



GREAT SOUTH COAST REGIONAL AFL, CRICKET AND NETBALL STRATEGY 2019 TO 2033

FINAL | MARCH 2019



ACKNOWLEDGEMENTS

PROJECT PARTNERS

The preparation of the Great South Coast AFL, Cricket and Netball Regional Strategy has been a collaborative effort by a number of partner organisations including AFL Western District, Cricket Victoria, Netball Victoria and the five Local Government Authorities comprising the Great South Coast Region.

Input and advice from the Great South Coast regional AFL, cricket and netball communities, State Government and regional sports stakeholders has also assisted the development of this document.

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CONTENTS

SECTION	PAGE
▶ EXECUTIVE SUMMARY	05
▶ CONTEXT	08
▶ WHAT THE STRATEGY WILL DELIVER	10
▶ STRATEGIC DRIVERS AND CONTEXT	12
▶ WHY A REGIONAL APPROACH?	15
▶ KEY FINDINGS	17
▶ EXISTING PROVISION	20
▶ FACILITY COSTING ESTIMATES	22
▶ PARTICIPATION	23
▶ THE STRATEGY	24
▶ VISION	25
▶ STRATEGIC FRAMEWORK	26
▶ IMPLEMENTATION PLAN	27
▶ PRIORITY 1	28
▶ PRIORITY 2	33
▶ PRIORITY 3	40
▶ PRIORITY 4	44
▶ STRATEGY IMPLEMENTATION	47
▶ HIGH PRIORITY STRATEGIC DIRECTIONS	52
▶ APPENDICES	53

THE GREAT SOUTH COAST AFL, CRICKET AND NETBALL REGIONAL STRATEGY IS DELIVERED IN TWO SEPARATE VOLUMES

[Great South Coast AFL, Cricket and Netball Regional Strategy \(This Document\)](#)

The **Great South Coast AFL, Cricket and Netball Regional Strategy** provides the principles and strategic framework to support the future development, governance and growth of AFL, cricket and netball throughout the Great South Coast Region for the next 15 years. It also provides key regional strategic directions and priorities, as well as identifying high priorities for AFL Western District, AFL Victoria, Cricket Victoria, Netball Victoria, leagues, clubs and associations and project partner LGAs. Strategic directions within this Strategy are set at the regional level, while allowing emerging opportunities to be harnessed at the local level. As priorities continue to evolve, the periodic monitoring and review of strategic directions will be vital in maintaining the relevance of this Strategy to 2033. Accordingly, further review of the Strategy may be required where there is significant change to the sporting landscape in the Region.

[Key Findings Report](#)

The **Key Findings Report** completed in March 2018 provided an overview of issues and focus areas that were identified through extensive research, analysis, facility investigation and consultation. The **Key Findings Report** included an overview of team statistics and demographics for the Region, commentary on the state of local clubs, associations and leagues, future directions and capital investment into AFL, cricket and netball facilities. It also provided analysis on the issues, opportunities and challenges impacting AFL, cricket and netball across the Great South Coast Region, highlighting potential opportunities for facility improvement based on facility audit outcomes. Sports development opportunities, club structure, volunteer capacity, sport governance and competition structure were also considered in the **Key Findings Report**.

Relevant information from the **Key Findings Report** has been incorporated into this **Strategy** where required.



STRATEGY CONSULTATION AND FEEDBACK

This is the Final Great South Coast Regional AFL, Cricket and Netball Strategy

The Draft Strategy proposed priorities and strategic directions and was an opportunity to test these through engagement with the sector. This included testing assumptions, statistical evidence and critical actions to determine the future AFL, cricket and netball facility and sports development needs in the Great South Coast Region.

Feedback received on the Draft Strategy was reviewed by the Project Control Group for consideration as part of delivering the Final Strategy.





EXECUTIVE SUMMARY

The Great South Coast Regional AFL, Cricket and Netball Strategy provides the strategic framework to guide the future development of AFL, cricket and netball. The Strategy aims to consider all aspects of sports provision, from facilities to governance, competition structures, supporting diversity and building club capacity to ensure clubs are viable and sport remains strong in the Region.

Strategic Directions set in the Strategy have been based on extensive research and consultation with local, regional and state level stakeholders that represent government, AFL, cricket, netball, leagues, community clubs, associations and regional sports assemblies.

Competition for funding is high between sporting codes and the Strategy provides opportunity for project partners to prioritise facility renewal and sports development initiatives for AFL, cricket and netball based on identified need.

Current trends in participation growth are not projected to continue, with the Region estimated to see an overall 3% decrease in population aged 5-39 years (typically the key playing age for sport) by 2026. With shrinking participation bases to draw from, this decline has the potential to impact the viability of sport and community clubs at the local level.

Warrnambool is the only LGA in the region anticipated to see growth, with 6% or +920 additional people in this age cohort projected by 2026. Any resultant growth in participation could effectively be managed at this stage through access to existing facilities and grounds. This is where these facilities are provided to an appropriate standard of provision, cater for diversity and offer suitable ground access and capacity.

