

Pavilion Assessment and Prioritisation Policy

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POLICY TYPE	Council
POLICY OWNER	Manager Active Kingston

REVISION RECORD	Version	Revision Description
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1. Introduction

The City of Kingston (Council) has a total of 54 sporting reserve pavilions, which support over 20,000 participants and volunteers across a range of sporting codes. Whilst predominately used for sporting activities, pavilions also support broader activities such as social events, community programs and commercial enterprises.

2. Purpose

The purpose of this policy is to establish a framework which objectively assesses and prioritises existing sporting reserve pavilions for future development and to guide Council's future investment decision making.

Whilst this policy provides Council a strategic position, it is not expected to strictly direct the implementation of sporting reserve pavilion developments, as other factors such as the eligibility to external funding and availability of Council funding must also be considered.

3. Scope

This policy applies to the assessment, prioritisation, and project proposal of Council's existing sporting reserve pavilions (as an asset category), as administered by Active Kingston (as the service owner). This policy outlines sporting reserve pavilions for funding consideration within Council's Annual Capital Works Program, Long Term Financial Plan, and its submission of projects to funding programs offered by Sports and Recreation Victoria (SRV).

Specific and unique use facilities such as (but not limited to) community centres, libraries, scout/guide halls, culture and arts facilities, boat clubs and lifesaving facilities, are outside the scope of this policy. This policy is not intended to apply to other Council assets or address any operational/user management issues.

Councillors, employees, contractors, and volunteers of Council must give consideration to the application of this policy.

4. Governance Principles, Council Plan and Public Health & Wellbeing Plan alignment

4.1 Governance Principles

Principle (b) - priority is to be given to achieving the best outcomes for the municipal community, including future generations.

Principle (f) - collaboration with other Councils and Governments and statutory bodies is to be sought.

Principle (h) - regional, state, and national plans and policies are to be taken into account in strategic planning and decision making.

Principle (i) - the transparency of Council decisions, actions and information is to be ensured.

This policy has considered the overarching governance principles listed above. This policy will also support Council's advocacy position with State Government.

4.2 Council Plan Alignment

Strategic Direction: Liveable - Our city will be a vibrant, enjoyable, and easy place to live.

Strategy: Invest in high-quality community assets

Strategic planning for the future development of sporting reserve pavilions supports the appropriate delivery of key infrastructure that enables our community to participate in sport and recreation to help improve health outcomes.

4.3 Public Health and Wellbeing Plan Alignment

Goal 4 – A liveable community

4.4 Increase accessible and equitable supply of facilities, services and activities

This policy aligns with Council's Public Health & Wellbeing Plan and has considered the overarching goals and objectives listed above.

5. Policy Details

The following framework sets out how sporting reserve pavilions will be annually assessed and prioritised. This process will be undertaken to inform Council's annual capital works planning.

5.1 Assessment Matrix

Sporting reserve pavilions will be assessed using an Assessment Matrix, as set out in Appendix 1. The assessment criteria, weightings, and inputs of the Assessment Matrix are as follows:

- FIT FOR USE – Condition of physical assets (weighting of 25%)
 - Overall score (Maloney Index) from the pavilion's building condition audit report.
- FIT FOR PURPOSE – Utilisation and building context (weighting of 50%)
 - Number of users in the pavilion and total hours of use;
 - Compliance with relevant NSA/SSA facility guidelines;
 - Compliance with universal design principles;
 - Inclusive and accessible spaces, including provision of gender inclusive design (women and gender diverse friendly upgrades); and
 - Functional/Multi-purpose space for community use.

- **FIT FOR FUTURE – Strategic relevance and design (weighting of 25%)**
 - Council endorsed strategic position such as pavilion upgrade identified in a master plan or strategy, and/or Federal/State government support;
 - Projected population growth in the area; and
 - Environmentally Sustainable Design (ESD) elements, such as solar, all-electric etc.

The Assessment Matrix forms the basis of a series of objectively answered questions, which generates a score for each criterion. The total score for each criterion is then multiplied by the relevant weighting and the sum of those three scores provides an overall pavilion ranking score as a percentage.

The weightings ensure that while the condition of the pavilion is paramount (in terms of asset management and public safety), it is not the sole determinant to implement development works. Whilst Council has some aged pavilion facilities, they are maintained to ensure they are safe and non-hazardous to the community.

The Assessment Matrix has been designed to rank the highest score as the highest priority for development. It also allows changing and emerging needs to be recognised and catered for to generate a priority list (using the overall ranking score) which can be used as a reference to inform Council's investment decision making.

