Recreation Reserve Management Framework

- Recreation Reserve Occupancy Leases and Licence Policy
- Recreation Reserve User Fees and Charges Policy
- Recreation Reserve Capital Works Contribution Policy
- Community Facilities Funding Policy
- Appointment and Delegations Policy
1. **INTRODUCTION**

The *Recreation Reserves Management Framework* has been developed to establish fair and equitable management framework for the provision of sporting, recreation and leisure facilities within Moorabool Shire. The Framework communicates to all stakeholders regarding the management and use of facilities, the procedures and management processes that will apply to their use, including how they will be supported by Council.

This framework will be implemented in conjunction with the Recreation and Leisure Strategy 2015-2021, Crown Land Reserves Act 1989, Appointment and Delegations Policy, Recreation Reserves Funding Policy, (Financial Allocations to DELWP Management Committees Procedure), Occupancy Agreements Policy, Capital Works Contribution Policy and User Fees and Charges Policy.

2. **OBJECTIVES & PRINCIPLES**

The Recreation and Leisure Strategy 2015-2021 established the following objectives and principles for Recreation and Leisure facility provision in the Shire.

<table>
<thead>
<tr>
<th><strong>INCREASED PARTICIPATION</strong></th>
<th>Capacity and capability of recreation and leisure facilities to increase the physical activity participation levels of residents and their health and wellbeing will influence Council's decisions to support new and upgraded facility projects.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DIVERSITY</strong></td>
<td>Council will facilitate the provision of a range of recreation and leisure facilities and services across the Moorabool Shire to firstly, ensure that the community has access to a variety of different recreation and leisure opportunities, and secondly, to cater for different levels of abilities and needs.</td>
</tr>
<tr>
<td><strong>MULTIUSE AND SHARED-USE</strong></td>
<td>Council will advocate strongly for and optimise the provision of recreation and leisure facilities that are multiuse and can support shared use, where appropriate and practical. The development of single-use facilities will generally not be supported.</td>
</tr>
<tr>
<td><strong>ACCESSIBLE AND INCLUSIVE</strong></td>
<td>Recreation and leisure facilities will be accessible to and encourage people of all ages, genders, abilities and cultural backgrounds.</td>
</tr>
<tr>
<td><strong>ENVIRONMENTALLY SENSITIVE AND SUSTAINABLE</strong></td>
<td>Recreation and leisure facilities will be sited, designed and managed to enhance ecological values and biodiversity outcomes, and embrace ecologically sustainable development (ESD) Principles where appropriate and practical.</td>
</tr>
<tr>
<td><strong>ADAPTABLE</strong></td>
<td>Recreation and leisure facilities will be designed and managed to meet specific user requirements whilst also being flexible to meet changing community needs and aspirations.</td>
</tr>
<tr>
<td><strong>PARTNERSHIPS</strong></td>
<td>Council will adopt a collaborative and partnership approach with the community, schools, all levels of government, government agencies, peak sporting organisations and the private sector for the planning, provision and management of recreation and leisure facilities.</td>
</tr>
<tr>
<td><strong>FINANCIALLY RESPONSIBLE</strong></td>
<td>Financial viability and cost effectiveness of recreation and leisure facilities will be considered in all aspects of their planning, development and management.</td>
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</table>
The Recreation and Leisure Strategy 2015-2021 recommended that a new Reserve Management Framework be developed to ensure that there is a coordinated, integrated, consistent approach to the management and operation of recreation reserves across Moorabool Shire.

The following principles have been developed to underpin the implementation of the Recreation Reserve Management Framework:

• **Partnerships**

Council will build positive relationships and partnerships with other land managers, sport and recreation providers, clubs and community groups to ensure that facilities are managed efficiently.

Partnerships, co-operation and collaboration are key factors in ensuring that recreation reserves are managed effectively and efficiently and deliver quality outcomes for the community.

• **Accessibility**

Facilities will be accessible to all sections of the community. Council supports the principle of shared multi-use of facilities and will encourage broad community access and use of facilities.

• **Participation**

The overarching objective is to support reserve users to increase community participation in sport, recreation and physical activity to positively influence the health and wellbeing of the community.

• **Equity & Fairness**

Reserve users will be treated equally and fairly in their dealings with Council and other land managers regardless of the specific land management and governance structures in place at different reserves.

