

Scouts Victoria Property Strategy

2018



Scope and overview.

This property strategy summarises the principles for Scouts Victoria to manage its existing halls and campsite and to develop new halls. It excludes the Victorian Scout Centre and quartermaster's store.

This document builds on the property strategy work done by the Ludus Group under Aaron Lake

This document outlines

- the principles involved,
- key decision making processes,
- Next tactical steps

Separately, the Ludus report provides:

- an analysis of hall populations compared to population growth over the next 10 years
- general recommendations of hall excesses and requirements
- Building program recommendations

for this analysis, properties are divided into 3 types:

- Group Facilities, (halls managed by Scouts for the delivery of Scout Group programs)
- New Group facilities, (identifying and building new halls to accommodate Groups)
- Adventure Facilities, (campsites and halls used as part of adventurous activity program delivery)

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Preamble

Why halls and properties are important.

The unique elements of the Scout program are best served by specialised facilities ie.

- active activities means floor boards, high ceilings and significant space
- Small, self managing groups need meeting space
- Storage to allow the provision of the outdoor elements of the program
- Like the uniform, our halls provide a sense of identity
- Provide for community access to support our aims of community service
- Promotional opportunities to assist in acquiring new members
- Revenue streams to assist in maintenance and program costs

Consequently, our program is best served if we own halls and land.

If this not possible, we should own halls on leased land and surety and stability of tenure and control of any tenancies.

Our obligations

Our properties especially our halls, are typically in public locations. They are one of the key public faces of the organisation.

We have an obligation to ensure that they are:

- safe, for users and anybody using them or near them.
- well maintained to represent the level of professionalism we wish to promote
- accessible to all

These obligations are especially critical where our properties are on land leased from others, typically local government.

These landlords have generously provided us with land for many years, at very low rents. Quite often they support the property with maintenance and works to buildings or grounds.

Properties are often in highly visible, highly desirable sites like suburban parks. These sites face pressure from all the community for access and utilisation. Councils have an obligation to all residents to maximise the value of these parks and facilities for all members of the community.

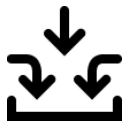
They also have an obligation, as landlord, to ensure the safety of all users.

We have an obligation to ensure that these sites are utilised to the maximum for Scout purposes, whilst also provide facilities to be shared with the rest of the community. We must also comply with the requirements of the local zoning laws that govern our premises. This typically means that any users must be compliant, ie NO businesses in “public open space”, noise and traffic controls. We must work with our neighbours, we are part of the community in which we live.

We need to consider the visual impact we have on the community. A empty derelict hall in a park that the Council is working to keep looking good is not appropriate and also does not represent the image we wish to project. It is also not attractive to new members.

We must have a mutually supportive relationship with our land lords and Councils. Regular engagement is key.









State Facilities Plan - Strategic Context



Drivers

Understanding the wider landscape and the major internal and external drivers helps us plan for the future

The Drivers identified in Scouts Victoria's Strategic Plan will impact planning, delivery and operation of Scouts Victoria facilities network and need to be considered in decision making over the next ten years.

	Population growth	A growing Victorian population
	Safety	The need to provide a safe environment for young people and adults, while providing an adventurous program involving responsible risk-taking
	A valued program	The increasing value of our educational program
	Local government	The need for positive and consistent relationships with local councils
	Quality volunteers	The challenge of finding and retaining volunteer time and skills needed for the contemporary Scouting program
	Quality facilities	The unsuitable nature and location of many of our built assets for the delivery of the program and attracting members
	New communities	The need to ensure Scouting is part of new communities, and communities where we are poorly represented
	Youth Program Review	The likely adoption of a new national Scouting program which will need to be proactively rolled-out and supported to ensure a smooth and beneficial transition in Victoria

State Facilities Plan - Focus Areas



Plan on a page

Our purpose

The purpose of Scouting is to contribute to the education of young people in achieving their full physical, intellectual, emotional, social and spiritual potentials as individuals, as responsible citizens and as members of their local, national and international communities.

Our vision

Young Victorians creating a better world

Our Property vision

Safe facilities supporting the Scouting program.

