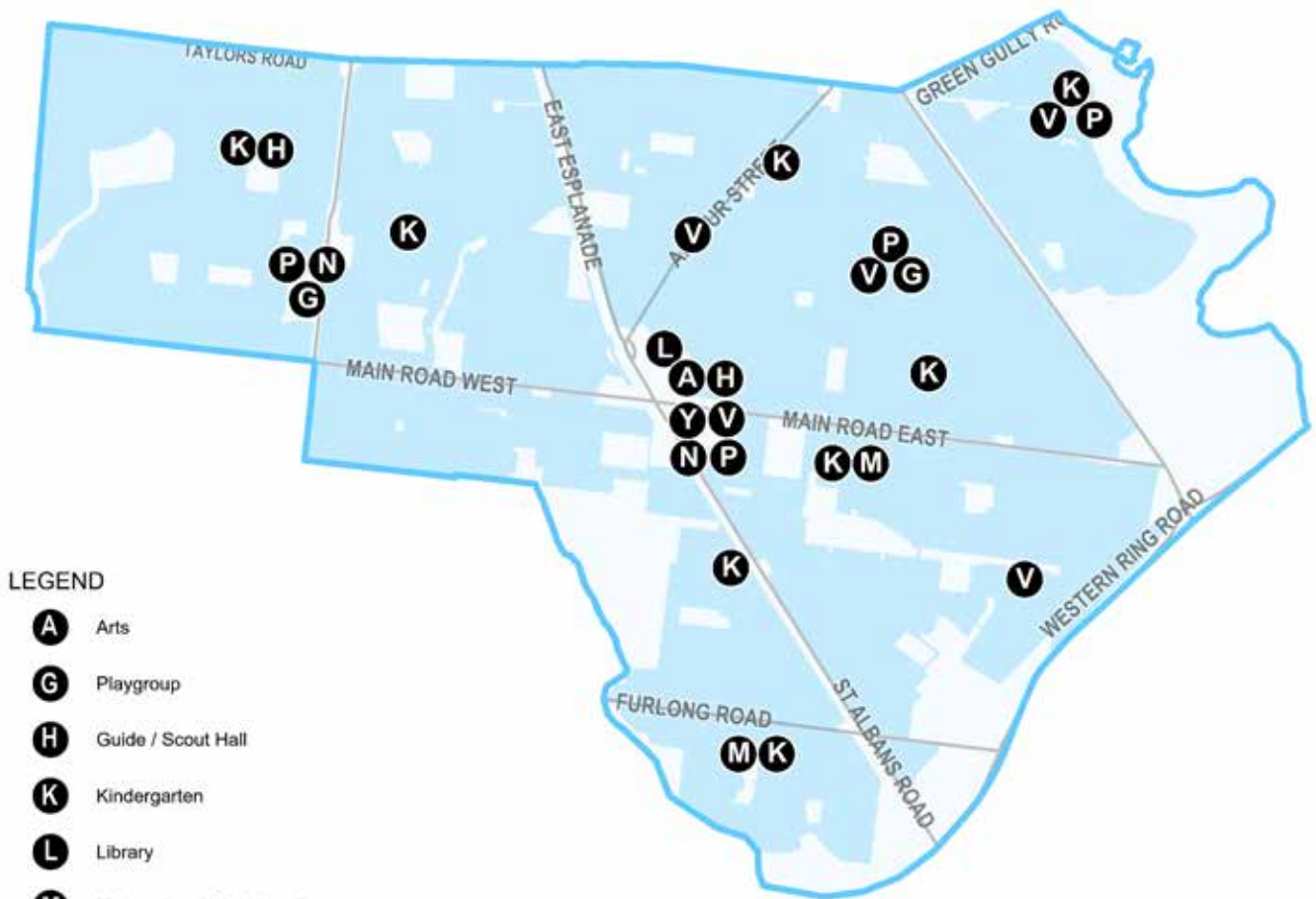
Compared to Brimbank, the District has a higher proportion of residents born overseas, and a higher proportion speaking a language other than English at home. Just over one-fifth of the Brimbank residents who identified as Aboriginal or Torres Strait Islander live in the District. There are lower levels of educational achievement, and a slightly lower proportion attending an educational institution. A lower proportion of households have access to the internet at home.

Compared to Brimbank, a higher proportion of the workforce is unemployed, and a slightly higher proportion is employed in manufacturing. There are also slightly lower levels of English language proficiency.

Compared to Brimbank, there are a higher proportion of rental households, including those in social housing. There is a higher proportion of households with low incomes, and higher levels of mortgage stress, but slightly lower levels of rental stress. Household composition is different, with a lower proportion of couples with children, and a higher proportion of lone parent households. There is a higher proportion of residents with a disability, and a higher proportion of residents aged 60 years and over.

Current Supply

St Albans District



LEGEND

- A** Arts
- G** Playgroup
- H** Guide / Scout Hall
- K** Kindergarten
- L** Library
- M** Maternal and Child Health
- N** Neighbourhood House
- P** Planned Activity Group
- V** Community Venue (Halls)
- Y** Youth

- St Albans Planning District
- Residential Zones

Deer Park Planning District

Profile

The Deer Park Planning District is a residential and industrial area which has experienced recent growth mainly in Cairnlea and Derrimut. It includes the suburbs of Albanvale, Cairnlea, Deer Park and Derrimut.

According to the 2018 Forecast iD data, the Deer Park Planning District has 43,590 residents – 43.7% live in Deer Park, 23.2% in Cairnlea, 19.9% in Derrimut, and 13.1% live in Albanvale. Over one-third (35.9%) are aged 0 to 24 years, and over one in 10 (14.0%) is aged 60 years and over. By 2038, iD Forecast is projecting the district to have 44,183 residents, an increase of 1.4% from 2018.

The Index of Relative Socio-economic Disadvantage (IRSD) indicates that the level of disadvantage in the Deer Park Planning District is (942.8). This is the third highest area of disadvantage in the municipality.

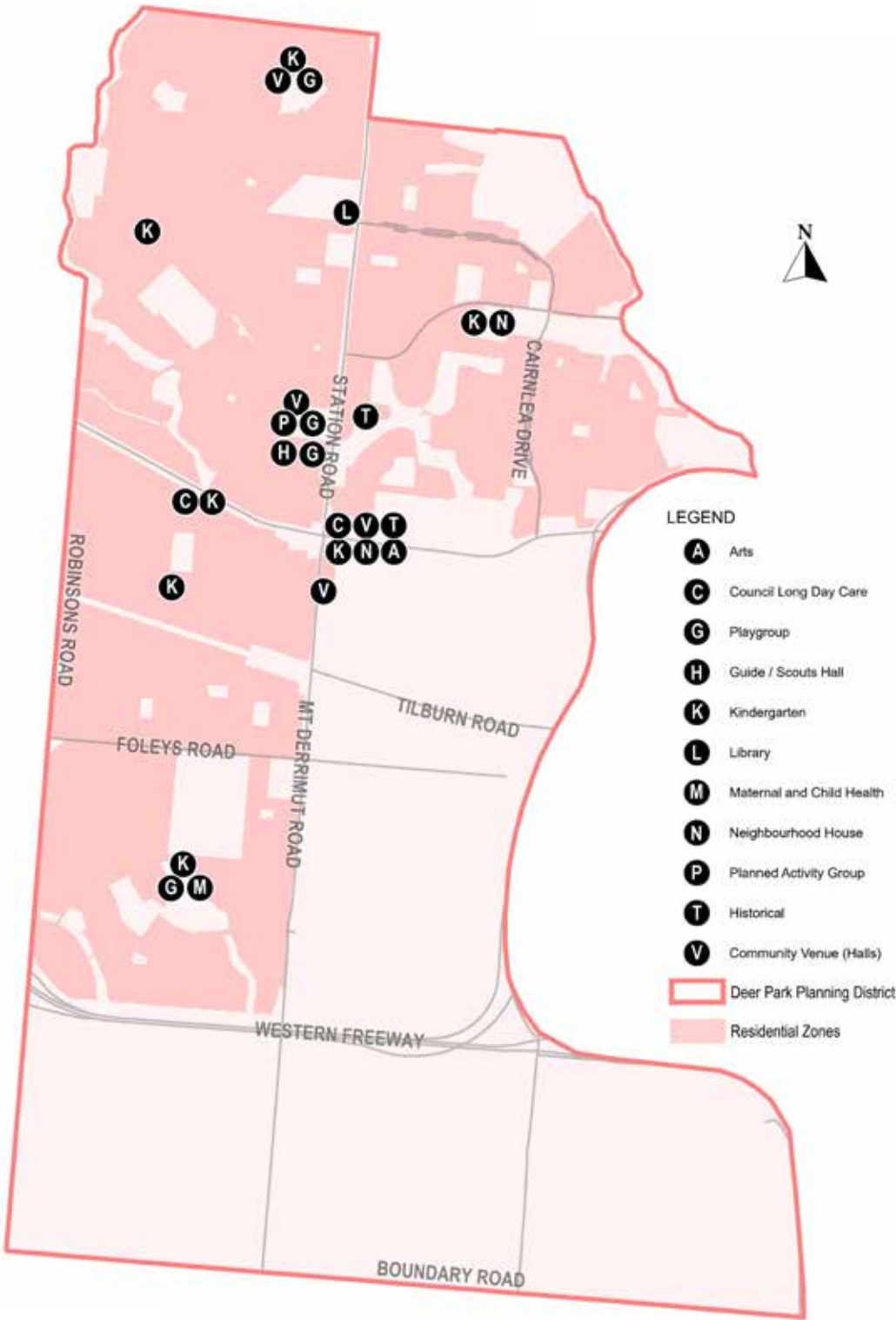
Compared to Brimbank, the Deer Park Planning District has a slightly higher proportion of residents born overseas (47.9%), and a slightly higher proportion speaking a language other than English at home (60.8%). There are higher levels of educational achievement, and a slightly higher proportion attending an educational institution. A higher proportion of households have access to the internet at home.

Compared to Brimbank, a slightly lower proportion of the workforce is unemployed. A higher proportion of the workforce is employed in manufacturing, and health care and social assistance. There are also slightly higher levels of English language proficiency.

Compared to Brimbank, there are a lower proportion of home-owning households. Households tend to have slightly lower levels of income, but there are lower levels of housing stress (i.e. rental). Household composition is different, with a higher proportion of couples with children, and a lower proportion of lone person households. There is a lower proportion of residents with a disability, and a lower proportion of residents aged 60 years and over.

Current Supply

Deer Park District



Sunshine Planning District

Profile

The Sunshine Planning District is an established residential and industrial area, with substantial commercial areas including the Sunshine National Employment and Innovation Cluster. It includes the suburbs of Albion, Ardeer, Sunshine, Sunshine North, Sunshine West, and part of Brooklyn.

According to the 2018 Forecast ID data, the Sunshine Planning District has 51,584 residents – 38.8% live in Sunshine West, 24.4% in Sunshine North, and 20.4% in Sunshine. Just under one-third (30.8%) are aged 0 to 24 years, and one in five (19.8%) is aged 60 years and over. By 2038, ID Forecast is projecting the district to have 63,730 residents, an increase of 23.5% from 2018.

The Index of Relative Socio-economic Disadvantage (IRSD) indicates that the level of disadvantage in the Sunshine Planning District is (880.4). This is the second highest area of disadvantage in the municipality.

Compared to Brimbank, the Sunshine Planning District has a higher proportion of residents born overseas, and a higher proportion speaking a language other than English at home. Just over one-quarter of the Brimbank residents who identified as Aboriginal or Torres Strait Islander live in the District. There are slightly lower levels of educational achievement, and a slightly lower proportion attending an educational institution. A lower proportion of households have access to the internet at home.

Compared to Brimbank, a higher proportion of the workforce is unemployed. A slightly higher proportion of the workforce is employed in manufacturing, and health care and social assistance, while a slightly lower proportion is employed in transport, postal and warehousing. There are also lower levels of English language proficiency.

Compared to Brimbank, there are a lower proportion of home-owning households. Households tend to have a lower level of income, but slightly lower levels of housing stress. Household composition is different, with a lower proportion of couples with children, and a higher proportion of lone person households. There are slightly higher proportions of residents with a disability, and residents aged 60 years and over.