• **Responsibility**

Council recognises that it is the primary agency involved in the provision of sport and recreation facilities and reserves, however there is shared responsibility with other agencies and groups regarding facility management and operation. Council is committed to working with other agencies to ensure that there is coordination and consistency in reserve management practices.

• **Agreed Service Levels**

Facilities will be managed and maintained to an agreed service level required to sustain use of facilities and meet the demand for use. Council’s primary objective is to provide facilities maintained in a safe and acceptable condition for required usage.

3. **POLICY STATEMENT**

Council will work collaboratively with various management agencies to establish fair and equitable management and use arrangements at all reserves to ensure consistency and equity regardless of the type of governance structure/s in place.

4. **RECREATION RESERVE MANAGEMENT FRAMEWORK**

Moorabool Shire recognises that there is a mix of Recreation Reserve ownership and management arrangements currently in place across the Shire. Community user groups, sports clubs and organisations, Reserve Committees of Management, schools and other community not for profit groups play an important role in the management of facilities and the delivery of physical activity, sport and recreation activities and programs for the community.
The Recreation Reserve Management Framework has been developed in cooperation with these groups to provide Council and Recreation Reserve stakeholders with clarity regarding the use, management and operation of Recreation Reserves within the Shire. The Management Framework is summarised in the following diagram outlining key policies and procedures of each component of the framework.

Managing reserves / facilities has a number of different components that are interrelated outlined in the diagram below. The Reserve Management Framework outlines the key principles that govern all components of how Council will manage facilities in the future. Each key component has a number of sub policies and procedures to support the management process as outlined in this framework.

THE FRAMEWORK

RECREATION RESERVE MANAGEMENT

Governance
- Management Structures
- Annual Management Agreements
- Appointment Delegations Policy

Financial Management
- Community Facilities Funding Policy
- Capital Works Contribution Policy

Management / Conditions of Use
- Leases and Licences Policy
- User Fees and Charges Policy

Accountability
- Annual Reporting
- Acquittal Process

PEOPLE & Relationships
5. MANAGEMENT STRUCTURES.

There is currently a range of management models in operation at Recreation Reserves across the municipality. Some reserves are owned and managed directly by Council, some by individual clubs or user groups under lease arrangements, and some by Crown Land Committees of Management.

Council acknowledges that the regular user groups, clubs and organisations, involved in the management and operation of Recreation Reserves contribute significantly to the health and wellbeing of the community through the provision of various physical activity, sport and recreation activities and programs.

It is therefore appropriate for Council to contribute to the maintenance and management at varying levels of Recreation Reserves within the Shire to ensure facilities are accessible, available to all sectors of the community in a safe condition and assist Council to deliver its strategic objectives.

The current management systems and processes at recreation reserves is complex for the community. Conditions of use, fees and charges, capital improvement processes, governance structures and asset management practices vary substantially between reserves. The current system has led to confusion for many stakeholders and uncertainty for Council, management agencies and user groups. This has also impacted on the ability to maximise the use of some facilities by the community. This framework seeks consistency across the Shire.

Table 1: Current Reserve Management Structures.