Facility Focus Areas



1. New Group facilities



2. Group Facilities



3. Adventure Facilities

Key Planning Principles

- a. Land Ownership
- b. Hall Funding
- c. Hall Siting
- d. Groups ownership
- e. Group development
- f. Halls Design
- g. Preservation of capital

- a. Land Ownership
- b. Hall Funding
- c. Hall maintenance
- d. Group ownership
- e. Groups size
- f. Property Redundancy

- a. Adventure Centre site provision
- b. Adventure Centre Management
- c. Adventure Centre financial management
- d. Adventure Centre Camp funding
- e. Adult and Support Centre provision
- f. Scouts Victoria Support

Implementation

Implementation to adopt good governance and be guided by data and evidence

State Facilities Plan - Focus Areas



Focus Area 1: New Group facilities

Overview: The development of new groups and halls to address facility gaps.

The Scouts Victoria facility network has a number of gaps in provision, largely in growth corridors. These gaps in provision are limiting Scouts Victoria's ability to grow membership in these areas and need to be addressed in order for Scouts Victoria to achieve membership targets.

Key Planning Principles:

Ownership & Partnerships	Hall Funding	Hall Siting	Groups ownership	Groups Development	Halls Design	Preservation of capital
<ul style="list-style-type: none"> a. Prefer to develop on land owned or purchased by Scouts Victoria b. Develop a land acquisition model and strategy. c. Where land ownership is not viable or other sites represent a more sustainable model, partnerships will be sought from Councils, schools etc. d. Partnership model is to seek long term lease (30-50 years) e. Scouts Victoria acknowledges that partnerships will be required to provide halls and understand partner obligations which may impact Scouts Victoria preferred approach 	<ul style="list-style-type: none"> a. Hall funding for major works to adopt integrated funding approach inclusive of funding from <ul style="list-style-type: none"> i. State Government ii. Local government iii. Community organisations and businesses iv. Local Groups funds or GIK v. Scouts Victoria Loans to groups, with amount and period to reflect ability to pay vi. Scouts Victoria grants, as a last resort. b. Groups will be expected to contribute to repayment of Scouts Vic capital input. This repayment may take place over many years. c. It expected that Groups will develop and maintain revenue streams from other hall users to assist. d. Scouts Victoria acknowledges that hall funding from partners may come with obligations including shared use arrangements 	<ul style="list-style-type: none"> a. The siting /location of new halls will: <ul style="list-style-type: none"> i. Will be determined in conjunction with the Group Growth Strategy ii. Take into account population catchments and growth b. Hall siting may be influenced by opportunities as they arise c. Work will be undertaken to identify the geographic density and area that will support a Group 	<ul style="list-style-type: none"> a. Whilst the Branch is legally accountable, Groups will be responsible for direct management control of sites and halls. b. Groups to be accountable for management of hall including: <ul style="list-style-type: none"> i. Asset management ii. Outgoings iii. Management of opex funding post construction. iv. Maintaining relationships with key partners v. Maximising secondary community uses for income purposes vi. Maintaining a sinking fund for future, major maintenance items vii. Reporting on key asset items to Branch c. Scouts Vic will develop and proved supporting resources and infrastructure to assist Groups in this model. 	<ul style="list-style-type: none"> a. Maximise conversion of catchment population to contribute to overall membership target b. Potentially build in Group development staff costs as part of overall development contribution to: <ul style="list-style-type: none"> i. Ensure rapid take-up of membership and success ii. Allow for successful transition of group management to volunteer leadership c. The development of tools and resources and increased staff resources by Branch to support Groups with hall management 	<ul style="list-style-type: none"> a. All new hall designs to minimise construction and ongoing maintenance costs. b. Utilisation of minimum facility standards c. All new hall developments to consider and make provision for future expansion d. Establish key design principles to allow for shared use arrangements to adopted e. Hall development to consider modular building options to allow for relocation if located on land owned by a others f. Universal access principles are to incorporated in all new halls 	<ul style="list-style-type: none"> a. Scouts Victoria to preserve capital through: <ul style="list-style-type: none"> i. The proceeds from Branch owned property / land sales will be applied for the purpose of purchasing land ii. Capital proceeds will not be applied for annual maintenance or minor refurbishment works iii. Maximise funding through partnerships

State Facilities Plan - Focus Areas



Focus Area 2: Group Facilities

Overview: Ensuing the current network of facilities provides quality facilities is critical for servicing and retaining existing membership

The current network of facilities servicing the Scouts Victoria membership are spread across the State and vary in standard. Ensuring these facilities provide for the needs of Scouts Victoria's membership and providing an engaging environment of program delivery is essential.