Current Supply

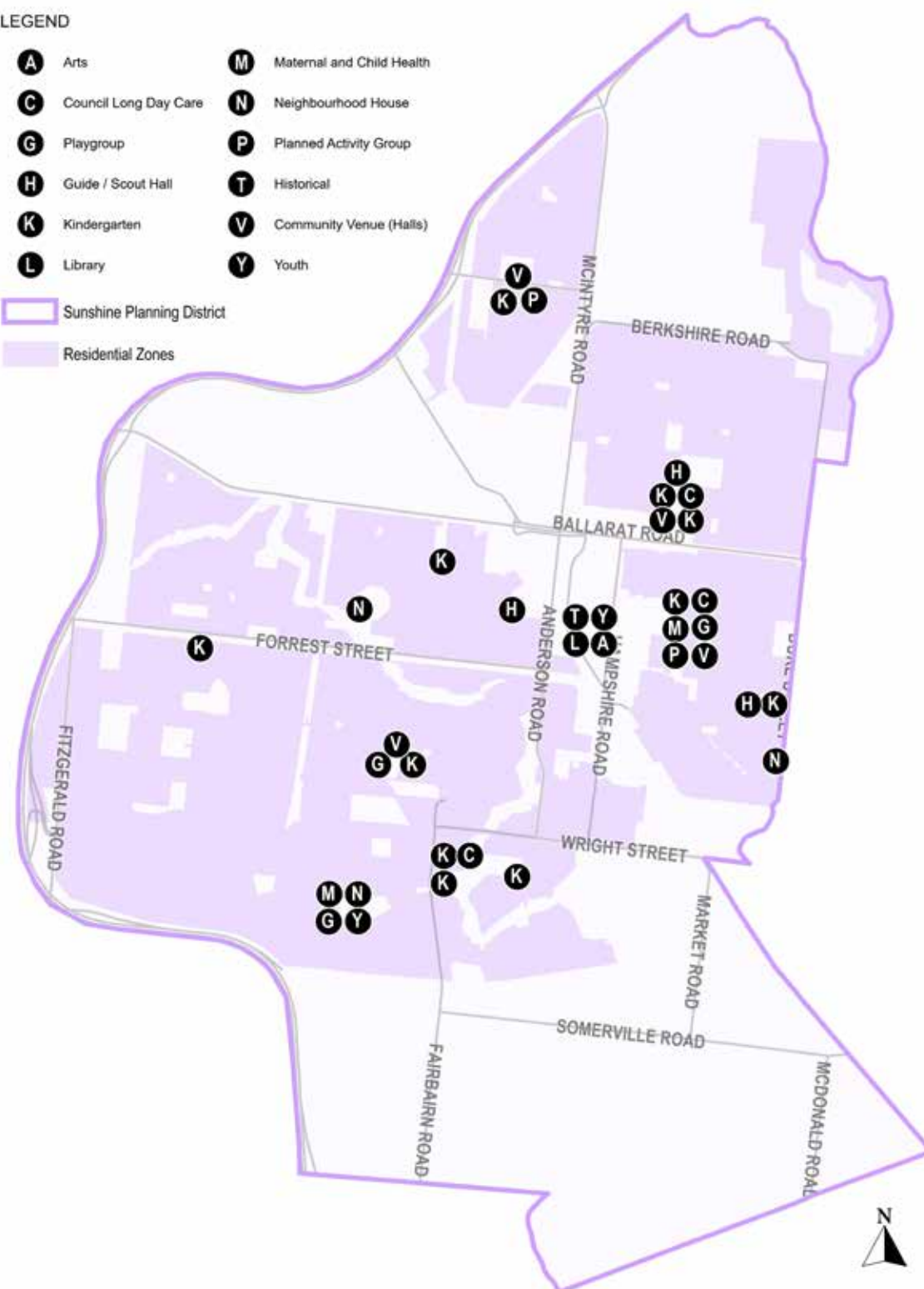
Sunshine District

LEGEND

- | | |
|--------------------------------|------------------------------------|
| A Arts | M Maternal and Child Health |
| C Council Long Day Care | N Neighbourhood House |
| G Playgroup | P Planned Activity Group |
| H Guide / Scout Hall | T Historical |
| K Kindergarten | V Community Venue (Halls) |
| L Library | Y Youth |

 Sunshine Planning District

 Residential Zones





5. Service Summary

A summary of the service purpose, key statistics and demand assessment as well as a map showing current facility locations for each of the services assessed, is included in this section.

Each demand assessment summary reveals the key findings from service facility supply audits, community needs analysis based on the provisional standards and associated criteria outlined in the 'Background' section of this draft Community Services and Infrastructure Plan.

4 Year Old Kindergarten

"Continue to make the Early Years of Education a priority with no waiting lists for 15 hours of preschool kindergarten."

Whats your big idea for Brimbank Stakeholder Consultation

What is the Service?

Kindergarten refers to State funded kindergarten programs run for eligible 4-year-old children at licensed children service centres. There are two ways that kindergartens are offered in Brimbank:

- Standalone Kindergartens - these offer kindergarten services only. Council and not for profit groups offer standalone kindergartens.
- Integrated Children's Centres - these offer kindergarten programs and childcare together so children remain in the Centre with educators for the full day. The private sector offers the majority of integrated education and care services with Council having five sites that offer integrated services.



Key Statistics Summary

Council Buildings	38
Private Children's Centres offering kindergarten	35
2017 Enrolments (Council and private)	2,793
Overall Licensed Capacity (Council and private)	3,866
Council Owned Buildings are at Least 40 Years Old	51%

A total of 73 children's services centres provide kindergarten programs in Brimbank: 33 Council owned stand-alone kindergartens; five (5) Council owned and integrated children's services centres; and 35 privately owned children's services centres. A total of 73% of Brimbank residents aged 0-4 years attend a Council owned kindergarten while 27% attend a private integrated childcare centre for kindergarten.

Demand Assessment Summary

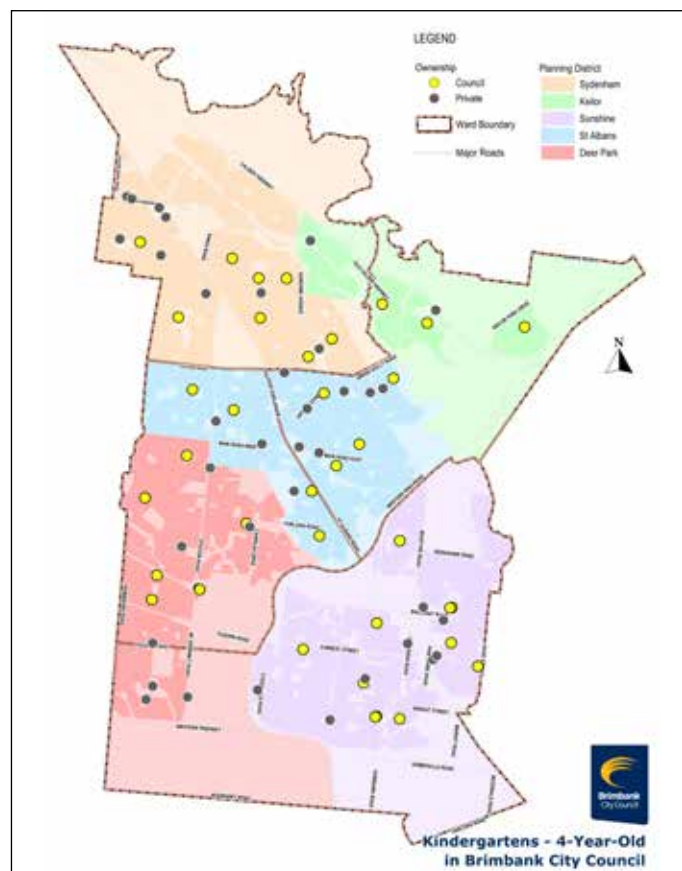
Assessment Criteria	Score
Quantity	Over Supplied
Quality	Generally Fit For Purpose
Catchment	Meets Catchment Standard
Utilisation	Under Usage Target
Asset Condition	Average

Quantity

The Service operates in accordance with two quantity targets:

- 100% participation of the 4 year old population;
- 80% of maximum kindergarten capacity will be considered "full capacity" to allow for new arrivals to enrol locally.

The 2018 combined licensed capacity figure of Council and private kindergarten facilities in Brimbank (based on 80% maximum kindergarten capacity) total 3,045 licensed places. There are 2,697 4 year olds living in Brimbank in 2018. There is excess capacity or oversupply of 348 licensed places in 2018. This will be an ongoing trend to 2038, particularly in the Keilor and Sydenham planning districts.



Utilisation

Overall Council kindergartens operating in the Sunshine and Deer Park Planning districts were operating at full capacity (85% and 82%, respectively). Kindergartens operating in the St Albans and Keilor planning districts recorded reasonable levels of utilisation (71% and 68%, respectively). Kindergarten utilisation in the Sydenham planning district recorded the lowest percentage at 58%, with seven of the eight Council owned kindergartens operating at a range of 22% to 54% of capacity.

While growth in the 4 year old age group in the St Albans planning district indicates that facility utilisation will be close to the 80% capacity target, Deer Park and Sunshine planning districts will have a moderate undersupply in 2038 of 66 and 87 licensed places, respectively.

Overall privately run kindergartens across Brimbank are operating at 73% of their capacity.

Asset Condition

Kindergartens are all rated either good or average condition. Kindergartens have the highest percentage (43%) of community facilities that are rated average condition. Sixteen of the kindergartens are classified as average and 21 are classified as good.

Recommendation Summary

New Kindergarten Rooms

1. Alexandra Avenue Children's Centre	Sunshine Planning District	Short term - In progress	<ul style="list-style-type: none"> • 66 licensed place kindergarten to be operational in 2019.
2. St Albans Leisure Centre Replacement	Sydenham Planning District	Short term - In progress	Council investigate partnering with a provider for children's services as part of a replaced St Albans Leisure Centre.
3. Deer Park West Kindergarten	Deer Park Planning District	Short term	<ul style="list-style-type: none"> • 66 licensed place kindergarten • Multipurpose playgroup room. <p>As part of the development of Deer Park West Kindergarten consider nearby facilities with low utilisation/ poor quality for rationalisation subject to future community consultation and assessment.</p>
4. Albanvale Children's Centre	Deer Park Planning District	Short term	<ul style="list-style-type: none"> • 66 licensed place kindergarten • Playgroup room will provide multipurpose community space. • 2 Maternal and Child Health (MCH) offices • Possible sports pavilion and change rooms as identified in the Sports Facility Development Plan 2018.
5. West Sunshine Children's Centre	Sunshine Planning District	Medium term	<ul style="list-style-type: none"> • Site to be investigated for either the West Sunshine Community Centre or at the Glengala Primary School with the Department of Education and Training • 66 licensed place kindergarten • 2 MCH offices. <p>As part of the development of the West Sunshine Children's Centre consider nearby facilities with low utilisation/ poor quality for rationalisation subject to future community consultation and further assessment.</p>

Consolidation of Community Facilities

The consolidation of community facilities aligns with the draft Community Services and Infrastructure Major Policy - Principle of Sustainability: Ensuring integrated, maximum and efficient use of community facilities.

1. Furlong Road Children's and Community Centre	Sunshine Planning District	Medium term	<p>Consolidate the Dorothy Carlton Kindergarten, Romsey Villa PAG Centre and Thomas Hall into community hub with:</p> <ul style="list-style-type: none"> • 66 licensed place kindergarten • 2 MCH offices • District community hall that facilitates a playgroup • Onsite parking.
2. Dempster Park Children's and Community Centre	Sunshine Planning District	Medium term	<p>Consolidate the North Sunshine Kindergarten, Phoenix Street Children's Centre, Dempster Park Community Hall and possibly Scout Hall into the Dempster Park Children's and Community Centre with:</p> <ul style="list-style-type: none"> • 66 licensed place kindergarten • Municipal level community hall • Possibly include local or district performing arts facility • The existing long day care component will be investigated as part of the Early Years Review.

Further Investigation Required

1.	<p>A number of Kindergartens were identified through the audits as having low utilisation/ poor quality facilities. Further investigation is required to determine the future need of these sites in light of the development of new integrated community facilities to meet future demand.</p>		
2. St Albans Children's Centre	St Albans Planning District	Short term	<p>Further investigation is required to identify a site in the St Albans planning district that would be suitable for a Children's Hub that would include a 66 licensed place kindergarten, multipurpose playgroup room and 2 MCH offices.</p>

Additional Recommendations

1. Commit to investing in vibrant new and refurbishing existing kindergartens to be welcoming, contemporary and compliant with Education and Care Services National Regulations 2011 requirements and Brimbank Kindergarten Facility Standards.
2. Following a service review of kindergarten, long day care and playgroups:
 - Consider early years service facility models, integrated uses in light of government capital funding requirements and private sector market share. Identify how Council can evolve the current facility offering to meet the needs of the Brimbank community now and into the future.
 - Investigate the future need and facility models of the low use / poor quality kindergarten, playgroup and long day care facility sites in light of the development of new integrated community facilities.
3. Lessees of Council owned stand-alone kindergartens and integrated children's centres are supported to increase the utilisation of these facilities to achieve the capacity target of 80% use and 100% participation of the 4 year-old population in each planning district.
4. Prioritise kindergartens with an 'unfit for purpose' or 'attention required' rating for short term investment in minor works that ensure these kindergartens meet National Quality Framework regulatory requirements and are fit for purpose.
5. Prioritise major investment into integrated community hubs as opposed to stand alone kindergartens.
6. Investigate the options to partner with children's service providers when developing new sites or redeveloping existing facilities.
7. Review existing reporting options and where required develop robust electronic reporting system/s to capture data that measures the use of services. This reporting system will generate reports (i.e. occupancy, attendance etc.) across varied time periods (i.e. weekly, monthly etc.) and will be used to drive continuous improvement.



Arts and Culture

"I would like for Brimbank to become an interesting and fascinating place to be – more community events and festivals to connect the community... Places where people can come together to dance and enjoy each other's company no matter what age" Community Vision 2040 consultation

What is the Service?

As one of Melbourne's most culturally diverse communities, Brimbank has a wide range of cultural traditions and arts practice including dance, music and visual arts. A range of buildings and outdoor areas are provided to increase Brimbank community participation in arts and cultural activities; and grow local creative enterprise by supporting the development of artists and arts organisations.