Building condition audit reports will be conducted on sporting reserve pavilions every 3 years and the base data will be updated and applied to the Fit for Use category. Utilisation data will be updated annually using current information collated in Council's IMS system.

5.2 Priority List

Utilising the overall assessment matrix scores, a Priority List will be established which categorises sporting reserve pavilions across five priority levels and provides an indicative development timeframe as follows:

Priority Level	Overall Assessment Matrix Score (%)	Estimated Development Timeframe
<i>Very High</i>	80% - 100%	<5 years
<i>High</i>	70% - 79%	<10 years
<i>Medium</i>	60% - 69%	>10 years
<i>Low</i>	50% - 59%	
<i>Very Low</i>	0% - 49%	

5.3 Project Proposal

For the pavilions identified as 'Very High' and 'High' priorities, a Project Proposal may be developed to help inform Council's future investment strategy as determined through Council's Long Term Financial Strategy.

Pavilions identified as being in the 'Medium', 'Low', and 'Very Low' priority list are not considered for Project Proposals as their development timeframe is over 10 years.

The Project Proposal phase will involve a feasibility assessment based on the principles and components set out in Council's Sporting Reserve Pavilion Design Guidelines.

The Design Guidelines provide a consistent set of principles and standards that can be applied to the planning, design, and development of Council's sporting reserve pavilions.

This document has been developed in reference to State Sporting Association (SSA) Facility Guidelines and Council's Environmental Sustainable Design (ESD) Policy.

The Project Proposal phase will also include an Opinion of Probable Cost (OPC) and recommendation of preferred construction methodology based on the following:

- REFURBISH
- REFURBISH & EXTEND
- REBUILD

Pavilions in need of refurbishment may require minor/moderate improvements such as amenity upgrades (female friendly infrastructure), kitchen upgrades (including gas conversion to electricity), and/or fit and finish improvements (such as new flooring, lighting, and painting). Internal renovation (i.e. moving walls to accommodate additional storage) may also be required however there will be no/minimal impact on the pavilions existing footprint.

Pavilions requiring a refurbishment and extension, may not meet 'fit for purpose' standards, therefore, would require refurbishments (as outlined above) and additional improvements such as additional change rooms, player amenities, first aid rooms and storage, which would be more effectively achieved through expansion or separate adjacent construction.

Pavilions considered for rebuilding, are generally at the end of their asset life or the building condition is classified as very poor and would need major improvements to meet fit for use and fit for purpose requirements (as well as BCA and DDA compliance); therefore, rebuilding the pavilion would be deemed more feasible.

Implementation of Project Proposals will be consistent with Council's Project Management Framework (PMF) and will guide Council's annual capital works planning. All products, works, and/or services are to be sourced in accordance with Council's Procurement Policy, with priority given towards supporting local suppliers.

As part of legislative requirements under the Gender Equality Act 2020, any approved design/infrastructure upgrades shall undergo a Gender Impact Assessment (GIA) to identify, where possible, opportunities for inclusive design for diverse members of the Kingston community including but not limited to women, men, gender diverse people, people with disability and people from various cultural backgrounds.

6. Key Stakeholders

Active Kingston and the Project Management Office (PMO) have been involved in the development of this policy and are responsible for the implementation of this policy. Additional stakeholders involved in this Policy include Infrastructure, City Works, Property Services, Inclusive Communities, City Development and City Strategy.

This policy will be presented to related sporting clubs and community groups for consultation.

On review of this policy (every 3 years), key stakeholders will be consulted.

7. Internal and External Assessments

7.1 Risk Assessment

This policy has been assessed as a low risk by the relevant department.

7.2 Delegation and Authorisation (Compliance Framework)

The approval and any major amendment to this policy should be approved and adopted by Council (after consultation and review by ELT).

7.3 Gender Impact Assessment

A Gender Impact Assessment was completed and identified that there is a low-moderate impact.

7.4 Privacy Impact Assessment

A Privacy Impact Assessment is not required for this Policy.

7.5 Human Rights Charter

This policy has been reviewed against and complies with the Charter of Human Rights and Responsibilities Act 2006.

8. Roles and Responsibilities

Role	Responsibility
<i>Council</i>	To approve and/or amend the policy as required.
<i>GM Infrastructure & Open Space</i>	Ensure that the policy is developed and maintained in accordance with Council's Policy Framework. Ensure that the policy is reviewed prior to the overdue date.
<i>Manager Active Kingston</i>	Administer and review the policy as approved by Council.
<i>Active Kingston, and Project Management Office (PMO)</i>	Implement the policy as approved by Council.