Key Planning Principles:

Ownership & Partnerships

- a. Prefer to develop on land owned or purchased by Scouts Victoria
- b. Where land ownership is not viable or other sites represent a more sustainable model, partnerships will be sought from Councils etc.
- c. Partnership model is to seek long term lease (30-50 years)
- d. Scouts Victoria acknowledges that partnerships will be required to provide halls and understand partner obligations which may impact Scouts Victoria preferred approach

Hall Funding

- a. Hall maintenance and refurbishment is to adopt an integrated funding approach inclusive of funding from
 - i. State government
 - ii. Local government
 - iii. Community organisations and businesses
 - iv. Local Groups accrued funds or Goods in Kind
 - v. Scouts Victoria Loans
 - Evidence of Group applying for external grants.
 - Amount and period to reflect ability to pay
 - Loan Priority based on achieving membership growth, income growth and addressing safety and compliance.
 - Grants will only be made in exceptional circumstances
- b. Where funding moves to a Scouts Vic and Council relationship for a number of halls, Scouts Vic will levy maintenance fees from each Group to maintain equity.
- c. Scouts Victoria acknowledges that hall funding from partners may come with obligations including shared use arrangements

Hall Maintenance

- a. Group to maintain their hall to comply with ESM and other legislative requirements
- b. Groups to establish and manage a sinking fund for major maintenance items.
- c. Hall asset management plans to be developed and implemented by Groups to ensure halls are maintained to modern standard and not allowed to run down
- d. Ongoing reporting to be embedded on progress of asset management plan implementation
- e. Scouts Vic will develop and maintain tools, resources and increased branch staffing to support Groups with hall management

Group ownership

- a. While the Branch is legally responsible, Groups will be responsible for direct management and control of site and halls.
- b. Groups to be responsible for management of hall including:
 - i. Asset management
 - ii. Outgoings
 - iii. Management of opex funding post construction.
 - iv. Maintaining relationships with key partners
 - v. Maximising secondary uses for income purposes
 - vi. Maintaining a sinking fund for future, major maintenance items
 - vii. Reporting on key asset items to Branch

Group Size

- a. Achieving conversion targets set out in Membership Strategy ensures financial viability of hall
- b. Aim of bringing group sizes up to 80 youth (city) and 60 (country)
- c. Ensure any resources applied to groups including facility improvements contribute to this aim.

Property Redundancy

- a. Identify any property not being utilised for the purpose of delivering scouting programs for review using an agreed framework.
- b. When a property is determined by the District and SLT as not required for existing program or forecast growth, it will be:
 - i. utilised for the purposes of generating ongoing revenue
 - ii. disposed (BEC to approve) with proceeds to be directed to capital reserves.

State Facilities Plan - Focus Areas



Focus Area 3: Adventure Facilities

Overview:

Providing Scouts Victoria members with an accessible and diverse adventure experience is an important part of ongoing program delivery. The current network of Activity Facilities are spread across the State and vary in standard, experiences and management. Ensuring Activity Facilities are accessible and provide a range of experiences is essential to the ongoing growth of Scouts and the management must reflect modern practices.