Key Statistics Summary

Council Buildings	6
Council Arts Facilities offered	20
Annual Visits	13,550
Council Owned Buildings are at Least 40 Years Old	33%

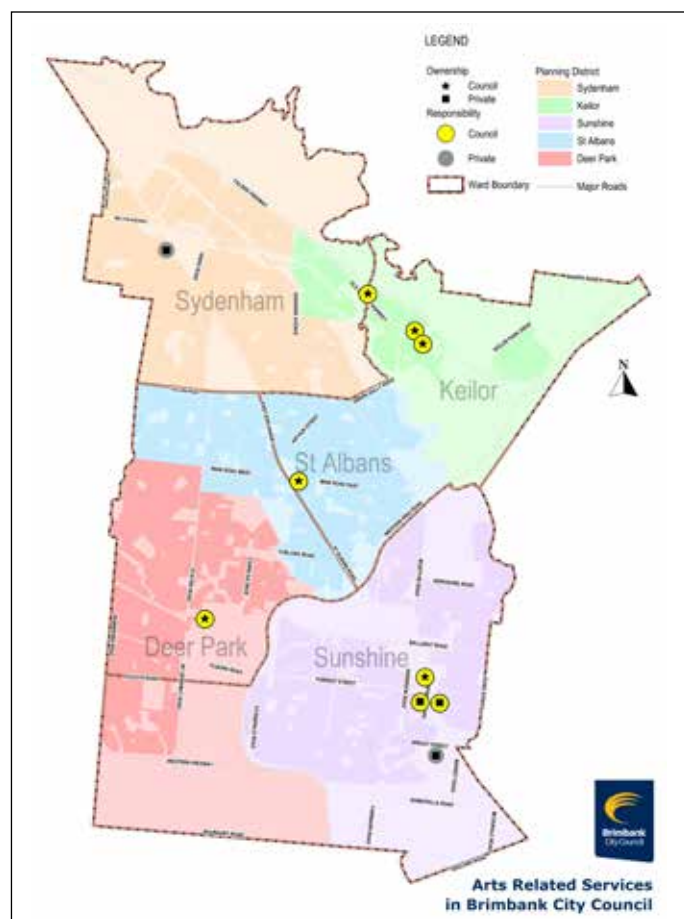
Arts facilities in Brimbank include two performing arts centres (one privately owned); five art galleries (one private); fourteen artist studios (four privately owned); and five arts-focussed rooms.

Demand Assessment Summary

Assessment Criteria	Score
Quantity	Meets Quantity Target
Quality	Generally Fit For Purpose
Catchment	Meets Catchment Standard
Utilisation	Under Usage Target
Asset Condition	Excellent

Utilisation

Brimbank City Council is aspiring to meet an utilisation target based on an arts industry standard of 35% occupancy.



Overall artist studios are used 25% of their operational capacity; art rooms – 24%; and performing arts at the St Albans Community Centre (STACC) 'Bowery Theatre' – an average of 26% over a ten month period in 2017. As the STACC is in its establishment phase it can be presumed that the utilisation percentage will increase as public awareness of the new facilities grows.

Recommendation Summary

1. Following a service review, undertake a facility study to determine:

- Gaps in arts service provision.
- Location, size and components of identified facility gaps.
- Future use of Council owned community facilities as a local or district level performing arts facility.

The facility study will ensure that all arts facilities are multipurpose and accessible to the community when not used for arts.

2. Continue to invest and refresh the Hunt Club Community and Arts Centre to ensure the facility continues to meet the needs of artists and visitors.
3. Develop an integrated on-line booking system for space available for hire in Council owned community centres, hubs and halls. This will include standardised hire fees and charges, as well as terms and conditions. The on-line booking system will include improved reporting.
4. Review existing reporting options and where required develop robust electronic reporting system/s to capture data that measures the use of services. This reporting system will generate reports (i.e. occupancy, attendance etc.) across varied time periods (i.e. weekly, monthly etc.) and will be used to drive continuous improvement.



Bicycle Education Facilities

"We need seamless, safe and convenient cycling networks, infrastructure accessible by people of all ages" Community Plan 2040 Consultation

What is the Service?

Brimbank currently has one bicycle education facility, the Brimbank Bicycle Education Centre, which is located on a two acre site in Green Gully Reserve, Keilor Downs. The Brimbank Bicycle Education Centre Incorporated has leased the facilities for the past 25 years.

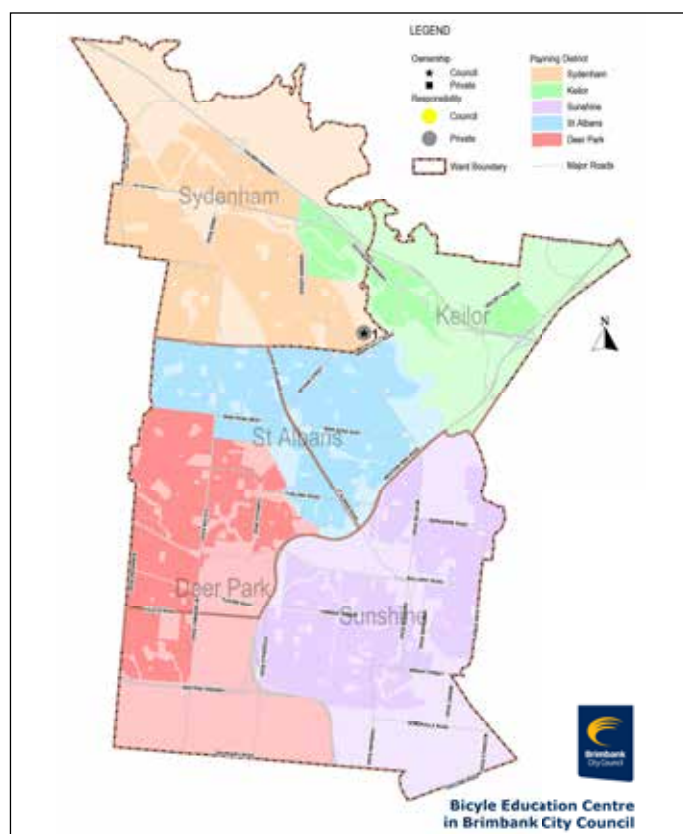
The aim is to provide safe, secure indoor and outdoor facilities for use by the Brimbank community for the purpose of educating children, youth and adults on how to ride a bicycle, safely navigate terrain and abide by road traffic laws.

Key Statistics Summary

Bicycle education excursion programs for pre-schools and primary schools	Approximately 1,200 students in 2016/17
Catering for special needs groups	20 attendees each Tuesday and Thursday
Guests/Visitors	Average of 180 children/adults per weekend

Demand Assessment Summary

Assessment Criteria	Score
Quantity	Meets Quantity Target
Quality	Generally Fit For Purpose
Catchment	Meets Catchment Standard
Utilisation	Meets Usage Target
Asset Condition	Good



Recommendation Summary

1. No new cycling education centres are recommended in Brimbank in the short, medium and long term.
2. Council will work in partnership with the Brimbank Bicycle Education Centre Incorporated Committee of Management to:
 - increase use of facilities.
 - ensure the facility continues to be fit for purpose.
 - support the volunteers in building their knowledge of Council's roles and legislative responsibilities and relevant policies and processes.

Community Halls and Meeting Spaces

"Community being connected and active is most important...We need cultural, innovation spaces for new community organisations" Community Vision 2040 consultation

What is the Service?

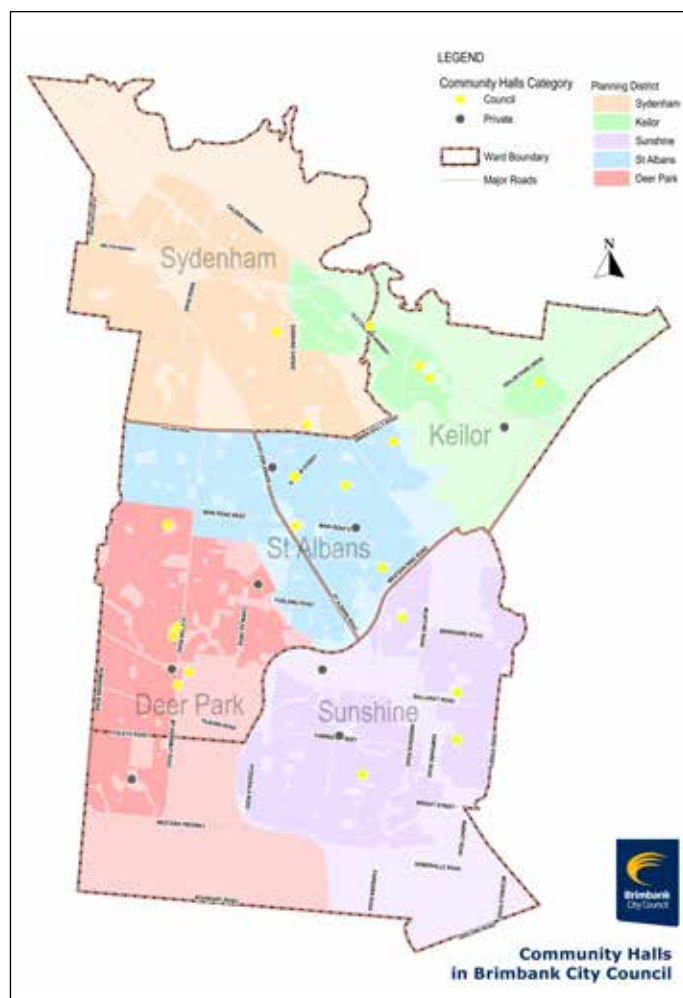
The Community Halls and Meeting Space Service provides a diverse and affordable range of facilities that offer all members of the community the opportunity for participation in community life and a safe place for social interaction.

Key Statistics Summary

Council Buildings	20
Dedicated Council Community Halls and Meeting Spaces Offered	32
Annual Visits	475,750
Council Owned Buildings are at Least 40 Years Old	35%

Community halls and meeting spaces are grouped under three operational classifications:

- **Primary** - This classification covers the primary operational function or purpose of community halls and meeting spaces for use by the Brimbank community. These primary facilities are owned and operated by Council. There are **20 facility locations** that offer a total of **32 primary** halls and meeting spaces.
- **Secondary** - If a facility is not being used for its primary purpose, i.e. neighbourhood house, sports pavilion, youth facility etc., the room/s can be used as multipurpose community meeting space. This is deemed a secondary purpose use. There are **27 facility locations** that offer a total of **75 secondary** community halls and meeting spaces.
- **Private** - These are community halls and meeting spaces that are managed and owned by private organisations and easily accessible by the Brimbank community. Supply of these facilities by the private sector needs to be taken into account in determining if local demand is being met, and to avoid unnecessary duplication and competition via Council provision of halls and meeting spaces. There are **8 facility locations** that offer **16 private** community halls and meeting spaces.



Brimbank also applies three hierarchies, based on maximum room capacity, for community halls and meeting spaces:

- **Local** community halls and meeting spaces are for up to 30 people. In total there are 56 local rooms (Council and private).
- **District** community halls and meeting spaces are for 31-120 people. In total there are 49 district rooms (Council and private).
- **Municipal** community halls and meeting spaces are for 121+ people. In total there are 18 municipal rooms (Council and private).

Demand Assessment Summary

Assessment Criteria	Score
Quantity	Oversupplied / Undersupplied
Quality	Generally Fit For Purpose
Catchment	Does Not Meet Catchment Standard
Utilisation	Meets Peak Usage Target
Asset Condition	Good

Quantity

The quantity provision target for local, district and municipal halls and meeting spaces ranges from the supply of 1 facility per 15,000 to 30,000 residents. Overall, there is an oversupply of 1.2 facilities in 2018; however by 2038 there is a projected undersupply of 2.1 facilities as shown in the table below:

Community Hall & Meeting Space	Quantity Provision 2018	Quantity Provision 2038
Local	Oversupply (0.2)	Undersupply (-0.6)
District	Oversupply (2.3)	Oversupply (0.7)
Municipal	Undersupply (-1.3)	Undersupply (-2.4)
Overall - Brimbank	Oversupply (1.2)	Undersupply (-2.1)

An assessment of quantity provision by planning district revealed the following:

- **Local** community halls and meeting spaces (up to 30 people): Oversupply in Keilor and St Albans planning districts. Undersupply in Sydenham planning district.
- **District** community halls and meeting spaces (31 to 120 people): Oversupply in Keilor planning district. Undersupply in Deer Park and Sunshine planning districts.
- **Municipal** community halls and meeting spaces (121+ people): Oversupply in St Albans planning district. Undersupply in Sunshine and Sydenham planning districts.

Catchment

The catchment standard is for 95% of residents to be within 2 kilometres of a local, district or municipal community hall and meeting space. Residents in Derrimut do not have access to a local meeting space. The closest facility is the Hunt Club Community and Arts Centre, which can be up to 3.4 kilometres away.

Residents in Sydenham and Taylors Lakes, do not have access to a municipal meeting space. The closest facility is the Keilor Downs Community Centre, which can be up to 6.4 kilometres away.

Recommendation Summary

1. Plan to create new community hubs at existing community hall sites:

Albanvale Children's and Community Centre	Deer Park Planning District	Short term	<ul style="list-style-type: none"> • 66 licensed place kindergarten • Multipurpose playgroup room • 2 Maternal and Child Health (MCH) offices • Possible sports pavilion and change rooms as identified in the Sports Facility Development Plan 2018.
Dempster Park Children's and Community Centre	Sunshine Planning District	Medium term	<p>Consolidate the North Sunshine Kindergarten, Phoenix Street Children's Centre, Dempster Park Community Hall and possibly Scout Hall into the Dempster Park Children's and Community Centre with:</p> <ul style="list-style-type: none"> • 66 licensed place kindergarten • Municipal level community hall • Possibly include the existing Scout Hall as part of the consolidation and the inclusion of local or district performing arts.
Furlong Road Children's and Community Centre	Sunshine Planning District	Medium term	<p>Consolidate the Dorothy Carlton Kindergarten, Romsey Villa PAG Centre and Thomas Hall into community hub with.</p> <ul style="list-style-type: none"> • 66 licensed place kindergarten • 2 MCH offices • District community hall that facilitates a playgroup • Onsite parking.