For the four other LGAs, finding innovative ways to manage decline, maintain participation and potentially repurpose public assets to increase facility sustainability will be a challenge.

The Region's LGAs must commit to ongoing facility renewal programs that consider current need and future life cycle costs if the health and social benefits sport brings to their communities is to continue to be enjoyed.

Responsibility cannot lie with LGAs alone and support will be required from all levels of Government, sport, clubs and alternate investors if these challenges are to be met. As land managers/owners of some venues in the Region, the Department of Environment, Land, Water and Planning (DELWP) also has a role to play in facility renewal to better serve tenant community clubs, reduce volunteer burden and address club expectations of LGAs to accept a level of maintenance responsibility for these venues.

A key outcome of this Strategy will be to further build on collaboration between project partners. Local government is the major provider of AFL, cricket and netball facilities in Victoria and their support of local clubs, administrators and volunteers is vital to the continued development of sport.

Participation

There were over 15,000 combined AFL, cricket and netball participants across the Great South Coast Region (AFL season 2017, cricket 2016-17 and netball season 2016). Sustained growth has resulted in high participation levels, particularly female participation that now sits well above Victorian regional averages.

Nearly 16% of the Region's population aged 5-39 participate in AFL (well above the Victorian country average penetration rate of 11.8%). Similarly, across all individual player categories, (introductory, junior, youth and senior), the Region's AFL participation averages are well above the Victorian State country penetration averages.

Female football participation grew by 183% in season 2017 with an additional 245 females attracted to the game. 1.9% of the female population aged 5-39 now participate in AFL. This again sits well above the State regional female penetration average of 1.1%.

Cricket participation has generally remained steady with no significant change to overall participation numbers across the Region over the last three seasons. Whilst there has been a slight decline in male participation, this has been balanced against 102% growth in female cricket participation, with 296 females now participating in cricket. In assessing the penetration rate (current participation against current population figures) overall cricket's player penetration rate of 3.36% is well above Cricket Victoria's Country Region average of 1.87% and State average of 1.6%.

Netball participation has continued to grow, attracting +680 participants (16% increase) over the last three seasons. Like AFL and cricket, netball enjoys a high participation base with 6.7% of the Region's population participating in netball. This is also well above rural and regional Victorian averages of 3.2%.

Current Facility Provision

Whilst not mandatory, each sport has developed guidelines to support facility planning and renewal programs. These guidelines outline preferred amenity condition and provision (commonly referred to as *preferred provision*) according to classification within the sports' facility hierarchy. For example, at a local (community club) level, AFL preferred provision for change rooms is three lockable cubicle showers. This increases to four showers at regional venues.

Sports' aim in providing preferred provision guidance is to see investment into inclusive physical and cultural environments that support club cohesion, connectedness and sustainability and maximise venue usage.

Formal auditing of AFL, cricket and netball facilities across the Region identified that most had some level of improvement required to meet each sport's preferred provision. Player and umpire amenities need to cater for female participation, gaps exist in minimum level lighting provision for ovals and netball courts and netball player amenities are lacking.

Investment into essential player and official change room amenities is critical to support the increasing need to cater for female participation, continue to attract and retain participants to AFL, cricket and netball and recognise netball as a major sport in the Region.

Lack of lighting to minimum training standards prohibits leagues and associations from expanding their competition offering or supporting training and pre-season requirements. Poor lighting also leads to overuse of ovals that are well lit and premature wearing of grounds due to players being restricted to training in certain areas of the ground.





Building Sustainability

There is a need to build the capacity of clubs and their volunteers so they are sustainable and provide a range of opportunities for the community to participate in sport regardless of age, gender or background.

At the ground level it is evident that clubs are struggling with volunteer recruitment and retention. Consultation with Leagues and Associations indicated clubs had insufficient volunteer numbers, lacked direction in implementing volunteer attraction programs and struggled to keep pace with their legal and ethical responsibilities within the club governance context.

Provision of position descriptions for volunteers, paid administration staff and expanded club education options to support clubs with governance requirements and reduce pressure on volunteers will build club capacity. This needs to be supported by both regional sport staff and regional sports assemblies who should collaborate to define and deliver required education programs.

Clubs will also need to be supported to develop strategic plans to set their long term objectives and establish planning processes for program delivery, facility renewal and asset management. These should align to annual initiatives and associated operational plans and budgets.

The structure of AFL, cricket and netball across the Region will need to diversify if these sports are to remain viable. Consideration needs to be given to alternate introductory program and competition models, encouraging participation and social benefits over competition and supporting strategic planning within and across sports bodies.

Associations and Leagues will need to work together to identify opportunities for sport delivery that maximises access for players and encourages cross over between sports. This is particularly applicable to smaller communities where the potential player pool is limited and participants may endeavour to play a number of sports (for example, netball Saturday and female football Sunday), where competition structures permit.

Enhancing Relationships

Achieving aligned thinking, a commitment to a regional vision and working collaboratively to address sport and facility development challenges will positively impact the sustainability of grassroots AFL, cricket and netball for the Region.