<table>
<thead>
<tr>
<th>Reserve Name</th>
<th>Ownership Status</th>
<th>Mode of Management</th>
<th>Management Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ballan Racecourse and Recreation</td>
<td>DELWP</td>
<td>CoM</td>
<td>DELWP</td>
</tr>
<tr>
<td>Ballan Recreation Reserve</td>
<td>DELWP</td>
<td>CoM</td>
<td>DELWP</td>
</tr>
<tr>
<td>Balliang Recreation Reserve (and Hall)</td>
<td>DELWP</td>
<td>CoM</td>
<td>DELWP</td>
</tr>
<tr>
<td>Berembroke Recreation Reserve</td>
<td>DELWP</td>
<td>CoM</td>
<td>DELWP</td>
</tr>
<tr>
<td>Blackwood Sports Ground Crown Reserve</td>
<td>DELWP</td>
<td>CoM</td>
<td>DELWP</td>
</tr>
<tr>
<td>Bullarook Recreation Reserve</td>
<td>DELWP</td>
<td>CoM</td>
<td>DELWP</td>
</tr>
<tr>
<td>Bungaree Recreation Reserve</td>
<td>DELWP</td>
<td>CoM</td>
<td>DELWP</td>
</tr>
<tr>
<td>Clarendon Recreation Reserve</td>
<td>DELWP</td>
<td>CoM</td>
<td>DELWP</td>
</tr>
<tr>
<td>Gordon Public Park (Tennis courts)</td>
<td>DELWP</td>
<td>CoM</td>
<td>DELWP</td>
</tr>
<tr>
<td>Gordon Recreation Reserve</td>
<td>DELWP</td>
<td>CoM</td>
<td>DELWP</td>
</tr>
<tr>
<td>Korweingubooora Recreation Reserves</td>
<td>DELWP</td>
<td>CoM</td>
<td>DELWP</td>
</tr>
<tr>
<td>Morrisons Recreation Reserve</td>
<td>DELWP</td>
<td>CoM</td>
<td>DELWP</td>
</tr>
<tr>
<td>Mt Egerton Recreation Reserve</td>
<td>DELWP</td>
<td>CoM</td>
<td>DELWP</td>
</tr>
<tr>
<td>Mt Wallace Hall</td>
<td>DELWP</td>
<td>CoM</td>
<td>DELWP</td>
</tr>
<tr>
<td>Myrning Recreation Reserve</td>
<td>DELWP</td>
<td>CoM</td>
<td>DELWP</td>
</tr>
<tr>
<td>Yendon Recreation Reserve (tennis)</td>
<td>DELWP</td>
<td>CoM</td>
<td>DELWP</td>
</tr>
<tr>
<td>BM Racecourse and Recreation Reservation</td>
<td>DELWP</td>
<td>s86CoM</td>
<td>MSC</td>
</tr>
<tr>
<td>Maddingley Park</td>
<td>DELWP</td>
<td>s86CoM</td>
<td>MSC</td>
</tr>
<tr>
<td>Darley Park</td>
<td>DELWP</td>
<td>Council</td>
<td>MSC</td>
</tr>
<tr>
<td>Darley Civic Community Hub</td>
<td>MSC</td>
<td>Council</td>
<td>MSC</td>
</tr>
<tr>
<td>Mason’s Lane Reserve</td>
<td>MSC</td>
<td>Council</td>
<td>MSC</td>
</tr>
<tr>
<td>Dunnstown Recreation Reserve</td>
<td>MSC</td>
<td>s86CoM</td>
<td>MSC</td>
</tr>
<tr>
<td>Elaine Sports Ground Recreation Reserve</td>
<td>MSC</td>
<td>s86CoM</td>
<td>MSC</td>
</tr>
</tbody>
</table>
6. **PARTNERSHIPS**

The Recreation Reserves Management Framework is predicated on cooperation and collaboration between Council, the community and the various management agencies responsible for managing and operating recreation reserves. The overarching objective is to ensure effective and efficient management of reserves to enable the community to participate in sport and recreation activities.

The ‘framework’ also recognises the mix of management approaches currently in place and the need to foster and develop partnerships between agencies.

7. **COMMITTEE AGREEMENTS**

Whether reserves are managed by Council (via a s.86 Committee of Management appointment under the Appointment and Delegations Policy) or agencies other than Council, **Annual Management Agreements** will be put in place to clearly articulate the terms and conditions for receiving Council financial support toward the maintenance of facilities.

The agreements will also outline the management and maintenance responsibilities of the parties, the annual works program and the level of Council financial support to be provided. An example **Annual Management Agreement** is contained within the Recreation Reserve Funding Policy.

8. **ROLES AND RESPONSIBILITIES**

Consistent with the Recreation and Leisure Strategy 2015-2021, the framework recognises the roles and responsibilities of management agencies and aims to build strong partnerships and relationships that benefit user groups and the community.