- Invest in creating vibrant community halls and meeting space facilities with welcoming and contemporary internal and external upgrades.
- In response to identified gaps in the location of Community Halls, investigate:
 - planning for one district community hall in the Deer Park Planning District
 - planning for one district and two municipal community halls in the Sunshine Planning District
 - planning for one municipal community hall in the Sydenham Planning District
 - solutions for the oversupply of district level halls in the Keilor planning district and the potential to repurpose sites to address other community requirements i.e. provision of Arts facility.
 - future requirement for John McLeod Hall (old) due to its low use and poor condition.
- Undertake targeted promotion, monitoring and tracking of community halls and meeting spaces with a focus on those that are underutilised.
- Commit to building new halls as identified and refurbishing existing halls that meet the building standards as described in Section 6.3 – Building Standards in the Demand Assessment report.
- Develop an integrated on-line booking system for space available for hire in Council owned community centres, hubs and halls. This will include standardised hire fees and charges, as well as terms and conditions. The on-line booking system will include improved reporting.
- Review existing reporting options and where required develop robust electronic reporting system/s to capture data that measures the use of services. This reporting system will generate reports (i.e. occupancy, attendance etc.) across varied time periods (i.e. weekly, monthly etc.) and will be used to drive continuous improvement.

Guides and Scout Halls

What is the Service?

Many Guide / Scout Halls are available for hire to the public. They are a popular choice for reasonable sized community events, meetings, dance and fitness groups, martial arts classes, private gatherings and celebrations.

Guide / Scout Halls are often in ideal, easily accessible locations within suburbs, near parks and other recreational reserves, with functional basic amenities including kitchens and restrooms.

While being an affordable venue option, the hire fees also assist Guide / Scout Groups to meet program costs and hall and ground maintenance expenses.

Key Statistics Summary

Guide / Scout Halls	9
Council owned buildings at least 40 years old	55%
Annual visits	35,760

Demand Assessment Summary

Assessment Criteria	Score
Quantity	Meets Target
Catchment	Meets Target
Utilisation	Under Usage Target
Asset Condition	Average

Asset Condition

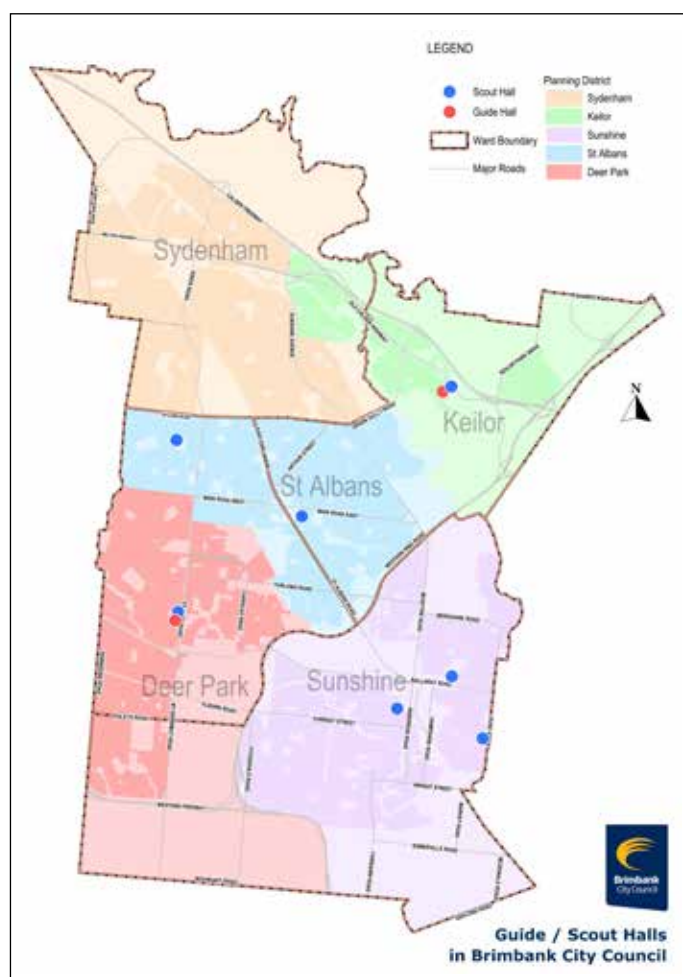
Guide / Scout Halls are rated average condition with one Guide / Scout Hall rated in poor condition. The Guide / Scout Halls have the highest percentage of sites that are rated at least average.

Utilisation

Overall Guide / Scout halls are used 20% of available hours. There is capacity to accommodate additional use.

Recommendation Summary

Council, Guides Victoria and Scouts Victoria to work in partnership to determine the optimal facility model to maximise guide and scout participation in Brimbank.



Housing of Local History and Heritage Artefacts

“Let’s maintain local traditions and the history of the area”

Community Vision 2040 consultation

What is the Service?

The Housing of Local History and Heritage Artefacts aims to provide support and assistance to Brimbank historical associations in the preservation of local history and heritage. There are two significant historical sites and four other Council owned facilities used for the housing of heritage and historical artefacts. Council’s five libraries also provide the community with access to physical and electronic resources on the history of Brimbank.

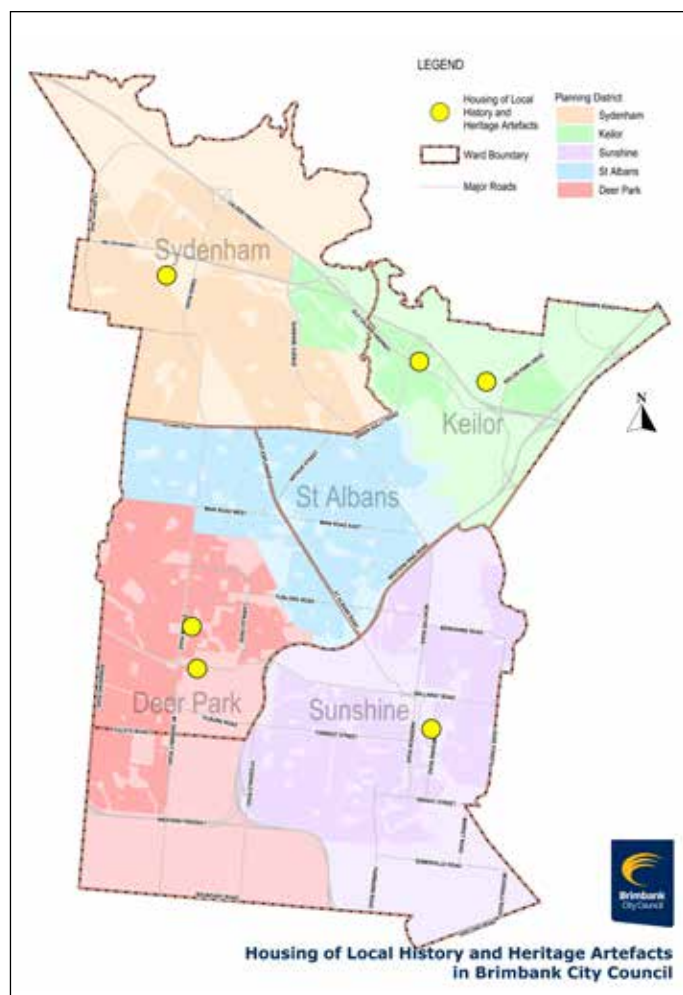
Recommendation Summary

Work in partnership with the Brimbank Historical Societies volunteers to :

- support the management and preservation of Brimbank’s significant historical sites, buildings and artefacts.
- ensure the facilities continue to be fit for purpose.
- support the volunteers in building their knowledge of Council’s roles and legislative responsibilities and relevant policies and processes.

Demand Assessment Summary

Assessment Criteria	Score
Quantity	Meets Quantity Target
Quality	Generally Fit For Purpose
Catchment	Meets Catchment Standard
Utilisation	Meets Use Target
Asset Condition	Good



Library Services

"I have been a resident of Sunshine for 2.5 years and have lived in the west my whole life with family ties in St Albans for over 40 years. Some of the key things that stand out – high quality services and facilities e.g. Sunshine Library... Build on the new infrastructure and services, support upgrades"

Community Vision 2040 consultation

What is the Service?

The Library Service provides the community with access to library collections, facilities and programs through five libraries in Deer Park, Keilor, St Albans, Sunshine and Sydenham, as well as an online library. A home library service delivers library resources to residents who cannot visit the library due to illness, frailty or disability.

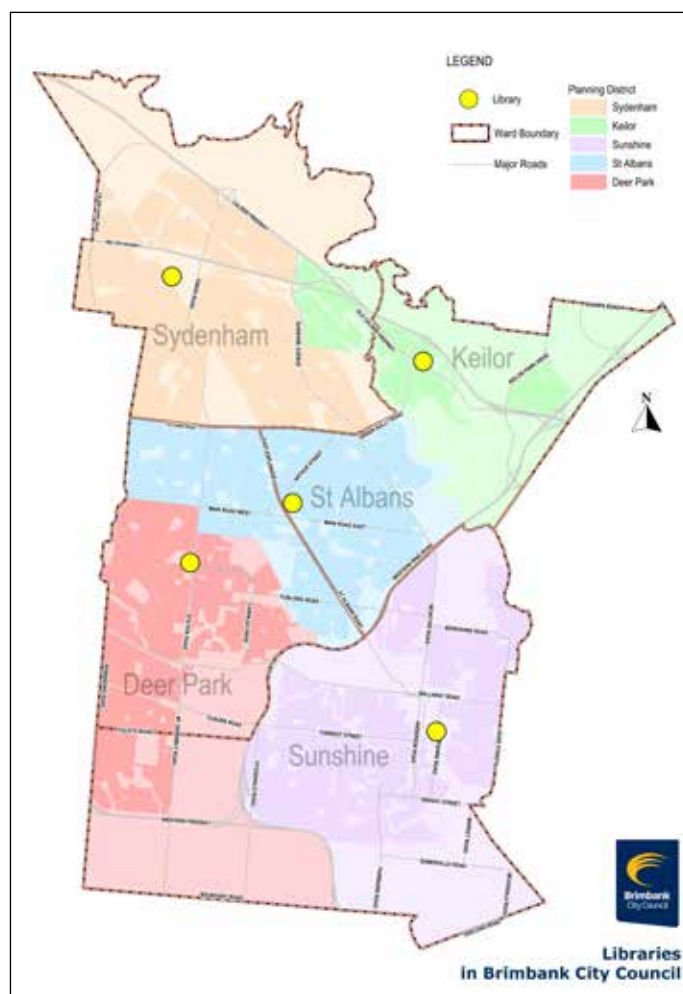
Outreach programs are also delivered in Brimbank's parks, shopping centres, community centres and street corners where library staff deliver Storytime, demonstrate online learning resources, consult with the community and promote reading as an important life skill. Libraries also facilitate funding to the local historical societies to preserve and promote Brimbank's history.

Key Statistics Summary

Council Buildings	5
Annual Library Visits	1,310,805
Total Library Membership	77,071
Total Library Loans	975,897
Council Owned Buildings are at Least 40 Years Old	0%

Demand Assessment Summary

Assessment Criteria	Score
Quantity	Undersupply
Quality	Generally Fit For Purpose
Catchment	Does Not Meet Catchment Standard
Utilisation	Meets Usage Target
Asset Condition	Good



Quantity

Brimbank City Council is aspiring to meet a quantity target of 25m² of library public floor space for every 1,000 residents.

An assessment of future facility requirements based on building size reveals that there is a current municipal undersupply of 105m² of library space and based on a Population Projection of 228,761 people in 2038, Council will continue to have an undersupply of 609m² in 2038. There are current and projected future undersupplies of library floor space in the following planning districts:

- Deer Park planning district: 66m² (2018) to 136m² (2038).
- St Albans planning district: 816m² (2018) to 935m² (2038).
- Sydenham planning district: 162m² (2018) to 234m² (2038).

Catchment

Residents in the Sydenham, Keilor and St Albans planning districts meet the catchment standard of 95% of residents to be within 3 km of a library. However, residents in Derrimut, West Sunshine and Ardeer, can be up to 6.9 km from their closest library.

Recommendation Summary

1. Complete a feasibility study focusing on the library network. The study will focus on four key locations:

- 1. St Albans Library Redevelopment**

The St Albans Library building floor area does not meet the current quantity target. Projected population growth will result in the building floor area being unable to adequately accommodate service users. The feasibility study will determine the best location, building size and components required for the expansion or relocation of the St Albans Library.

- 2. Deer Park Library Redevelopment**

The Deer Park Library building floor area does not meet the current quantity target. Projected population growth will result in the building floor area being unable to adequately accommodate service users. The feasibility study will determine the best location, building size and components required for the expansion or relocation of the Deer Park Library.

- 3. Potential library for the Derrimut, West Sunshine, Ardeer catchment.**

The feasibility study will determine if a library is required to service residents in Derrimut, West Sunshine and Ardeer catchment. If a library is required, key items to address are location, building size and components. If the study identifies that a further library is not required, potential opportunities to deliver library services through other community facilities in this area will be explored.

- 4. Possible Sydenham Library Relocation**

The feasibility study will determine if the existing Sydenham Library is to be relocated, the best location, building size and components. This project will be informed by the Sydenham Community Hub Relocation project.

Each project will identify potential co-location of community services.

2. Undertake works to redevelop the St Albans Library as informed by the Feasibility Study.
3. Undertake works to redevelop the Deer Park Library as informed by the Feasibility Study.
4. Subject to the findings of the Feasibility Study, undertake works to provide a library service to residents in Derrimut, West Sunshine and Ardeer.
5. Prioritise short term investment in the libraries with an "unfit for purpose" or "attention required" rating and key items as identified to ensure that all libraries are fit for purpose.
6. Investigate opening high demand libraries for longer hours to meet community demand.
7. Investigate options with owners of Watergardens Shopping Centre to relocate the Sydenham Library as part of a wider community hub.

Long Day Care

"Brimbank will have better childcare centres..." Community Vision 2040 consultation

What is the Service?

Council owns eight buildings which are leased by private providers to deliver long day care services in the municipality. Council does not directly deliver Early Childhood Education and Care (ECEC) Services.