LGAs and sport must continue to work together so individual needs and challenges can be understood. This will ensure the continued promotion of healthy and active communities and maximise facility usage and investment outcomes.

Developing State and Federal Government relationships and garnering support is also required to address the growing facility investment gap. This is particularly relevant where State Government is the asset owner. The sustainability of smaller clubs, where participation increases are not necessarily prevalent but club retention is essential for continued community connectedness, will be impacted if these gaps are not closed.

Meeting the Challenge

During consultation LGAs expressed genuine concern regarding the level of investment required to simply keep facilities operational, against shrinking revenue pools. Although LGAs have planned future renewal works, they remain dependent on capital works budget processes and access to external funding. Flexibility in renewal works models can also be impacted when funded by State Government. Processes are further complicated by State Government ownership of some venues who provide little or no financial support to clubs or host municipalities to maintain or renew facilities.

Joint advocacy to State and Federal Government by the Region's LGAs must be actioned so these challenges are heard and understood.

The focus for LGAs with projected population decline and resultant participation losses, is to maximise sports development, participation and facility access opportunities across a broad range of users. Alternate sports programming options, best use of existing venues, facility investment priorities that support diversity and encourage multi-user access and rationalisation of facilities where participation shrinks will go some way to meeting this challenge.

Whilst this Strategy acts as a guide for all stakeholders, Strategic Directions will continue to be subject to consideration via future budget processes and analysis of various priorities by project partner LGA's. Collaboration between AFL, cricket, netball and the Region's LGAs to pool resources, share opportunities and better support each other with sport programming, facility planning and event delivery will ensure healthy, viable sports environments for Great South Coast communities into the future.



1. CONTEXT

PROJECT BACKGROUND

INTRODUCTION

AFL Western District, Cricket Victoria, Netball Victoria and the five Local Government Authorities (LGAs) within the Great South Coast region, have partnered to investigate the infrastructure and sports development needs for AFL, cricket and netball from both a local and regional perspective

The Great South Coast Region incorporates the five local government areas of Corangamite Shire Council, Moyne Shire Council, Glenelg Shire Council, Southern Grampians Shire Council and Warrnambool City Council. Funding for the project has been provided by AFL Victoria, AFL Western District, Cricket Victoria, Netball Victoria and project partner LGAs.

Since 2014, AFL Victoria have been delivering regional strategic planning projects across Victoria. Previous projects have involved partnership with Netball Victoria, where the study area has included football-netball club based netball, and regular consultation with Cricket Victoria. This Strategy is the first to be delivered in Victoria where planning has simultaneously considered the future needs of AFL, cricket and netball as key project deliverables.

Combined, the Region had over 15,000 AFL, cricket and netball participants in seasons 2016 and 2017 (different seasons for each sport). Sustained growth has resulted in high participation levels, particularly female and junior participation, that now sit well above Victorian regional averages for the three sports.

Participation categories include senior and junior male and female AFL, cricket and netball, NetSetGO, Cricket Blast, NAB AFL Auskick, Access All Abilities teams, school participation, umpiring and coaching.

Football-netball clubs affiliated with AFL Western District are spread between the five project partner LGAs. However, not all clubs based in those five municipalities are affiliated with AFL Western District and may belong to other AFL Victoria Commissions like AFL Goldfields or AFL Wimmera Mallee.

Cricket Associations across the Great South Coast are aligned to Cricket Victoria's Western Country Cricket Region. This Region oversees participation across ten LGAs including the LGAs that are project partners to this Strategy.

Netball Associations based in the Region are affiliated to Netball Victoria. Netball participation may be through one of these Associations or via a football-netball club aligned to one of the AFL Victoria Regional Commissions, generally AFL Western District.

LGAs continued support of sport in the Region is vital to club and association sustainability and facility provision and renewal. This support is impacted by the financial pressures of rate capping, limited funding opportunities and ageing facilities. These challenges have directed the purpose of this Strategy which is to:

- undertake a strategic planning approach to support the development of AFL, cricket and netball in relation to infrastructure improvements and club and sport development across the Region for the next 15 years;
- engage with key sport and government stakeholders to understand the existing issues, barriers and health of AFL, cricket and netball across the Region;
- develop a strategic framework for the integrated planning and development of facilities that addresses the current and future projected demand for AFL, cricket and netball;
- provide a communication and decision making tool for LGAs, AFL Western District, AFL Victoria, Cricket Victoria and Netball Victoria that clearly identifies the regional and local priorities for facility provision, club and sport development and associated investment; and
- identify the short, medium and long-term Strategic Directions and roles that all project stakeholders can play in the resourcing and delivery of an aligned, sustainable and innovative model for AFL, cricket and netball participation and development across the region.



WHAT THE STRATEGY WILL DELIVER

The Great South Coast Regional AFL, Cricket and Netball Strategy investigates the issues and opportunities facing AFL, cricket and netball and identifies the four key priorities and strategic directions to address these regionally and by LGA.