9. Related documents

9.1 Legislation

- Local Government Act 2020

9.2 City of Kingston Documents

- Council Plan 2021-2025
- Public Health and Wellbeing Plan 2021-2025
- Long Term Financial Strategy 2021-2031
- Asset Plan 2021-2031
- Project Management Framework (PMF) 2023
- Sporting Reserve Pavilion Design Guidelines 2023
- Building Condition Audits 2023

9.3 Resources / External Documents

- SRV Female Friendly Guidelines
- Relevant NSA/SSA Facility Guidelines

10. Definitions

Term	Definition
<i>BCA</i>	The Building Code of Australia (BCA), in the National Construction Code series, contains technical provisions for the design and construction of buildings and other structures.
<i>DDA</i>	The Federal Disability Discrimination Act 1992 (DDA) provides protection for everyone in Australia against discrimination based on disability.
<i>Pavilion</i>	A building generally located in a sport and recreation reserve, providing shelter, change and toilet facilities, indoor meeting and social areas, kitchens, and food/beverage serveries.
<i>Sporting Reserve</i>	Large open space parks incorporating sporting facilities such as playing fields, courts, and pavilions.
<i>SRV</i>	Sport and Recreation Victoria (SRV) is the state department responsible for the administration of State Government grants.
<i>NSA/SSA</i>	A National/State Sporting Association (NSA/SSA) is the pre-eminent governing body for a sport in Australia/Victoria. NSA/SSA's referenced in this policy are: AFL Victoria, Baseball Australia, Cricket Victoria, Football Victoria, Netball Victoria, and Tennis Australia.

ASSESSMENT MATRIX

Name of Pavilion	TEMPLATE
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Category	Rating	Weighting	Subtotals	Total
Fit For Use (Physical Asset) - 10	0.0%	25%	0.0%	
Fit For Purpose - 35	0.0%	50%	0.0%	
Fit for Future - 14	0.0%	25%	0.0%	
Summary		100%		0.0%

Fit For Use (Physical Asset)				
	Assessment	Scoring Guide	Score	Comments
<i>Physical Condition</i>				
What is the physical condition of the existing pavilion? (as identified in the Building Condition Audit)	Overall Maloney Index Score			Audits conducted in May 2023
	Subtotals	10		
Fit For Use Assessment	Percentage Achieved	Total	0.00%	

Fit For Purpose				
	Assessment	Scoring Guide	Score	Comments
Participation / Usage				
Is the facility used effectively, with regards to participation numbers, user groups and days/hours of use? (based on seasonal allocation data in IMS)	Very Effectively	4		Use average hours as a benchmark
	Effectively	3		
	Ineffectively	2		
	Very Ineffectively	1		
Sporting Needs				
Does the building meet relevant NSA/SSA facility guidelines (i.e. number and dimensions of changerooms, umpire rooms, first aid rooms etc)?	Inconsistent with guidelines	9		Refer to KCC's Design Guidelines
	Meets guidelines	6		
	Exceeds guidelines	3		
Universal Design Principles				
Is the building designed to be inclusive and accessible for all ages, genders, abilities, cultural backgrounds and needs (including female friendly guidelines)?	Inconsistent with guidelines	18		
	Meets guidelines	9		
	Exceeds guidelines	6		
Functionality				
Is the building equipped to support activities for a variety of use? (considering social room space and supporting amenities such as operable walls, separate entrances etc.)	No	4		
	Yes	1		
	Subtotals	35	0	
Fit For Purpose Assessment	Percentage Achieved	Total	0.00%	

Fit For Future				
	Assessment	Scoring Guide	Score	Comments
Strategic Objectives				
Has an upgrade been identified in any Council endorsed documents? (i.e. Masterplan, funding agreement etc.)	Yes	8		
	No	1		
Population Growth				
What is the projected increase in population of the suburb over the next 10 years? (based on projected population increase from 2022-2032)	Above Average	3		Based on ABS data
	Average (=864)	2		
	Below Average	1		
Environmental Sustainable Design				
Is the building constructed with environment and sustainable design principles in mind? (considering features such as solar, water, electricity conversion etc)	No	3		Refer to KCC ESD policy
	Yes	1		
	Subtotals		14	
Fit For Future Assessment	Percentage Achieved	Total	0.00%	