Key Statistics Summary

Council Long Day Care Centres	8
Private Children's Centres	35
2017 Enrolments (Council and private)	2,401
Overall Capacity (Council and private)	3,166
Council Owned Buildings are at Least 40 Years Old	25%

Demand Assessment Summary

Assessment Criteria	Score
Quantity	Oversupply Of Facilities
Quality	Generally Fit For Purpose
Catchment	Meets Catchment Standard
Utilisation	Under Usage Target
Asset Condition	Good

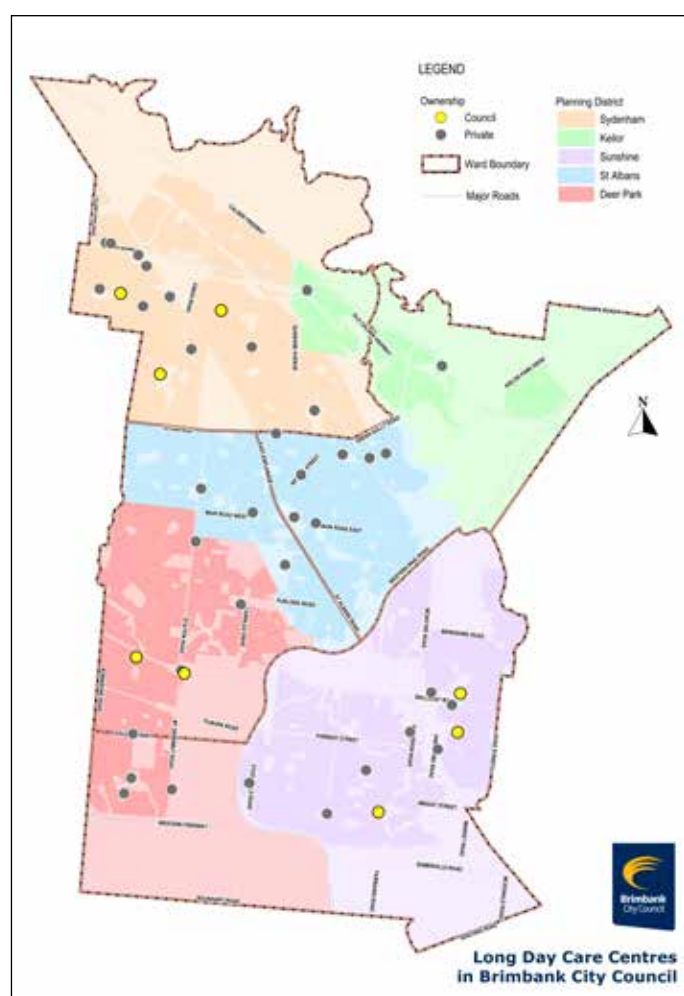
Quantity

The combined licensed capacity of the eight (8) Council and 35 privately owned long day care facilities in Brimbank in 2018 is a total of 3,166 licensed places. Actual 2018 enrolments are 2,401 children aged 0-6 years.

The demand assessment for this service revealed that excess capacity of 765 licensed places in 2018 will be an ongoing trend in all planning districts, with an overall estimated excess capacity of 693 licensed places in 2038.

Utilisation

The highest overall occupancy occurred in the Deer Park (85%) and St Albans (81%) planning districts; while the lowest were Sunshine (69%) and Keilor (70%), closely followed by Sydenham (72%). There is excess capacity in all long day care centres in all planning districts.



Recommendations Summary

1. Investigate partnering with a provider for children's services as part of the St Albans Leisure Centre replacement.
2. Investigate options to partner with not for profit and private children's service providers when developing new sites or redeveloping existing facilities.
3. Following a service review of kindergarten, long day care and playgroups:
 - Consider early years service facility models, integrated uses in light of government capital funding requirements and private sector market share. Identify how Council can evolve the current facility offering to meet the needs of the Brimbank community now and into the future.
 - Investigate the future need and facility models of the low use / poor quality kindergarten, playgroup and long day care facility sites in light of the development of new integrated community facilities.
 - Undertake a competitive neutrality test of Council owned long day care services to ensure compliance with the National Competition Policy.
4. Prioritise short term investment in the long day care centres with an "unfit for purpose" or "attention required" rating and key items as identified to ensure that all long day care centres are fit for purpose.
5. Review existing reporting options and where required develop robust electronic reporting system/s to capture data that measures the use of services. This reporting system will generate reports (i.e. occupancy, attendance etc.) across varied time periods (i.e. weekly, monthly etc.) and will be used to drive continuous improvement.



Maternal and Child Health

"We need excellent health accessibility – maternal and child health, community health ..." Community Vision 2040 consultation

What is the Service?

The Maternal and Child Health (MCH) Service is a free universal service offered to the family of each baby born and living in Victoria. The MCH service is comprised of two major components:

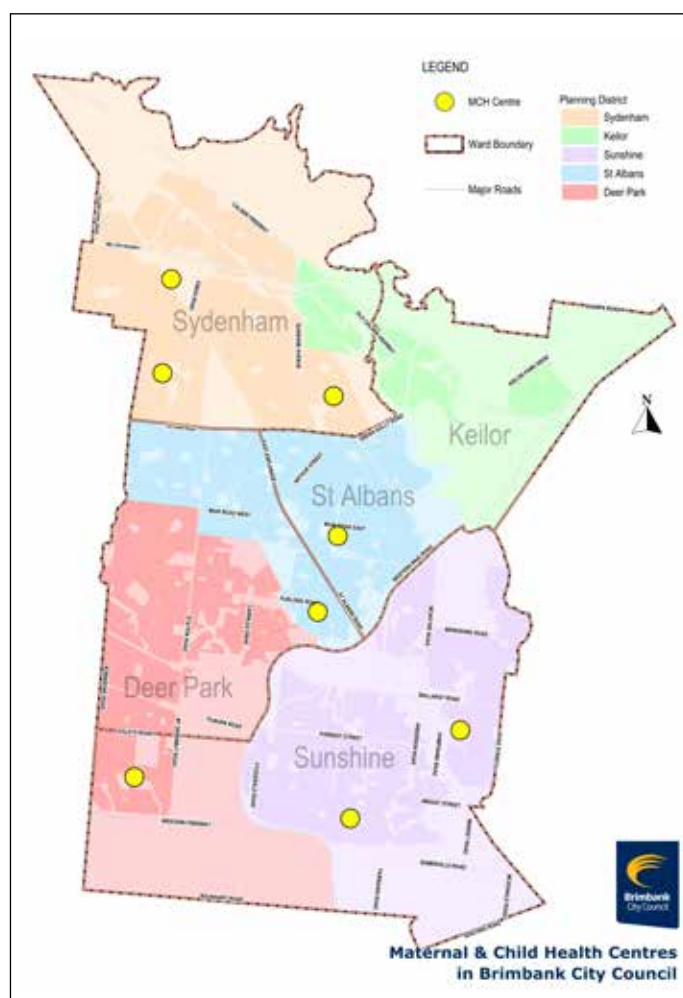
- Universal Service for all families with children aged 0 - 6years: This provides ten key age stage consultations from birth to 3.5 years including an initial home visit and consultations at two, four and eight weeks, four months, eight months, 12 months, 18 months, two years and 3.5 years of age for all children and their families; and
- Enhanced Home Visit Service for children and families at risk of poor health and wellbeing outcomes, targeting children for whom there are multiple risk factors or indication of significant levels of risk.

Key Statistics Summary

Council Buildings Used	8
MCH Offices	25
Business Hours Use	82%
Annual Consultations	24,574
Council Owned Buildings are at Least 40 Years Old	14%

Demand Assessment Summary

Assessment Criteria	Score
Quantity	Under Supplied
Quality	Generally Fit For Purpose
Catchment	Does Not Meet Catchment Standard
Utilisation	Meets Usage Target
Asset Condition	Good



Quantity

Council is aspiring to meet a quantity target of one dual office per 1,500 children aged 0-6 years old. Based on this target, there is a current undersupply of 1.1 Maternal and Child Health (MCH) offices in the municipality. By 2038 Brimbank will continue to have a slight undersupply of 2.5 MCH offices.

The Sydenham planning district has excess supply of 4.1 MCH offices in 2018 and projected excess of 3.8 MCH offices in 2038. The other planning districts have supply gaps:

- Deer Park planning district: -3.1 in 2018; -2.1 in 2038.
- Keilor planning district: -1.1 in 2018; -1.0 in 2038.
- St Albans planning district: -0.5 in 2018; -1.5 in 2038.
- Sunshine planning district: -0.5 in 2018; -1.8 in 2038.

Catchment

A catchment standard of 95% of residents to within 2.5 km of a MCH office has been applied in the Service. The St Albans, Sunshine and Sydenham planning districts meet this catchment standard. However residents in the Deer Park and Keilor planning districts can be up to 4.8 km from their nearest MCH office, which is almost double the catchment standard. Close access to MCH services is critical to attend important early years appointments, most particularly in areas of high disadvantage.

Recommendation Summary

1. Two new Maternal and Child Health (MCH) offices will be required in the short term at the Albanvale Children's and Community Hub. This is to meet current shortfall of MCH provision in the Deer Park planning district and to open up future use at the St Albans MCH sites to accommodate population growth.
2. Two new MCH offices will be required in the medium term at Furlong Road Children's and Community Centre to meet the needs of a growing population in the Sunshine planning district.
3. Two new MCH offices will be required in the medium term at West Sunshine Children's and Community Centre to meet the needs of a growing population in the Sunshine planning district.
4. Residents in the Keilor planning district to continue to use the Keilor Downs MCH offices. If an office was determined to be required consider previous MCH office at Keilor Park Kindergarten.
5. No additional MCH offices are required in the Sydenham planning district.
6. All sites are fit for purpose. Investment required for minor works upgrades with storage a major issue. Council to invest in creating vibrant MCH facilities with welcoming and contemporary internal and external upgrades.
7. Investigate options for the feasibility and cost of weekend MCH office visits during peak periods.
8. Pilot the development of dual purpose MCH / Youth Counselling offices. MCH will be the primary user and Youth secondary user. Youth to use the office after hours and on weekends. Site to be confirmed.
9. Review existing reporting options and where required develop robust electronic reporting system/s to capture data that measures the use of services. This reporting system will generate reports (i.e. occupancy, attendance etc.) across varied time periods (i.e. weekly, monthly etc.) and will be used to drive continuous improvement.

Neighbourhood Houses

"Community (neighbourhood) houses are amazing" Community Vision 2040 consultation

"Keep supporting community groups and centres. It brings people together of all ages and backgrounds. Fun and learning for all!" 2018/19 Budget consultation

What is the Service?

Neighbourhood houses provide community strengthening activities and programs that meet the needs and aspirations of local communities. They bring people together to connect, learn and contribute in the local community.

Each Neighbourhood House has a community advisory committee that it consults with and receives community feedback about programs, activities and services. Volunteering opportunities for local community members are available at each house and are an important way of building skills including leadership skills, reducing social isolation and improving community wellbeing.

Delivery of programs and services is offered through a range of partnerships with local organisations, schools and community groups. Rooms for casual or regular hire are available.

The Brimbank Neighbourhood Houses Strategic Partnership Agreement between Council's six neighbourhood Houses and the five community managed neighbourhood houses articulates a statement of shared values, vision and commitment to working in partnership. Lifelong learning and removing barriers to participation are key directions for the neighbourhood houses network in Brimbank.

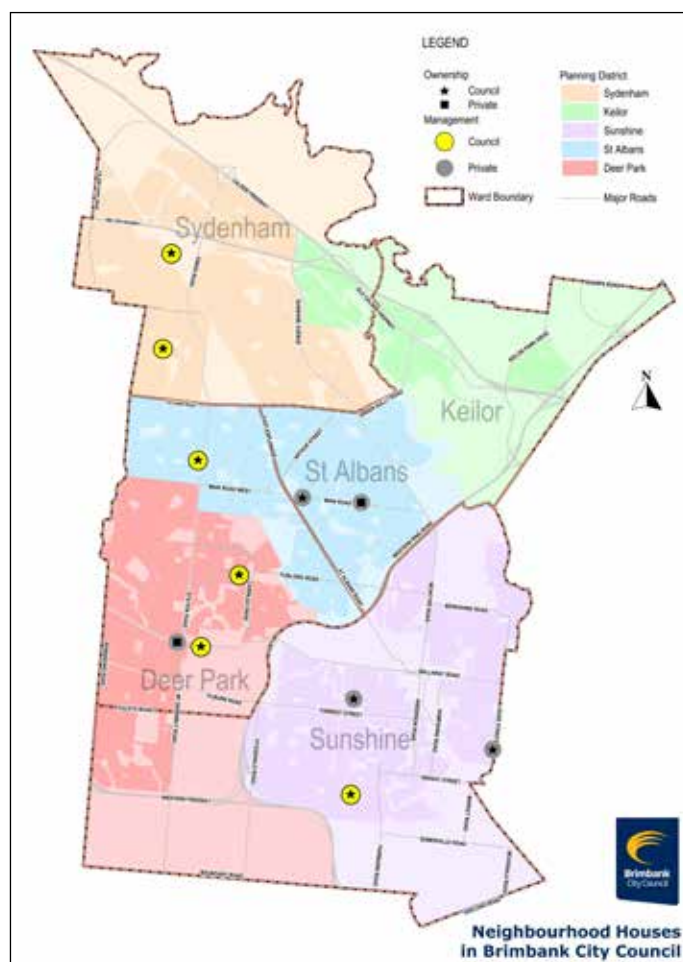
Key Statistics Summary

Council Buildings Used	9
Annual Programs Offered	8,225
Annual Visits to Neighbourhood Houses	396,800
Council Owned Buildings are at Least 40 Years Old	27%

Eleven Neighbourhood Houses operate across the municipality:

- Three are standalone Council facilities.
- Three are in Council integrated community hubs.
- Three are in Council owned buildings, community managed with Council leases and supported through annual grants.
- Two independently owned and managed Neighbourhood Houses.