Using the knowledge and resources from each of the five represented LGAs, AFL Western District, Cricket Victoria, Netball Victoria, local leagues, associations and clubs, the Strategy will assist these project partners to advocate for and attract additional funding for community facilities to support sport delivery. Key deliverables for Strategy development included:

- auditing of all facilities within the Region;
- an assessment of participation and growth, club and association sustainability, governance and associated planning and potential future partnerships;
- identification of key issues relating to access to suitable facilities to support club sustainability;
- known future facility investment;
- analysis to inform club and sport development support resources;
- identification of facilities that enhance talent pathways and/or support regional events; and
- opportunities to increase the use of existing facilities including school venues.

The Strategy builds on information from the *Key Findings Report*, recommending actions to better provide for and support AFL, cricket and netball in the Great South Coast region, including key deficiencies in existing venues.

The Strategy does not include individual club/venue master plans with specific costings. Whilst indicative investment needs will be provided separately to project partner LGAs, individual venue costing analysis will continue to be developed at the discretion of these LGAs, in consultation with users, pending master planning processes, analysis of identified facility gaps and venue usage requirements.

Finally, the Strategy should act as a guide for all stakeholders. Key actions recommended in the Strategy will continue to be subject to consideration via future budget processes and analysis of various priorities by project partner LGAs.

PROJECT METHODOLOGY

The following diagram represents the project methodology and steps undertaken to prepare the Great South Coast Regional AFL, Cricket and Netball Strategy.

STAGE ONE (JUNE 2017 TO JULY 2017)

Project establishment, agreed consultation plan and project newsletter to key stakeholders

STAGE TWO (JULY TO SEPTEMBER 2017)

Facility audits and situational analysis

STAGE THREE (OCTOBER 2017 TO APRIL 2018)

Stakeholder workshops, analysis of all AFL, cricket and netball facilities in the region and delivery and feedback on Key Findings Report.

STAGE FOUR (MAY 2018 TO JANUARY 2019)

Draft Strategy development

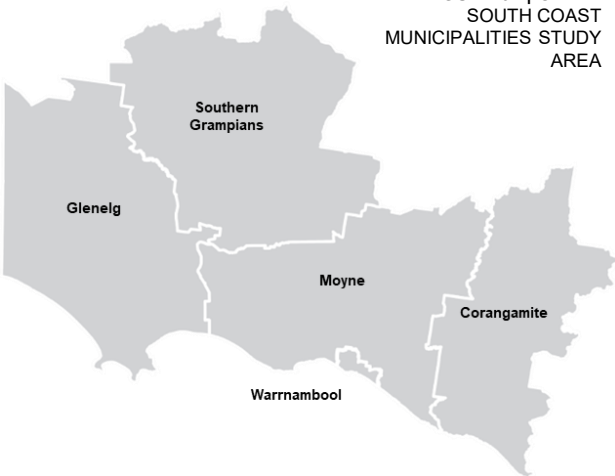
STAGE FIVE (FEBRUARY 2019)

Presentation and final reporting

QUICK FACTS

- 5 Local Government Authorities
- 92 Sportsgrounds
- 10 Netball Association venues
- 4 Football Netball Leagues
- 3 Junior Football Associations
- 5 Cricket Associations
- 12 Netball Associations
- 6,618 Registered AFL participants
- 3,378 Registered Cricket participants
- 5,032 Registered Netball participants

FIGURE 01 | GREAT SOUTH COAST MUNICIPALITIES STUDY AREA



PROJECT GOVERNANCE

The following project governance structure was established for the delivery of this project.



PROJECT CONTROL GROUP (PCG)

To provide high level strategic direction on key issues, opportunities and approve draft and final reports – includes representatives from Warrnambool City Council, Corangamite Shire Council, AFL Western District, Cricket Victoria and Netball Victoria.

PROJECT REFERENCE GROUPS (PRG)

PRGs were split between sport and government representation to provide technical advice and input into the project from a local perspective.

Project partner LGAs and Sport and Recreation Victoria represent the **Government Reference Group**.

The **Sport Reference Group** includes representatives from:

AFL - AFL Western District, Hampden Football Netball League, Mininera District Football Netball League, South West District Football Netball League, Warrnambool and District Football Netball League, Warrnambool and District Football Umpires Association and Western District Umpires Association

Cricket - Cricket Victoria, Western Waves, Hamilton District Cricket Association, Portland and District Cricket Association, South West Cricket Association, Warrnambool and District Cricket Association and Grassmere Cricket Association

Netball - Netball Victoria, Warrnambool City Netball Association, Hamilton Netball Association, Nirranda District Netball Association, Portland Netball Association, Terang District Netball Association, Coleraine Junior Netball Association, Camperdown District Netball Association, Camperdown District Junior Netball Association, Cobden District Netball Association, Casterton District Netball Association, Mortlake Netball Association and Port Fairy Netball Association

Other – Regional Sporting Assembly, South West Sport

STRATEGIC DRIVERS AND CONTEXT

The range of sports planning undertaken by project partners is extensive. AFL, cricket and netball have invested in infrastructure strategies to ensure an integrated approach to facility renewal that best meets demand and ensures sustainability. LGA strategic commitment to sport and recreation and the associated health and wellbeing of their communities is outlined in a wide variety of municipal plans as commissioned by each LGA.