The roles and responsibilities of specific agencies is summarised below;

**COUNCIL**

<table>
<thead>
<tr>
<th>PLAN</th>
<th>Facilitate the planning, development and management of recreation and leisure facilities and services to cater for identified current and future community needs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROVIDE</td>
<td>Provide recreation and leisure facilities and services through direct funding, shared funding, and facilitated funding arrangements.</td>
</tr>
<tr>
<td>SUPPORT</td>
<td>Support community groups and clubs, reserve committees, management entities, and other stakeholders with the development, management and maintenance of recreation and leisure facilities.</td>
</tr>
<tr>
<td>PARTNER</td>
<td>Work with the community, education, private and government sectors to ensure that recreation and leisure facilities, programs and services meet community needs and optimise investment opportunities.</td>
</tr>
</tbody>
</table>

- Coordinating agency.
- Support and assist agencies to develop consistent management practices.
- Maximise use of facilities and resources.
- Encourage community participation in sport and recreation activities.
- Capital and facility development and grants.
- Sport and Recreation Development.
- Comply with requirements of the Local Government Act 1989.
DELWP/CROWN LAND COMMITTEES

- Delegated management of crown land.
- Manage, promote and develop reserve in accordance with its classification and purpose.
- Comply with Recreation Reserve Management Framework Conditions of Council Funding requirements.

USER GROUPS

- Provide sport and recreation opportunities for the community.
- Comply with relevant legislation, and/or use agreements with land managers.
- Contribute to the management and maintenance of facilities.
- Work collaboratively with Council and other land managers.
- Encourage community participation.
9. TENANCY AGREEMENTS

The framework establishes standardised tenancy agreements for users at all reserves. The agreements will outline the conditions of use, times of use, fees & charges and responsibilities of the user group and responsible management structure.

Three types of tenancy agreements will be considered/implemented depending on the specific circumstances of the user group and reserve in use. Council supports the concept of shared access and multi-use of recreation reserves and facilities and will work with other land managers to ensure that facilities are available and accessible to the community.

**Leases**

A lease agreement is used to provide sports clubs and/or associations with exclusive occupancy of sporting facilities for an agreed period. The lessee has use of the leased facility under clearly stated terms and conditions. Lease periods will be subject to negotiation, although the club/s is generally issued a 5 – 10 year period.

Under a Lease Agreement the Lessee:

- pays all costs associated with the operation of the leased area including minor and major maintenance, utility charges, water costs, rates, garbage charges, and any other costs associated with the normal operation of the leased area.

Due to the exclusive nature of this agreement, a Lease Agreement is only issued in exceptional circumstances as is an agreement best suited to single purpose activities E.g. Bowling Clubs, Golf Clubs, Equestrian Groups and in some circumstances Tennis Clubs.

**Licences**

A licence agreement provides a sports club and/or association with a permit to use a facility for an agreed purpose for an agreed period of time providing certainty of tenancy. Licences do not provide user groups with exclusive occupancy rights to a facility. Licence periods will be subject to negotiation although a maximum term of up to three years is recommended.

Under a Licence Agreement the licensee pays sportsground and pavilion fees and charges as scheduled, utility charges and may be required to pay some maintenance cost where appropriate.

**As the terms of licence agreements are negotiable, many users will be allocated use of facilities on a seasonal licence basis.**

Seasonal sports ground allocations will be made on a 6-monthly or sport season basis for both training and match play purposes. A Seasonal Allocation does not provide clubs with exclusive use of sports facilities and recognises the shared multi-use nature of recreation facilities.

Seasonal Allocation applies to the following dates in each year.

Winter Season: 1 April – 30 September
Summer Season: 1 October – 31 March
Unless a longer term is agreed under a Licence Agreement, Seasonal Allocation of sportgrounds is not guaranteed from year to year and will be subject to the Seasonal Application process or terms of the Licence Agreement. Seasonal Allocations are subject to sportground fees and charges as scheduled, utility charges and costs relating to supporting infrastructure specific to their sport i.e. floodlighting, turf wickets.

**Casual Use Agreement (CUA)**

A CUA is generally issued to a school, casual user, an event or user groups, to confirm a particular ground for specified activities, times, sportground and pavilion fees and charges as scheduled. These agreements are normally best used for one off usage or a sequence of one off uses that are not permanent in nature.

10. **OCCUPANCY CONDITIONS**

The tenancy agreement will specify the occupancy conditions of use and outline the roles and responsibilities of the user group and management agency. The term of the agreement and fees and charges will also be detailed in the agreement.

11. **CROWN LAND MANAGEMENT**

Table 1 above highlights that the majority of Reserves are Crown Land managed by DELWP committees constituted under the Crown Land Reserves Act 1979. These committees have a responsibility to manage reserves in accordance with the act which contains specific requirements regarding use, fees and charges, development and improvements and leases/Licences for permanent users.