In addition to the 11 Neighbourhood Houses in the municipality, Council offers Neighbourhood House programs in the Keilor Community Hub multipurpose rooms.



Demand Assessment Summary

Assessment Criteria	Score
Quantity	Meets Quantity Target
Quality	Generally Fit For Purpose
Catchment	Does Not Meet Catchment Standard
Utilisation	Under Usage Target
Asset Condition	Good

While the majority of Neighbourhood Houses were generally rated fit for purpose, two sites were rated unfit for purpose because they did not meet standards for access and mobility: Duke Street Community House in Sunshine, and Cairnlea Community Hub in the Deer Park planning district.

Catchment

A catchment standard of 95% of residents to be within 3 km of a Neighbourhood House has been applied in this service. The Deer Park, St Albans and Sunshine planning districts meet the catchment standard. However residents in the Keilor planning district can be up to 5 km away from a Neighbourhood House. Council has recognised this and offered Neighbourhood House programs from multi-purpose community program rooms in the Keilor Community Hub, which was opened in 2017.

While 95% of residents in the Sunshine and Sydenham planning districts are within 3 km of a Neighbourhood House, residents living in parts of North Sunshine and Keilor Downs can be up to 4.2 km from their closest facility.

Utilisation

Neighbourhood Houses meet service targets during business hours (40%), but are underutilised outside of business hours (23%).

Recommendation Summary

1. Invest in creating vibrant Neighbourhood House facilities with adequate spaces for mixed activities, functional acoustics and welcoming and contemporary internal and external upgrades.
2. Following a service review, Council to complete a feasibility study focusing on the Neighbourhood House network, with a specific focus on the future of the Cairnlea Community Hub and the Duke Street Community House.
3. Prioritise short term investment in the Neighbourhood Houses with an "unfit for purpose" or "attention required" rating and key items as identified to ensure that all Neighbourhood Houses are fit for purpose.
4. Investigate options with owners of Watergardens Shopping Centre to relocate the Sydenham Neighbourhood House to a ground floor facility. Consider as part of a wider community hub.
5. Continue offering Neighbourhood House programs at the Keilor Community Hub for the local Keilor community. Investigate options to offer additional programming at non-traditional Neighbourhood House locations such as libraries, leisure centres, community halls and meeting spaces, youth centres and open space throughout the municipality.
6. Focus on increasing Neighbourhood House use outside of business hours and consider different management models with outside business hours staffing.
7. Where evening Neighbourhood House programs are offered, Council to investigate options for providing car park lighting to enable and encourage additional safe evening use.
8. Continue to have funding agreements with the independent Neighbourhood Houses that provide valuable additional programming opportunities for the Brimbank community.
9. Develop an integrated on-line booking system for space available for hire in Council owned community centres, hubs and halls. This will include standardised hire fees and charges, as well as terms and conditions. The on-line booking system will include improved reporting.
10. Review existing reporting options and where required develop robust electronic reporting system/s to capture data that measures the use of services. This reporting system will generate reports (i.e. occupancy, attendance etc.) across varied time periods (i.e. weekly, monthly etc.) and will be used to drive continuous improvement.

Planned Activity Group (PAG)

Would like to have “free, low fee options for seniors’ activities”

Community Vision 2040 consultation

What is the Service?

Council is funded through State and Commonwealth programs to provide Planned Activity Groups (PAG), which provide centre-based programs/social support for the frail aged, older people with disabilities and people with dementia. This service aims to enhance the physical, social and emotional well-being and independence of older people and people with disabilities, their carers and others by delivering planned activity sessions tailored to meet specific group and individual needs.

Key Statistics Summary

Council Buildings Used	8
Annual Program Hours Delivered	38,404
Annual PAG Attendees	296
Council Owned Buildings are at Least 40 Years Old	14%

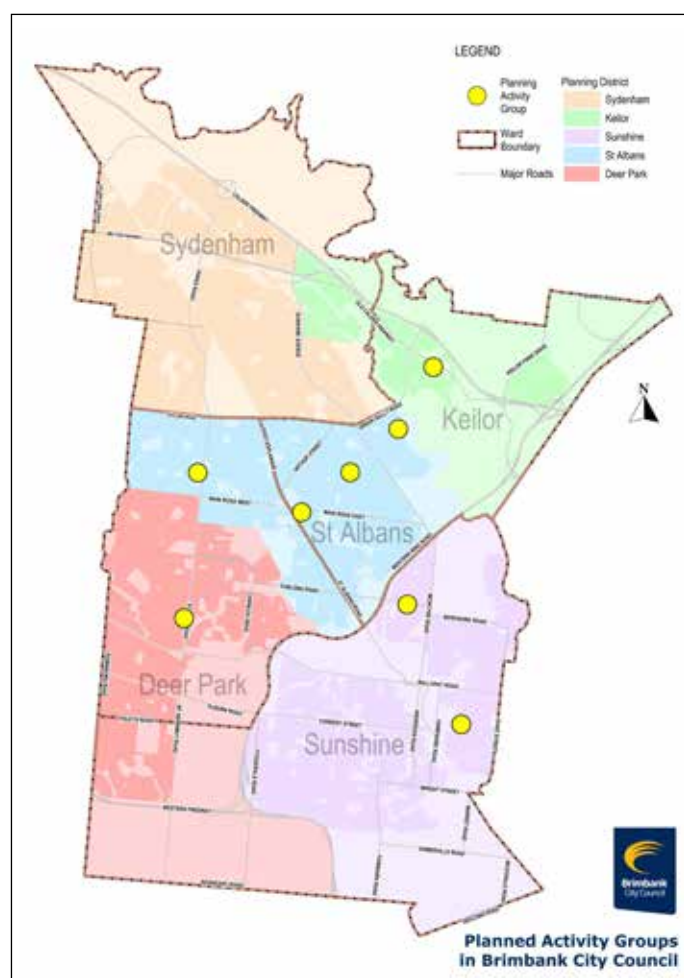
Demand Assessment Summary

Assessment Criteria	Score
Quantity	Meets Quantity Target
Quality	Generally Fit For Purpose
Catchment	Does Not Meet Catchment Standard
Utilisation	Meets Usage Target
Asset Condition	Good

Catchment

The Planned Activity Group (PAG) Service has applied a 3km catchment standard, whereby PAG participants of frail aged and dementia specific programs are within 3 km of a PAG facility. While PAG participants are mostly picked up from their homes and returned via Council buses, an even spread of facilities across the municipality ensures that participants are not on the bus for long periods of time.

The Sydenham planning district does not have any PAG facilities and yet has the highest projected growth in residents aged 65+ from 2018 to 2038. The Sydenham planning district also has a gap in catchment coverage in



the north, north-west area of the district with the closest PAG facility currently at the Kealba Community Centre in the St Albans planning district. Likewise residents in Ardeer and parts of West Sunshine are outside the 3 km catchment.

Recommendation Summary

1. Recommend a new purpose built Planned Activity Group (PAG) room is constructed at the former Keilor Village Library site in the short term.
2. Consider the future need of Romsey Villa when the former Keilor Village Library site opens as a purpose built PAG room. The Romsey Villa site, with Thomas Hall and Dorothy Carlton Kindergarten sites are combined to create the new Furlong Road Children's and Community Centre.
3. Future growth of PAG programs are to be accommodated in multipurpose community facilities that are fit for purpose.
4. Prioritise short term investment in the Sunshine Meeting Space with an 'attention required' rating, and key items as identified, to ensure that the facility is fit for purpose.
5. Recommend investigation into the use of multipurpose community meeting spaces in the Sydenham planning district in the short to medium term. Any future growth of PAG programs are to be accommodated into multipurpose community facilities that are fit for purpose.
6. Review existing reporting options and where required develop robust electronic reporting system/s to capture data that measures the use of services. This reporting system will generate reports (i.e. occupancy, attendance etc.) across varied time periods (i.e. weekly, monthly etc.) and will be used to drive continuous improvement.



Playgroup

“Brimbank will have ...more program and classes for expected(ing) young parents”

Community Vision 2040 consultation

“More Council baby and toddler activities” 2018/19 Budget consultation

What is the Service?

The aims of the Brimbank Playgroup Service are to:

- Improve the learning, development and wellbeing outcomes of disadvantaged children through improved parent-child interaction in the early home learning environment.
- Help parents develop their parenting skills and confidence to support their children’s learning and development.
- Support families to transition into other community supports such as community playgroups or to more intensive early childhood or specialist services.

Playgroups are inclusive of all, creating an open, welcoming and friendly environment for all children and their families, no matter their circumstances, backgrounds or cultural identity. Community Playgroup support and facilitation is funded by Council.

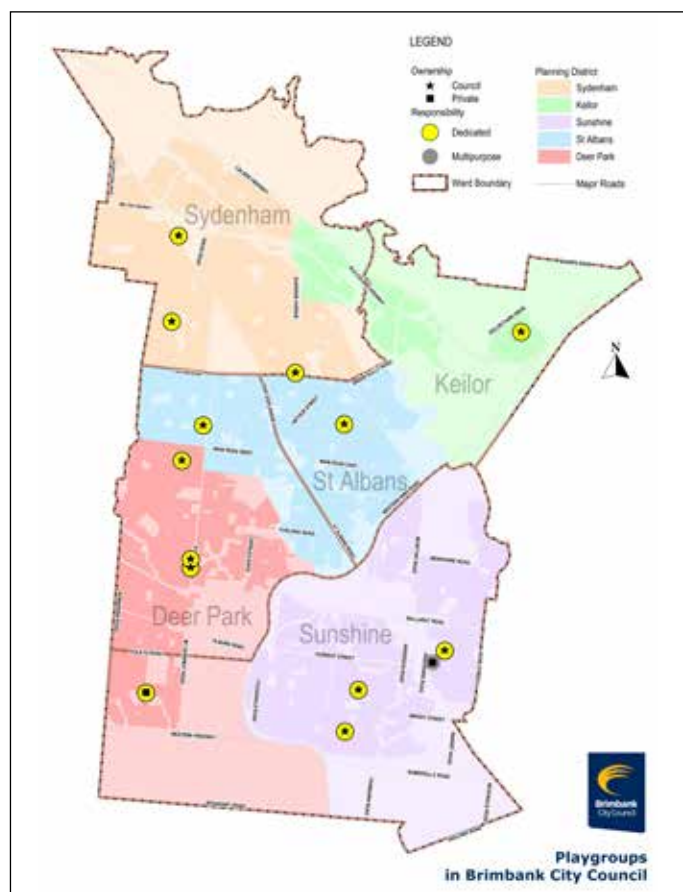
Supported Playgroup (Smalltalk) involves planned interactions between the primary parent and child from birth to the start of formal schooling. Program participants are families considered vulnerable. Brimbank City Council is funded by the Department of Education and Training (DET) to deliver the Supported Playgroup program from suitable child friendly buildings.

Key Statistics Summary

Council Buildings Used	13
Annual Number of Sessions	1,596
Council Owned Buildings are at Least 40 Years Old	46%

Demand Assessment Summary

Assessment Criteria	Score
Quantity	Under Supplied
Quality	Generally Fit For Purpose
Catchment	Meets Catchment Standard
Utilisation	Meets Usage Target
Asset Condition	Good



Quantity

Brimbank City council is aspiring to meet the following quantity target when proposing current and future Playgroup Service provision: One (1) playgroup facility per 1,000 residents aged 0-4 years old by planning district.

Based on this quantity target and current playgroup facility supply in each of the planning districts, there is an overall undersupply of 1.2 playgroup facilities in 2018, which increases to an undersupply of 1.7 playgroup facilities in 2038. The greatest undersupply is in the St Albans planning district (from -1.5 in 2018, increasing to -1.9 in 2038); followed by the Sunshine planning district (-0.6 in 2018, to -1.3 in 2038).

This is currently an oversupply of playgroup facilities in the Deer Park, Keilor and Sydenham planning districts totalling 0.9 in 2018. Based on population projections, there will continue to be an oversupply in these planning districts of 1.5 playgroup facilities in 2038.

Recommendation Summary

New Playgroup Rooms

1. Deer Park West Kindergarten	Deer Park Planning District	Short term	<ul style="list-style-type: none">• 66 licensed place kindergarten• Playgroup room will provide multipurpose space
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Consolidation of Community Facilities

2. a) Albanvale Children's Centre	Deer Park Planning District	Short term	<ul style="list-style-type: none">• 66 licensed place kindergarten• Playgroup room will provide multipurpose space• 2 maternal and child health (MCH) offices• Possible sports pavilion and change rooms as identified in the Sports Facility Development Plan 2018.
b) Furlong Road Children's and Community Centre	Sunshine Planning District	Medium term	<p>Consolidate the Dorothy Carlton Kindergarten, Romsey Villa PAG Centre and Thomas Hall into community hub with.</p> <ul style="list-style-type: none">• 66 licensed place kindergarten• 2 MCH offices• District community hall that facilitates a playgroup• Onsite parking.

Further Investigation Required

3. St Albans Children's Centre	St Albans Planning District	Short term	Further investigation is required to identify a site in the St Albans Planning District that would be suitable for a Children's Hub which would include 66 licenced place kindergarten, multipurpose playgroup room and two (2) MCH offices.
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4. Invest in playgroup sites to address identified fit for purpose issues.
5. Following a service review of kindergarten, long day care and playgroups as part of an Early Years Review:
 - Consider early years service facility models, integrated uses in light of government capital funding requirements and private sector market share. Identify how Council can evolve the current facility offering to meet the needs of the Brimbank community now and into the future.
 - Investigate the future need and facility models of the low use / poor quality playgroup, kindergarten and long day care facility sites in light of the development of new integrated community facilities.
 - Investigate the opportunity to optimise current playgroup facilities and maximise community use.
6. Continue delivering playgroup programs from multipurpose community facilities. When planning for new children's hubs, investigate including a multipurpose playgroup room with playgroups being the primary user.
7. Review existing reporting options and where required develop robust electronic reporting system/s to capture data that measures the use of services. This reporting system will generate reports (i.e. occupancy, attendance etc.) across varied time periods (i.e. weekly, monthly etc.) and will be used to drive continuous improvement.