AFL VICTORIA – GROWING THE HEARTLAND, FOOTBALL FACILITIES DEVELOPMENT STRATEGY 2017-2022

AFL Victoria's state-wide strategy, *Growing the Heartland, Football Facilities Development Strategy 2017-2022* (known as the *Heartland Strategy*) guides the development and improvement of football facilities across the State. The *Heartland Strategy* identifies the need to undertake more detailed regional plans to strategically address facility requirements with a desire for existing facilities to meet preferred minimum provision as outlined in the *AFL Preferred Facilities Guidelines*.

The initial *Heartland Strategy* was released in 2014. The changing face of football across Australia however, led to a review in 2016 to ensure strategic directions evolved to best assist all partners and meet the needs of communities where football is played. These changes included the extraordinary growth in female football, a larger focus being placed by Government on areas such as unisex design and access for all abilities, the need to explore alternate facility options such as school venues and synthetic grounds and increased financial pressures faced by local government. The revised *Heartland Strategy* captures these changes through initiatives such as:

- working with State Government to maximise funding and provide flexibility in funding programs and categories;
- committing to ongoing facility audits and assessment to understand investment need;
- continued promotion of synthetic surfaces to address ground carrying capacity issues;
- supporting planning processes to prioritise unisex change room provision; and
- capitalising on school ground access opportunities as they become available.

CRICKET VICTORIA – VICTORIAN CRICKET INFRASTRUCTURE STRATEGY 2017-2022

Cricket Victoria has undertaken significant consultation and planning to develop the *Victorian Cricket Infrastructure Strategy 2018-2028 (VCIS)*. The following five strategic pillars have been identified as being critical to the overall planning and development of cricket facilities across Victoria.

- Game and practice facilities
- Regional cricket and community centres
- Inclusive facilities
- Multi-use facilities
- Planning and investment

The VCIS is supported by the Cricket Australia National Facilities Audit. Delivered from 2015-2017 the National Facilities Audit saw Cricket Australia capture the most detailed set of facility data in the history of Australian cricket which now acts as a catalyst for the development of facilities strategies nationally.

Cricket Victoria in partnership with Cricket Australia and the Victorian Government commissioned the development of the VCIS to provide an integrated and strategic approach to the future provision and investment of cricket facilities across metropolitan Melbourne and regional Victoria for the next 10 years.



STRATEGIC DRIVERS AND CONTEXT

NETBALL VICTORIA – STATEWIDE FACILITIES STRATEGY

Netball Victoria's *Statewide Facilities Strategy* provides an integrated and strategic approach to the provision of netball facilities across Victoria. The *Strategy* provides analysis of current infrastructure, location, quality and functionality and identifies the need for the development of regional strategies for the six Netball Victoria Zones. The *Strategy* identifies a facility hierarchy for existing and proposed venues inclusive of preferred facility standards, components, catchment areas, maintenance and development regimes and potential partnership opportunities. Key initiatives include:

- advocating for existing facilities and new facilities to be developed to meet national standards;
- optimise the capacity and use of facilities,
- build on partnerships with schools, universities, TAFE colleges and private facility operators in planning netball facilities; and
- support LGAs to apply for funding to develop new netball courts and amenities.

The *Strategy* links to *Netball Victoria Facilities Manual* which details preferred netball facility provision, minimum court run off expectations, court conditions and player facilities and amenities to a level that ensure a safe and playable environment for all users.

LGAs

Each project partner LGA has their own strategic commitment (Council Plan, Municipal Public Health and Wellbeing Plan and Recreation Strategy) that underpins the importance of investing in sport and recreation and associated facility improvement.

These LGAs have commissioned and are seeking to continue to advocate for investment into sport and recreation infrastructure that address facility renewal gaps and/or the improvement or retirement of facilities, to support sustainability of sport participation opportunities in their local and regional communities.

A regional approach to sports development and facility planning across the Great South Coast region provides an opportunity to coordinate and align program delivery and facility provision based on current and future demand and facility usage levels.



STRATEGIC DRIVERS AND CONTEXT

THE VALUE OF SPORT

The benefits of investing in sport extend beyond participation to providing economic and social outcomes. These outcomes positively impact the communities that clubs support through inclusiveness, diversity programs, female participation and commitment to participant welfare and wellbeing.

The *Value of a Community Football Club* study undertaken by La Trobe University in 2015 (see Appendix 7) found that for every \$1 spent to run a community AFL club, there is at least a \$4.40 return in social value.

This “social value” is measured in terms of increased social connectedness, wellbeing and mental health status, employment outcomes, personal development, physical health, civic pride and support of other community groups. The study identified that the reach of a community club is significant and extends beyond club players and volunteers within the club; “for every 1 player, football clubs reach 10 people in their community.”

The economic impact of AFL is well known. AFL Victoria’s *Heartland Strategy* estimates that AFL participation is worth \$3.1 billion per annum across Victoria, with Community Football estimated to make up about 45% of the total.