Key Planning Principles:

Activity Facilities provision	Activity Facilities Management	Activity Facilities Financial Management	Activity Facilities funding	Scouts Victoria Support
<ul style="list-style-type: none"> a. That the provision of Scout managed Activity Facilities provide equitable accessible to all Victorian Scouts b. That Facilities across the network offer a diverse set of experiences. c. The provision of Facilities sites and respective facilities need to consider: <ul style="list-style-type: none"> i. Key user attractor(s) ii. Alignment with Scouting programming iii. Alternative revenue opportunities iv. Catchment area and adjacent camps (Scout managed and other) v. Safety and compliance 	<ul style="list-style-type: none"> a. Strategy for Facilities has to be driven by the Adventure Actives Strategy b. All Facilities to have a management committee in place with responsibility for the camp. c. All Facilities to be sponsored at either Group, District, region or State level. d. Facilities management committee to be independent or incorporated into sponsors Parents committee. e. Management committee to include non uniformed members and provide diverse set of expertise f. Leaders of Youth members are not be expected to maintain camps g. Sponsoring bodies are responsible for the active management of their Facilities for scouting and as a community facility h. Facilities management committees to seek the approval of the Campsite Management Sub-committee of the Branch Executive Committee, in accordance with the current Branch Delegations Policy i. Selected Facilities to provide full service offer including program delivery, accommodation and food and beverage for scouts use and external use 	<ul style="list-style-type: none"> a. Centre management committees to produce accounts and report twice annually to Campsite Management Sub-committee of the BEC. b. Accounts and reporting are to: <ul style="list-style-type: none"> i. Be subject to same reporting and verification ("audit") as sponsoring body ii. Include profit and loss and cash statement iii. Provide a usage report annually iv. Provide a status of camp facilities standard and works completed and works expected c. Accounts and reporting to be incorporated into sponsors annual report d. Centres are to be financially self funding within their management group (cross subsidy within sponsoring entity allowed) e. External use to support revenue generation to produce a surplus to maintain and enhance facilities and cross subsidise Scouting programs 	<ul style="list-style-type: none"> a. Facilities committees and Sponsoring bodies are responsible for the maintenance and capital improvements b. Capital improvements to be focussed on: <ul style="list-style-type: none"> i. compliance issues ii. increasing utilisation and external income iii. lowering cost to manage. c. Centre management are expected to fund local projects through: <ul style="list-style-type: none"> i. Members activities and goods and services donations ii. Contributions made by community organisations, local businesses and local government. iii. Insurance payouts, where applicable. iv. Loans from Scouts Victoria. d. State Government funding requests must be co-ordinated with BEC 	<ul style="list-style-type: none"> a. Scouts Victoria will provide central support services to Centre management committees including: <ul style="list-style-type: none"> i. Design assistance and verification ii. Legal assistance. iii. Compliance assistance iv. Project management assistance b. Unsustainable Centres will revert to Campsite Management Sub-committee of the BEC for assessment and potential disposal c. Assessment will consider existing program requirements and forecast growth. d. Any Centres considered surplus to program need camp will be: <ul style="list-style-type: none"> i. utilised for the purposes of generating ongoing revenue ii. disposed (BEC to approve) with proceeds to be directed to capital reserves.

Implementation Plan and Roadmap

1. Branch Executive Committee consider the Ludus report and recommendations
2. Branch Executive Committee consider this property strategy
3. Complete detailed plans for 10 Districts with “surplus” halls in conjunction with local Councils
4. Initiate funding rounds for Groups to apply for assistance loans for refurbishment projects
5. Deliver resources and an online “Property Manual” and to assist Groups to manage halls
6. Drive a cross-unit “Group Development” working team to help deliver new Groups. Cross reference with New Groups property strategy.
7. Build a professional property department.
8. Continue to engage State Government for funding assistance, develop and a priority list to assist.
9. Develop detailed plan for New Group Facilities
 - Identify a 3 to 5 year plan for new sites and the funding requirement
 - Co-ordinated with new Group Strategy
 - Includes existing Groups, land acquisitions, VSBA partnership, green fields sites, infill sites and developer partnerships
 - Detailed analysis of funding sources and timings to assist in the identification new development sites
 - Identify funding mix to influence and satisfy this demand, including State Gov, local Gov and property disposal.
 - Present plan to BEC
10. Develop detailed plan for Adventure Facilities
 - 3 to 5 year program and costs
 - Present plan to BEC
11. Develop detailed plan for Group Facility support.
 - 3 year program and costings
 - Including local and State Gov engagement
 - Present plan to BEC
12. Report progress regularly to DC’s Council

FRAMEWORK ASSESSMENT PROCESS