Youth Services

"I would love Brimbank to offer more opportunities for locals (in particular youth) to hang around doing some meaningful and exciting stuff appreciated by the whole community... greater capacity to support young LGBTIQ people"

Imagining Brimbank in 2040 community workshop

What is the Service?

The Brimbank Youth Service develops innovative, adaptive and accessible partnerships, programs and projects that have far-reaching, measurable benefits to young people aged 12-25 years who work, live, study or spend time in Brimbank, including:

- A youth support and counselling program to enhance individual health and wellbeing.
- A Young Communities program to increase participation in Council decision-making processes; build strong connections via the Brimbank Youth Sector Network; and deliver focused sessions on topics of interest for young parents, new residents, Pasifika, and young people with a disability.

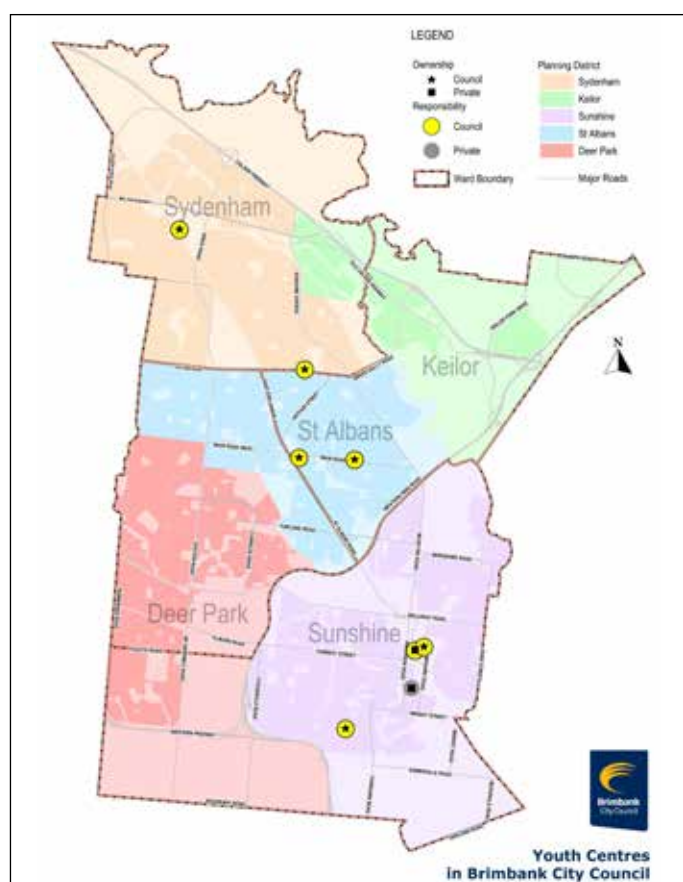
Council owned Youth Resource Centre in St Albans and the privately owned/Council leased Visy Cares Hub in Sunshine provide dedicated facilities to support Brimbank youth. The following Council facilities are also used from time-to-time: St Albans Community Centre (STACC); Sunshine Library; Sydenham Neighbourhood House; West Sunshine Community Centre; and Youthlinks auditorium. The Youth Services B-Heard Youth Support Program partners with external service providers and local secondary schools.

Key Statistics Summary

Council Buildings	7
Annual Users of Facilities	42,432
Council Owned Buildings are at Least 40 Years Old	0%

Demand Assessment Summary

Assessment Criteria	Score
Quantity	Under Supplied
Quality	Generally Fit For Purpose
Catchment	Does Not Meet Catchment Standard
Utilisation	Meets Usage Target
Asset Condition	Good



Quantity

Brimbank is aspiring to meet the following quantity target when proposing current and future Youth Service facility provision: One (1) youth resource centre every 60,000 residents.

Based on the quantity target, and current youth facility supply in the municipality, there is an undersupply of 0.5 facilities in 2018. Council will continue to have an undersupply of 0.8 in 2038.

Catchment

The catchment standard for current and future facility provision is for youth service hubs to be located within walking distances to train stations. The two current sites, Visy Hub and Youth Resource Centre are close to train stations and therefore meet the catchment standard. However there are gaps in the Deer Park, Keilor, St Albans and Sydenham planning districts.

Co-location of both generalist and specialist youth services (Youth Hubs) are considered best practice to enable a young person to access multiple help-seeking opportunities. The addition of youth hubs in the St Albans and Watergardens activity centres will enable the majority of Brimbank youth to access a youth hub within walking distance of train stations and provide services in the north, central and south sections of the municipality.

Recommendation Summary

1. Consider the incorporation of youth space as part of the St Albans Leisure Centre replacement.
2. Following a service review, Council to investigate options for the provision of space, for generalist and specialist youth services. Locations to be investigated include:
 - a. St Albans Activity Centre
 - b. Watergardens Activity Centre.
3. Investigate the option for a youth space as part of a Deer Park Library redevelopment.
4. Pilot the development of dual purpose MCH / Youth Counselling offices. MCH will be the primary user and Youth secondary user. Youth to use the office after hours and on weekends. Site to be confirmed.
5. Develop an integrated on-line booking system for space available for hire in Council owned community centres, hubs and halls. This will include standardised hire fees and charges, as well as terms and conditions. The on-line booking system will include improved reporting.
6. Review existing reporting options and where required develop robust electronic reporting system/s to capture data that measures the use of services. This reporting system will generate reports (i.e. occupancy, attendance etc.) across varied time periods (i.e. weekly, monthly etc.) and will be used to drive continuous improvement.





6. Implementation

As discussed throughout this Community Services and Infrastructure Plan, Council will work to address the identified gaps in the provision of community services and infrastructure across the city in a range of ways. These include:

- Deliver services and establish partnerships
 - Strategic Investigations
 - Operational Improvements
 - General Recommendations
- Maintain and improve existing infrastructure
- Development of new multipurpose community hubs .

The time lines for the implementation of this Community Services and Infrastructure Plan are broadly categorised as Short, Medium or Long Term, with exact timeframes to be determined following further investigation for each recommendation and are subject to budget availability.



6.1 Deliver services and establish partnerships

Strategic investigations by priority

The following feasibility studies and further strategic investigations are recommended to be undertaken once this Community Services and Infrastructure Plan has been adopted by Council.

Strategic Investigation	Recommendation	Planning District	Timing
Library Network Feasibility Study	<p>Complete a feasibility study focusing on the library network. The study will focus on four key locations:</p> <ol style="list-style-type: none"> 1. St Albans Library Redevelopment <p>The St Albans Library building floor area does not meet the current quantity target. Projected population growth will result in the building floor area being unable to adequately accommodate service users. The feasibility study will determine the best location, building size and components required for the expansion or relocation of the St Albans Library.</p> 2. Deer Park Library Redevelopment <p>The Deer Park Library building floor area does not meet the current quantity target. Projected population growth will result in the building floor area being unable to adequately accommodate service users. The feasibility study will determine the best location, building size and components required for the expansion or relocation of the Deer Park Library.</p> 3. Potential library for the Derrimut, West Sunshine, Ardeer catchment. <p>The feasibility study will determine if a library is required to service residents in Derrimut, West Sunshine and Ardeer catchment. If a library is required, key items to address are location, building size and components. If the study identifies that a further library is not required, potential opportunities to deliver library services through other community facilities in this area will be explored.</p> 4. Possible Sydenham Library Relocation <p>The feasibility study will determine if the existing Sydenham Library is to be relocated, the best location, building size and components. This project will be informed by the Sydenham Community Hub Relocation project.</p> <p>Each project will identify potential co-location of community services.</p> 	Deer Park, St Albans, Sunshine, Sydenham	Short

Strategic Investigation	Recommendation	Planning District	Timing
Early Years Review	<p>Following a service review of kindergarten, long day care and playgroups:</p> <ul style="list-style-type: none"> Consider early years service facility models, integrated uses in light of government capital funding requirements and private sector market share. Identify how Council can evolve the current facility offering to meet the needs of the Brimbank community now and into the future. Investigate the future need and facility models of the low use / poor quality kindergarten, playgroup and long day care facility sites in light of the development of new integrated community facilities. Undertake a competitive neutrality test of Council owned long day care services to ensure compliance with the National Competition Policy. Identify a site in the St Albans planning district that would be suitable for a children's hub to include a 66 licensed place kindergarten, multipurpose playgroup room and two MCH offices. Investigate the opportunity to optimise current playgroup facilities and maximise community use. 	Municipal	Short
Neighbourhood House Feasibility Study	Following a service review, Council to complete a feasibility study focusing on the Neighbourhood House network, with a specific focus on the future of the Cairnlea Community Hub and the Duke Street Community House.	Municipal	Short
Youth Centre Feasibility Study	<p>Following a service review, Council to investigate options for the provision of space, for generalist and specialist youth services. Locations to be investigated include:</p> <ol style="list-style-type: none"> St Albans Activity Centre Watergardens Activity Centre. 	Municipal	Short

Strategic Investigation	Recommendation	Planning District	Timing
Community Hall Future Locations	<p>In response to identified gaps in the location of Community Halls, investigate:</p> <ul style="list-style-type: none"> • planning for one district community hall in the Deer Park Planning District • planning for one district and two municipal community halls in the Sunshine Planning District • planning for one municipal community hall in the Sydenham Planning District • solutions for the oversupply of district level halls in the Keilor planning district and the potential to repurpose sites to address other community requirements i.e. provision of Arts facility. • future requirement for John McLeod Hall (old) due to its low use and poor condition. 	Deer Park, Keilor, Sunshine and Sydenham	Short
Arts and Culture Facility Study	<p>Following a service review, undertake a facility study to determine:</p> <ul style="list-style-type: none"> • Gaps in arts service provision. • Location, size and components of identified facility gaps. • Future use of Council owned community facilities as a local or district level performing arts facility. <p>The facility study will ensure that all arts facilities are multipurpose and accessible to the community when not used for arts.</p>	Municipal	Short
Derrimut Community Hub Feasibility	<p>Undertake a feasibility study to identify:</p> <ul style="list-style-type: none"> • Gaps in community service provision in the Derrimut catchment and the service and infrastructure solution that is required. • If recommended, identify the location and facility components. 	Deer Park	Short
Guide and Scout Halls	Council, Guides Victoria and Scouts Victoria to work in partnership to review and determine the most appropriate facility model for the future.	Municipal	Short

Strategic Investigation	Recommendation	Planning District	Timing
Sydenham Community Hub Relocation	<p>Investigate options, with the owners of Watergardens Shopping Centre, to relocate the Sydenham Community Hub to a new ground floor facility. Services at a minimum to be investigated for inclusion include:</p> <ul style="list-style-type: none"> • Library • MCH Offices • Municipal Community Hall • Neighbourhood House • Youth 	Sydenham	Medium
Old Deer Park Primary School Site	Investigate options for future use of old Deer Park Primary School site.	Deer Park	Medium
Sassella Park Community Hub	Investigate options for future use of Sassella Park as an integrated community hub.	Deer Park	Medium



Operational improvements by service

Service summary recommendations regarding operational improvements have been compiled in the following table:

Strategic Investigation	Recommendation	Timing
All Services	Review existing reporting options and where required develop robust electronic reporting system/s to capture data that measures the use of services. This reporting system will generate reports (i.e. occupancy, attendance etc.) across varied time periods (i.e. weekly, monthly etc.) and will be used to drive continuous improvement.	Short
4 Year Old Kindergarten	Support lessees of Council owned stand-alone kindergartens and integrated children's centres to increase the use of these facilities in order to achieve the capacity target of 80% and 100% participation of the 4 year-old population.	Short
Arts and Culture, Community Hall & Meeting Spaces, Neighbourhood Houses, Youth	Develop an integrated on-line booking system for space available for hire in Council owned community centres, hubs and halls. This will include standardised hire fees and charges, as well as terms and conditions. The on-line booking system will include improved reporting.	Short
Bicycle Education Facilities	Council will work in partnership with the Brimbank Bicycle Education Centre Incorporated Committee of Management to: <ul style="list-style-type: none"> • increase use of facilities. • ensure the facility continues to be fit for purpose. • support the volunteers in building their knowledge of Council's roles and legislative responsibilities and relevant policies and processes. 	Ongoing
Community Halls & Meeting Spaces	Undertake targeted promotion, monitoring and tracking of community halls and meeting spaces with a focus on those that are underutilised.	Ongoing
Housing of historical and heritage artefacts	Work in partnership with the Brimbank Historical Societies volunteers to: <ul style="list-style-type: none"> • support the management and preservation of Brimbank's significant historical sites, buildings and artefacts. • ensure the facilities continue to be fit for purpose. • support the volunteers in building their knowledge of Council's roles and legislative responsibilities and relevant policies and processes. 	Ongoing
Library Service	Investigate opening high demand libraries for longer hours to meet community demand.	Short
Maternal and Child Health	Investigate options for the feasibility and cost of weekend MCH office visits during peak periods.	Ongoing

Strategic Investigation	Recommendation	Timing
Neighbourhood Houses	Investigate options to offer additional programming at non-traditional Neighbourhood House locations such as libraries, leisure centres, community halls and meeting spaces, youth centres and open space throughout the municipality. Council to continue offering Neighbourhood House programs at the Keilor Community Hub.	Ongoing
Neighbourhood Houses	Focus on increasing Neighbourhood House use outside of business hours and consider different management models with outside business hours staffing.	Short
Neighbourhood Houses	Where evening Neighbourhood House programs are offered, Council to investigate options for providing car park lighting to enable and encourage additional safe evening use.	Short
Neighbourhood Houses	Maintain funding agreements with the independent Neighbourhood Houses that provide valuable additional programming opportunities for the Brimbank community.	Ongoing



General Recommendations

The following Service Summary recommendations have been informed by detailed demand analysis based on population forecasts to 2038; existing and potential service utilisation; current and future market trends in Brimbank:

Service	Recommendation
All Services	Invest in creating vibrant community facilities with multipurpose spaces that are fit for purpose, welcoming and contemporary. This will be achieved through internal and external upgrades to facilities.
4 Year Old Kindergarten	Prioritise investment into integrated children's hubs rather than stand alone kindergartens. This will maximise partnership opportunities and reduce capital cost to Council.
4 Year Old Kindergarten, Long Day Care	Investigate the opportunity to partner with not for profit and private early years providers when developing new children's hubs or redeveloping existing early years facilities.
4 year old Kindergarten, Community Halls	Adhere to the building standards detailed in the Demand Assessment report, when building new and refurbishing existing kindergartens, community halls and meetings spaces.
Long Day Care	Subject to the findings of the Early Years Service Review, investigate Council provision of Long Day Care services.
Maternal and Child Health	All Maternal and Child Health sites to have a minimum of 2 offices.
Maternal and Child Health, Youth Services	Pilot the development of dual purpose MCH / Youth Counselling offices. MCH will be the primary user and Youth secondary user. Youth to use the office after hours and on weekends. Site to be confirmed.
Planned Activity Group (PAG)	Future growth of PAG programs are to be accommodated in multipurpose community facilities that are fit for purpose.