The significant impact sport has on local communities is further highlighted in the Department of Health and Human Services *Active Victoria, A Strategic Framework for Sport and Recreation in Victoria 2017-2021 (The Framework)*. The *Framework* notes the significant contribution sport and active recreation makes to Victoria’s liveability, bringing people together, building community cohesion and connecting healthcare, education, training and economic opportunities. The *Framework* sets a vision for sport and active recreation to be “more active, diverse and inclusive; robust, flexible, sustainable and affordable; broad-based and connected; and collaborative”.

Strategic directions from the *Framework* include increasing participation opportunities, supporting volunteers, increasing the capacity of facilities and infrastructure and working together for shared outcomes. Measurable outcomes from these strategic directions include a coordinated approach to sport and active recreation that maximises health, economic, community and liveability benefits. State Government support for the collaboratively developed Strategic Directions within this Strategy, is one step towards achieving identified *Framework* outcomes.





WHY A REGIONAL APPROACH?

Addressing the issues and gaps in AFL, cricket and netball facility provision on a regional scale provides many benefits to project partners. Participation or competition / league structures are not constrained to municipal boundaries. Sport and facility provision varies across the municipalities and is not expected to be duplicated. Regional planning provides opportunity to coordinate and align future facility provision that optimise planning policies, resource allocation, facility usage levels and improves financial viability and sustainability of facilities.

Improved Investment Opportunities

As the focus of the Strategy is at a regional level, State and Local Governments have the opportunity to implement actions in a planned, prioritised and coordinated manner. The commitment of Government and peak sporting bodies allows for greater collaboration. This assists the targeted provision and future investment in facilities and services, directly impacting a larger portion of the Victorian community.

The Strategy will also assist project partners to advocate for and attract additional funding for community AFL, cricket and netball facilities and support attraction of investment from alternate providers such as commercial and sponsorship partners.

Attraction of funding is evidenced by the impact of the first Regional Strategy developed, the G21 and AFL Barwon Regional Strategy, which has addressed 90% of facility gap recommendations within the first two years of its adoption. Similarly, the Western Metropolitan Region has sourced over \$40M in facility investment based on identified strategic priorities since Strategy completion.

Collaboration with Project Partners

Through regional planning, project partners have sought to achieve a collaborative approach to future facility provision that enhances investment, increases facility usage levels and supports sustainability. In addition, regional planning ensures appropriate facilities that meet sport and community needs now and into the future.

Regional planning provides a communication and decision making process for government and sport that clearly identifies the regional and local priorities for facility provision, sport development and associated investment.

The collaboration between a wide range of stakeholders through this project and the ongoing relationship building as a result, should ensure that community sport remains resilient and sustainable and the infrastructure is in place to facilitate the development and growth of AFL, cricket and netball.



CONSULTATION

In developing the Great South Coast Regional AFL, Cricket and Netball Strategy, the following stakeholder consultation activities have been undertaken:

- Ongoing project meetings with the Project Control Group.
- Two Project Reference Group workshops with representation from AFL Western District, Cricket Victoria, Netball Victoria, South West Sport, AFL/Netball Leagues, Cricket Associations, Netball Associations, Umpire Associations, project partner LGAs and Sport and Recreation Victoria (October 2017 and March 2018).
- Infield Facilities Audit completed by LGAs, AFL Western District, Netball Victoria and Cricket Victoria staff (July to September 2017).
- Review of Draft Key Findings Report by the Project Control Group (December 2017 to February 2018).
- Review of Draft Key Findings Report by Project Reference Group members (February to March 2018).
- Review of Draft Strategy by Project Control Group (May to July 2018)
- Review of Draft Strategy by Project Reference Group members (August to October 2018)
- Review of project partner LGA, AFL Victoria, Cricket Victoria, Netball Victoria, AFL Western District, League and Association strategies, capital works programs, historical funding outcomes and planned future works.
- Project newsletter distributed to all clubs, leagues, associations and key stakeholders.



2. KEY FINDINGS

KEY FINDINGS

Key findings identified during development of this Strategy highlight the range of facility and sports development issues that the Great South Coast Region face and are summarised below.

High participation in AFL, cricket and netball sitting above State and Regional averages for each sport

Current facility demand needs to be balanced against projected population, as well as the potential for subsequent participation decline

Provision of amenities to cater for participation diversity, including women and all abilities, needs to be addressed

Local facilities are of equal importance to regional venues, providing social and community benefits

Club sustainability will be impacted without strong volunteer foundations and support to clubs to address governance requirements

A diversity of participation options, including competitive and non-competitive participation, is required to ensure sport remains viable

Project partners face significant challenges to fund future facility renewal and improvements

Advocating to seek changes to funding streams is essential if facility renewal and sports development opportunities are to be harnessed

FACILITY AUDITS

The location, provision and condition of 47 football / netball facilities, 44 stand-alone cricket venues and 10 netball association venues across the Great South Coast Region were audited either by sports, LGAs and/or clubs at the local level between May and August 2017.