The Recreation Reserve Management Framework will use standardised documentation that is compatible with both Council requirements and the requirements of the Crown Land Reserves Act. This will provide consistency and certainty for users regardless of the management structure in place at the reserve they use.

Crown and Council Reserves require a specific lease / licence agreement approved for the use of Crown Land reserves. Council can issue a CUA for use on a Council managed Crown Land, however any permanent tenancy must use the Crown Land lease and licence template.

12. **RECREATION RESERVE MAINTENANCE**

Council will contribute to the maintenance and upkeep of all Recreation Reserves within the Shire to ensure facilities are maintained in a safe, accessible condition to meet demand for use requirements.

It is recognised that different use types and activities have varying impacts on Recreation Reserve maintenance requirements. This framework using the Recreation Reserve Funding Policy sets out a consistent approach for determining the level of Council financial contribution for the maintenance of Recreation Reserves in different locations and with varied levels and types of use.

Council will work with key stakeholders to develop an annual maintenance program for each reserve. The annual plan will outline the works required to maintain the Reserves and surrounds in accordance with agreed required Service Levels and budget allocations. The aim of the annual plan is to ensure that reserves meet particular user requirements and are maintained in a safe condition in accordance with their intended use.

The level of maintenance works within the annual plan will be commensurate with the reserve classification (hierarchy) and demand/level of use outlined in Councils Recreation and Leisure Strategy. At reserves under Council management, Council will undertake regular audits (building and open space condition twice per year) to ensure that the service level required and funded is being met. At reserves managed by external agencies Council will undertake open space audits to ensure that facilities are being maintained to the service level required.
The Recreation and Leisure Strategy 2015 – 2021 outlines the hierarchy for Moorabool Shire Reserves indicating categorisation at local, district and regional level facilities. Whilst not always applicable, this categorisation provides guidance for intended level of usage at a reserve.

13. MAINTENANCE & MANAGEMENT AGREEMENTS

Reserves will be maintained in accordance with the agreed Annual Management Agreement, Council budgets and recreation reserve requirements for the purpose of their intended use. The annual works programs are developed in consultation between Council’s Assets Department, Recreation Development Department, Recreation Reserve Committees and user groups. The work programs acknowledge both budget and other resource capacities, demand for use and usage schedule.

The level of Council financial contribution is determined by the size and scope of the reserve, number of summer and winter season users indicating usage, annual maintenance program required to meet that usage and Councils annual budget process.

14. FEES AND CHARGES

Council has an expectation that users will contribute towards the cost of maintaining and operating facilities via user fees and charges. Council will assist and encourage other Reserve Managers (i.e. Crown Land Committees of Management) to develop standardised fees and charges that are consistent across facilities to promote access and equity of use.

User Fees and Charges are collected to directly contribute to the cost of maintenance and are an important part of the reserve maintenance funding model that determines the operation funding provided to each reserve. At reserves that are not managed by Council directly, so Council do not collect the user fees and charges of user groups, it is vital that a user fees and charges system is in place as funding is determined on the assumption that an equitable level of fees and charges are being collected to supplement the costs required (funding provided by Council) to undertake maintenance at that reserve.

The Reserve Management Framework supports fees and charges policies for sportsgrounds and pavilions should underpinned by a clearly defined set of principles which include:

1. That Council establish a Fees and Charges Policy for application at ALL Moorabool recreation reserves, and which can be the basis by which the committees at other recreation reserves set annual user charges.

2. That the policy is consistent with the Principles outlined in Section 7.5 of the Recreation & Leisure Strategy 2015-2021 to underpin the policy.

3. That the sportsground fee be based on recovering a proportion of the operational maintenance costs (recommended between 10% - 20%), and set a levy for a pavilion fee, which is calculated from the insured value of the building (recommended between 0.75% - 1%). Levels of fees to be tested with engagement with the community prior to being finalised.

This framework provides for management agencies being required to enter into a Management Agreement with Council confirming that they will apply a fees and charges system with their user groups to support the Recreation Reserve Funding Model for that reserve.
15. **UTILITY COSTS**

Council does not make any financial contribution towards user group operating utility costs at Reserves as this is seen as a responsibility of user groups in managing their ongoing operations and use of facilities. This position is clearly outlined in the Occupancy Agreements.