6.2 Maintain and improve existing infrastructure

Council is committed to specific Community Facilities Capital Works programs each year known as 'Rolling Programs'. These rolling programs focus on minor upgrades of existing facilities to ensure they are fit for purpose and are of a high quality. This Community Services and Infrastructure Plan recommends that Council prioritise short term investment in service facilities with an "unfit for purpose" or "attention required" rating.

Minor changes to Rolling Program Categories may be introduced over the coming years due to completion of all listed projects or emerging needs.

The current rolling programs include:

- Acoustic Treatment Upgrades
- Baby Change Table Installations
- Bin Cage Installations
- Building Improvements
- Car Park Upgrades
- External Access Upgrades
- Flooring Upgrades
- Heating, Ventilation and Cooling (HVAC) Upgrades
- Kindergarten Play Space Upgrades
- Major Kitchen Upgrades
- Minor Kitchen Upgrades
- Safety and Security Lighting Upgrades
- Storage Upgrades
- Swipe Card Access Upgrades
- Toilet Upgrades

Each rolling program will have established criteria applied to all projects to determine priority order beyond the 2018/19 financial year. A Community Facilities Improvement Plan has previously been developed to inform the 2018/19 Capital Works Council Budget, which is a precursor to this Community Services and Infrastructure Plan.

Once the Community Services and Infrastructure Plan is adopted, priority listings for all rolling programs beyond 2018/19 will be developed and referred to Council's Executive Management Team for approval.

6.3 Development of new multipurpose community hubs

As part of the decision making process for developing new multipurpose community hubs a Project Evaluation Framework has been developed to determine the priority order for implementation of all planned and emerging projects over time. This enables Council to effectively prioritise projects, ensuring that all community facilities are assessed consistently, and are determined in a fair and equitable manner.

This framework will be used to inform Council on future funding submissions and annual budget planning.

The Project Evaluation Framework on the following page is used to assess each proposed project against set criteria with associated scores, with projects scoring higher being listed higher in the priority order. New projects that emerge over time will be assessed via the same criteria to determine their position in the priority order.

Application of the Project Evaluation Framework assists Council in determining which projects to recommend for funding through Council's Capital Works budget; and for potential grant submissions to Federal and State funding programs.

Each project is subject to Council's budgetary process and will involve the development of a detailed business case as part of Council's Project Management Framework. A part of this work will include the development of Feasibility Studies as required, which will consider the rationalisation of existing community facilities identified as having low utilisation or being of poor quality, and that can be replaced by the new multipurpose community facility.



Project Evaluation Framework

Quantity	
A strategic assessment to determine if the quantity of provision meets the needs of Brimbank residents in the relevant planning district	Score
Oversupply	0
Undersupplied up to 5% of quantity standard	5
Undersupplied by 5% to 20% of quantity standard	10
Undersupplied by more than 20% of quantity standard	20

Quality	
A facility specific assessment to determine if facilities are suitable for their intended purpose and if not, what improvements are required to make them more suitable for use	Score
Fit For Purpose (less than 2.5)	0
Attention Required (between 2.5 and 3.5)	10
Unfit For Purpose (greater than 3.5)	20

Catchment	
A strategic assessment to determine the maximum reasonable distance that residents should expect to have to undertake to access facilities in their planning district	Score
Meets the catchment standard	0
Up to 10% and less than 20% of the municipality is outside the catchment standard	5
More than 10% of the municipality is outside the catchment standard	10
More than 20% of the municipality is outside the catchment standard	20

Utilisation	
A facility specific assessment that measures current use of facilities and determines whether facilities have adequate future capacity to meet community demand	Score
Does not meet or exceeds target standard + / - 5%	0
Does not meet or exceeds target standard by 5% to 20%	10
Does not meet or exceeds target standard by 20% or more	20

Asset Condition	
A facility specific assessment that measures current condition of facilities and the buildings remaining economic life to ensure we are safely and fiscally meeting community demand	Score
Report Score = 1 (Excellent)	0
Report Score = 2 (Good)	5
Report Score = 3 (Average)	10
Report Score = 4 (Poor)	15
Report Score = 5 (Very Poor)	20

Major New Multipurpose Community Hubs in Priority Order

Following the assessment of all major new multi- purpose community hubs using the Project Evaluation Framework, the priority listing is as follows:

Map #	Project Option	Recommended Services	Planning District	Timing
✱	Alexandra Avenue Children's Centre	<ul style="list-style-type: none"> 66 licensed place kindergarten to be operational in 2019 	Sunshine	In progress
✱	Purpose built PAG facility	<ul style="list-style-type: none"> A new purpose built PAG room is constructed at the former Keilor Village Library site. 	Keilor	In progress
✱	St Albans Leisure Centre Replacement	<ul style="list-style-type: none"> Consider the incorporation of youth space as part of the St Albans Leisure Centre replacement. 	Sydenham	In progress
1	St Albans Library Redevelopment	<ul style="list-style-type: none"> Undertake works to redevelop the St Albans Library as informed by the Library Feasibility Study. 	St Albans	Short
2	Deer Park Library Redevelopment	<ul style="list-style-type: none"> Undertake works to redevelop the Deer Park Library as informed by the Library Feasibility Study. 	Deer Park	Short
3	Deer Park West Children's and Community Centre	<ul style="list-style-type: none"> 66 licensed place kindergarten. Multipurpose community space with a playgroup primary user. As part of the development of Deer Park West Kindergarten, consider nearby low use / poor quality facilities for rationalisation. This is subject to future community consultation and analysis. 	Deer Park	Short
4	Albanvale Children's and Community Centre	<ul style="list-style-type: none"> 66 licensed place kindergarten. Multipurpose community space with a playgroup primary user. 2 maternal and child health offices. Possible sports pavilion and change rooms as identified in the Sports Facility Development Plan 2018. 	Deer Park	Short

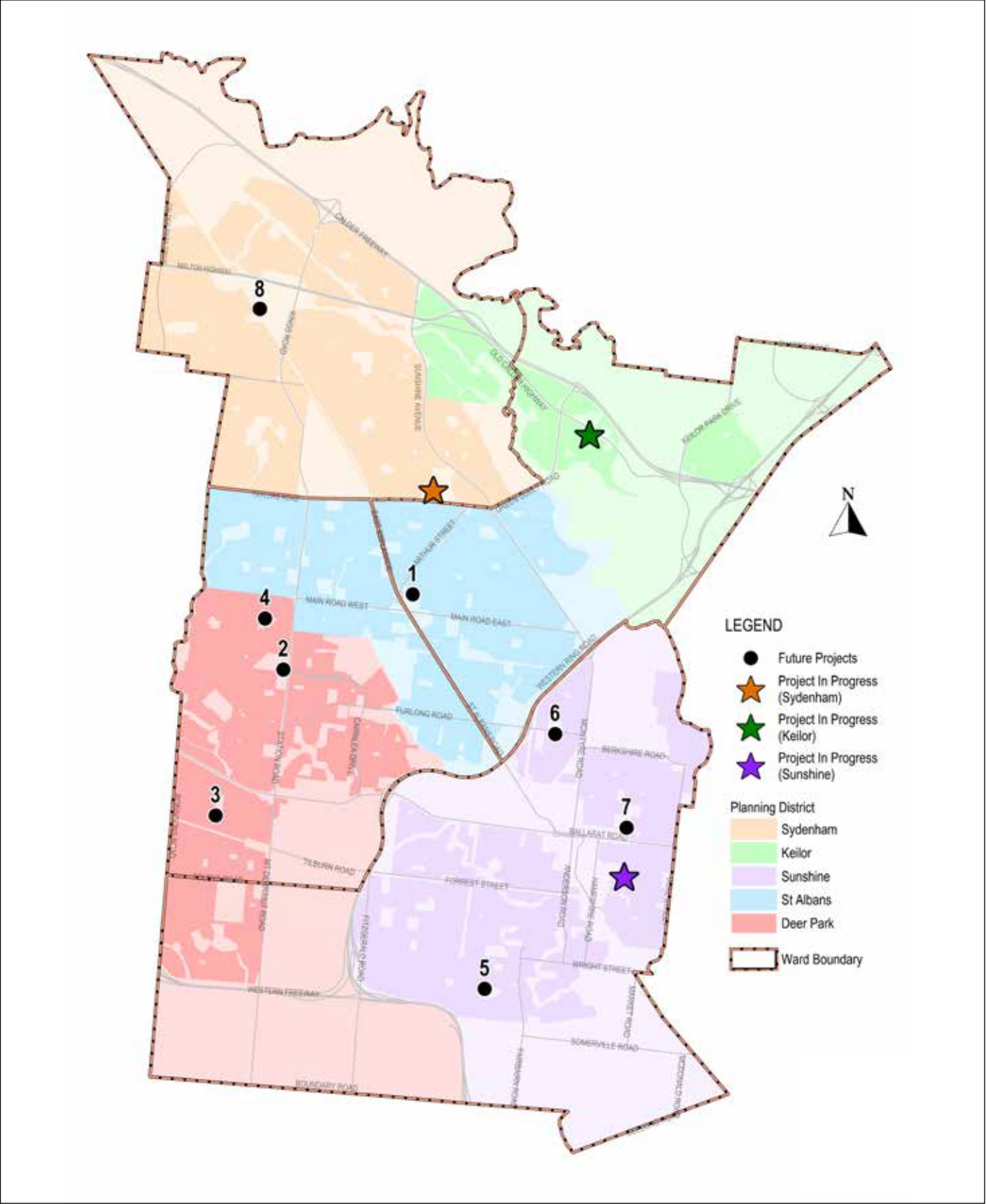
Map #	Project Option	Recommended Services	Planning District	Timing
5	West Sunshine Children's and Community Centre	<ul style="list-style-type: none"> • Site to be investigated for either the West Sunshine Community Centre or at the Glengala Primary School with DET. • 66 licensed place kindergarten. • 2 maternal and child health offices. • As part of the development of the West Sunshine Children's Centre consider nearby low use / poor quality facilities for rationalisation. This is subject to future community consultation and analysis. 	Sunshine	Medium
6	Furlong Road Children's and Community Centre	<p>Consolidate the users of the Dorothy Carlton Kindergarten, Romsey Villa PAG Centre and Thomas Hall into a community hub with:</p> <ul style="list-style-type: none"> • 66 licensed place Kindergarten. • 2 maternal and child health offices • District community hall (primary use) that can facilitate playgroups. • Onsite parking. 	Sunshine	Medium
7	Dempster Park Children's and Community Centre	<p>Consolidate the users of the North Sunshine Kindergarten, Phoenix Street Children's Centre, Dempster Park Community Hall and possibly the Scout Hall, into the Dempster Park Children's and Community Centre with:</p> <ul style="list-style-type: none"> • 66 licensed place kindergarten • District Community Hall • Investigate the opportunity to include performing arts facility. 	Sunshine	Medium
8	Sydenham Community Hub	<p>Investigate options with owners of Watergardens Shopping Centre to relocate the Sydenham Community Hub. Services at a minimum to be investigated for inclusion include:</p> <ul style="list-style-type: none"> • Library • MCH Offices • Neighbourhood House • Municipal Community Hall • Youth 	Sydenham	Medium

Map #	Project Option	Recommended Services	Planning District	Timing
TBC	Youth Hub	<ul style="list-style-type: none"> Implement outcomes of the Youth Services Review and Youth Centre Feasibility Study. 	Municipal	Medium
TBC	Derrimut Community Hub	<ul style="list-style-type: none"> Implement the outcome of the Derrimut Community Hub Feasibility Study. 	Deer Park	Medium
TBC	St Albans Children's and Community Centre	<p>Undertake works to create the St Albans Childrens and Community Centre as informed by the Feasibility Study which could include:</p> <ul style="list-style-type: none"> 66 licensed place Kindergarten. Multipurpose community space with a playgroup primary focus. 2 maternal and child health offices. 	St Albans	Medium

All timelines outlined in this Community Services and Infrastructure Plan are indicative and subject to Council budget processes for the allocation of appropriate funds.



Major New Multipurpose Community Hub Projects by Planning District





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