Audits were carried out using the industry accepted audit tool, Sports Facility Auditor. Sports Facility Auditor is a customised audit program, developed individually for each sport and designed to assess existing facilities against sport specific guidelines and standards.

The AFL has made a six year national commitment to Sports Facility Auditor - AFL delivering an annual audit program to collect, update and monitor facility provision (and geographic location) and its quality and compliance with guidelines.

The Sports Facility Auditor – AFL tool includes netball questions relating to player and umpire amenities and court provision at football-netball clubs, which are traditionally located in regional Victoria.

Similarly, Cricket Australia made a three year national commitment to the Sports Facility Auditor – Cricket database in 2016 and has spent over 18 months collecting cricket facility information nationally.

Both resources have been made available to AFL Victoria and Cricket Victoria staff, regional commissions, cricket associations and community football leagues to assist in providing empirical evidence to effectively plan and support the delivery of facility improvement and development projects.

The Sports Facility Auditor – Netball tool has been developed to support regional planning projects and is currently being used by Netball Victoria staff to assess netball association venues.

Audit programs measure provision and conditions analysing compliance with Australian Standards, *AFL Preferred Facilities Guidelines*, *Cricket Australia's Community Cricket Facility Guidelines* and *Netball Victoria Facilities Manual* and criteria identified during extensive consultation with AFL, Cricket and Netball Victoria staff.

Audit data was then used to provide a rating for each facility, identifying gaps in provision (what amenities a facility has) and standards (condition, size and general provision).

Facility Conditions Ratings (refer to Appendix 5) are a guide to identify strengths and gaps in football and football-netball club facility and amenity provision. They will also support prioritisation of investment into facility renewal and development at a regional level.

Ratings are only provided for AFL and netball amenities at football-netball clubs. Cricket and association netball do not have a rating system within their specific audit tool so ratings are not available. Analysis without ratings has been provided on cricket and association netball provision in Appendices 6 and 7.

For AFL and football-netball club venues, ratings range from 0 to 15. Ratings used to determine the condition of club facilities are detailed in *Criteria for Rating AFL and Netball Amenities at Football Netball Clubs* were provided in the *Key Findings Report*. Where a club has access to multiple facilities, such as two ovals, the rating is based on the primary facility (the main oval).

When reviewing ratings it is important to note that the audits do not consider “functional issues” and that condition ratings should be used as a guide only, referencing cosmetic not structural issues.

Finally, night time meter readings have been completed by project partner LGAs and lux levels identified in the ratings reflect those readings.

JUNIOR AND SCHOOL VENUES RATINGS

Venues classified as junior or school venues are only partially rated. As these venues are used for NAB AFL Auskick, junior or school competitions, facility provision expectations are limited to oval size and condition, provision of drainage and irrigation and the centre cricket wicket profile. Ratings for player change room, umpire facilities, social room, netball facility and court provision are not included in overall ratings for junior and school venues.

EXISTING PROVISION

The following analysis provides a regional snapshot of current facility provision, with individual audit venue data identifying a number of gaps in provision and sub-standard conditions in need of priority attention across each local government area:

- Change rooms are not inclusive and cannot sustain concurrent male and female activity. Despite trends in female participation growth, the gap in female facility provision continues to widen. Across the Region, 98% of player change room facilities and 76% of umpire facilities are not considered to be female friendly and inclusive in their design. Similarly, 20% of football-netball club based venues lack appropriate netball player and official change room amenities.
- Over a quarter of umpire facilities are in poor condition. Combine this deficiency with a lack of unisex umpire rooms and umpire attraction and retention is directly impacted.
- The Region's average estimated synthetic pitch surface remaining life of 6.8 years is above the country regional average of 6.6 years but indicates that a significant renewal program in the short-medium term is needed with 26 pitch surfaces requiring replacement over the next 5 years.
- While 60% of playing fields across the Region have synthetic pitches that are greater than 2.4m in width, consideration should be given when implementing renewal programs to address pitch width to the identified standard. Cricket Australia's *Community Facility Guidelines* recommend synthetic pitches be equal to or greater than 2.4m in width to increase the likelihood of young players landing their delivery on the pitch and also promoting the craft of spin bowling (wider area required to deliver the ball). The recommended length for synthetic pitches is also 25m or greater with only 36% of the Region's pitches meeting this length. This impacts on the quality and condition of safe bowling approaches.
- Reviewing the Region's current approach to turf wicket provision (including LGA subsidy provisions and maintenance responsibilities) is a key priority for the Region. LGAs have indicated that the capacity to continue to resource turf wickets due to a lack of clay, resultant financial implications and cost benefits of synthetic versus turf provision is not sustainable. Preferred provision ratios are currently being developed by Cricket Victoria and should be applied by project partners once released, to inform the future level of development of turf wickets.
- In the interim, it is recommended investment toward turf pitch development be prioritised at:
 - Monivae College (Regional Cricket and Community Centre)
 - 'Regional' level cricket grounds
 - At venues that promote and accommodate player development and pathway opportunities (e.g. host representative cricket competitions and training programs).
- Varying management models exist across the Region impacting facility maintenance and renewal and quality of ground, facility and amenity provision. Often Committees of Management are responsible for venues through DELWP. This leads to little or no investment from LGAs. With no funding currently forthcoming from DELWP (in some cases) to support these Committees with facility renewal, disparity in facility and ground provision is evident.
- 80% of grounds across the Region have no lighting or lighting below the minimum 50 lux level AFL training standard. Gaps in lighting provision create lost opportunity to remodel competition structures to build on current participation and leads to overuse of ovals that are well lit.
- This is similarly the case with netball court lighting. 75% of main netball courts at football-netball clubs and 33% of outdoor association netball courts offer no lighting or lighting is below Australian standard.
- Lack of court lighting at association netball venues prohibits venue managers from expanding their competition offering or supporting football-club based netball training and pre-season requirements.
- While significant investment has been made by the Regions' LGAs to improve netball court provision, court condition at association venues has been assessed as low quality at many venues. 92% of main courts at football-netball clubs are meeting minimum playing standards. This provision however does not translate to association netball venues. 60% of courts at association netball venues are in poor condition and a further 69% do not meet minimum run off requirements. This identifies a need for maintenance and repair to ensure ongoing player safety. It is noted that netball court assessments do not consider court lifecycle and anticipated ageing of hotmix, asphalt courts within 10-15 years. Allowance for renewal of existing courts in LGA asset renewal budgets needs to be considered.