It is recommended that non Council land managers adopt this system to ensure consistency and equity at reserves across the Shire. Non Council committees will be encouraged to commit to this principle in their maintenance and management agreement to support the efficient implementation of the Reserve Management Framework. Council funding is not allocated for payment of a user’s utility costs.

16. **CAPITAL DEVELOPMENT**

During the next 15-20 years, to meet the increasing demand for facilities, there will be progressive upgrade of existing sporting facilities across the Shire, as well as the development of new facilities. Council requires a clear delineation and distinction between what might be the Moorabool Shire Council’s responsibility to fund, what might be a club’s or reserve committee’s responsibility to fund. In some instances, there may be shared responsibility and these are identified throughout the Framework, or there may be an opportunity to explore private funding sources, such as public-private partnerships.

Capital development will be guided by the Capital Works Contribution Policy which outlines Council’s standard provision for recreation and leisure facilities and potential funding models to drive future development opportunities.

Consistent with Council’s Capital Improvement Program process this Policy acknowledges that a ten-year capital works program exists which includes proposed capital development works to both Council and non-Council Recreation Reserves. It is Council intent to secure where possible external funding and contributions to assist with the implementation of the Capital Improvement Program. This applies directly to capital works projects to be undertaken at Recreation Reserves which meet both state and federal government funding program objectives.

**ALL** Capital improvements or alterations to facilities owned and/or managed by Council are required to be approved by Council.
Council is obliged to ensure that resources and finances are used effectively and efficiently and support the implementation of its strategic objectives. It is therefore vital that Council financial contributions towards Recreation Reserve maintenance and development are managed responsibly to maximise the benefits and outcomes for the community and ensure accountability for the expenditure of public monies.

The framework establishes the management processes and procedures to appropriately track and account for Council expenditure without being overly onerous for users and committees.

17. **ANNUAL REPORTING**

At facilities where Council is the Reserve Manager, a summary of activities undertaken throughout the financial year will be provided to user groups to ensure user groups remain informed of the financial requirements to manage the facilities to a level that meets demand for use.

At facilities managed by external agencies or Reserve Committee of Managements, ALL groups that receive operational funding will be required to provide Council with an annual report of their activities during the preceding 12 month period. The report should outline the activities of the committee, how they have operated the facilities, what maintenance was undertaken against the service level that was funded in the Annual Management Agreement and what improvements and/or capital development has occurred and the outcomes/benefits for the community and users. The annual report should also contain a broad outline of planning for the next 12 month period by outlining the committees’ objectives for the coming year.

Committee’s that do not provide the required annual reporting in accordance with the timeline schedule within the Maintenance and Management Agreement will not receive further Council funding until the annual report is submitted.

18. **COUNCIL FUNDING CONDITIONS**

Council’s financial contribution to Reserve Committees of Management will be provided based on the following terms and conditions:

1. The Committee has signed an **Annual Management Agreement** with Council.
2. The Committee works collaboratively with Council to develop the **Annual Maintenance Plan**.
3. All user groups have an appropriate **Tenancy/Occupancy Agreement** in place.
4. **Fees and charges** levied by Committees are fair, equitable and consistent at all reserves.
5. Committees provide a **Report** to Council with audited financial statements acquitting how the funding / service level contribution from Council was expended.

Council will support Committees of Management to ensure that the above terms and conditions are in place and management processes and procedures are developed and implemented.

19. **ACQUITTAL OF COUNCIL FUNDS**

The Annual Reporting process will include an acquittal process for committees to complete to account for how they have expended Council funds. Completion of the acquittal and declaration will be required to secure Council funding the following year.
20. IMPLEMENTATION AND REVIEW

The Reserve Management Framework will be referred to the Moorabool Recreation & Leisure Advisory Committee to assist Council to develop an implementation plan for roll out of the framework across the Shire.

The framework will be reviewed in partnership with the Recreation and Leisure Advisory Committee with any recommendations improvements referred to Council for amendments and updates to the policy.

Other Policies and Strategies that support the implementation of the Reserve Management Framework:

- Community Facilities Funding Policy
- Appointments and Delegation Policy
- Recreation Reserves User Fees and Charges Policy
- Recreation Reserves Leases & Licenses Occupancy Policy
- Recreation Reserves Capital Works Contribution Policy