FACILITY INVESTMENT

HISTORICAL INVESTMENT

- In the last 5 years significant facility investment has occurred across the Region. \$10.2M worth of community AFL, cricket and netball related capital works projects have been completed since 2013, with local government being the main investor contributing just over 40% of this investment.
- The remaining facility investment has been sourced through tenant clubs, leagues and associations, State sporting associations, philanthropic trusts and State and Federal government funding programs.
- LGA continuing investment into ongoing maintenance and renewal of facilities, outside of planned upgrades, also needs to be recognised and is indicative of the importance LGAs place on future proofing pivotal infrastructure and facilities.
- Essential facility renewal and development projects have included sports ground surface, drainage and irrigation reconstructions, power and floodlighting upgrades to ovals and netball courts, change room conversion to unisex provision for players and umpires, indoor cricket training facilities, cricket net installation, pavilion refurbishments and netball court resurfacing.

PLANNED INVESTMENT

- \$3.6M worth of AFL, cricket and netball related infrastructure projects are in progress across the Region. A further \$2.2M worth of investment is planned into the future, pending receipt of funding and capital works budget approvals.
- Project range includes lighting upgrades at Terang Recreation Reserve (Corangamite), Alexandra Park and Hanlon Park (Glenelg Shire), netball change room upgrades at Tyrendarra Football Netball Club (Glenelg Shire), netball court lighting upgrade at Victoria Park self funded by Koroit Football Netball Club and female friendly change facilities and irrigation system improvements at Pedrina Park (Southern Grampians).
- Warrnambool City Council will commence functional design to implement the Reid Oval Development Plan.

- Court surface improvements at Melville Oval (Southern Grampians) had previously been planned with full project funding levels still requiring procurement, the timeline for which remains unclear.
- Of regional importance is development of the Western Country Regional Cricket Hub at Monivae College in Hamilton. This will become the regional centre for Western Victoria Cricket and involves building a multipurpose indoor cricket facility, primarily for indoor cricket training nets and female and male change facilities for players and umpires. This facility will also house regional cricket development officers and coaches (Cricket Manager-West Country, Coach and Talent Specialist and Participation Officer). Outdoor training wickets, both turf and hard wicket, are planned. The project also involves an upgrade of the main oval and the construction of a suitable grandstand for viewing games. Anticipated project cost is \$1.78 million with investment from Monivae College, Cricket Australia, Cricket Victoria and the Victorian Government.
- While the Region's LGAs have a strong understanding of sports participation in their municipalities, ongoing commitment to supporting sport to meet club sustainability challenges, particularly in areas of decline, is critical. This includes investigating opportunities to rationalise community assets and instead provide multi-purpose facilities that cater for a number of sports.
- Rate capping, growing maintenance and renewal gaps, inadequate funding provision, ground water and turf maintenance needs and investment competition from other sports will combine to impact on the capacity of LGAs to fund improvements identified in this Strategy. The Strategy does however show a commitment to continued collaboration on facility renewal and development that balances stakeholder priorities and expectations. This collaboration better supports opportunities for facility maintenance and upgrades that ensure club viability and greater understanding of facility needs and challenges across competing stakeholder interests.



FACILITY COSTING ESTIMATES

Based on the audit outcomes of AFL, cricket and netball venues (including netball associations) and LGA advice regarding proposed infrastructure investment across the Great South Coast, it is estimated that the region is likely to require \$77.4M worth of investment over 15 years to address existing facility gaps to meet minimum preferred provision.

Facility renewal and improvement estimates relate only to identified facility gaps that directly support sustainability and participation retention and growth. These gaps are:

- home and away and umpire change rooms and the capability of change rooms to cater for female participants;
- ground surface condition;
- pavilion size and condition;
- provision and condition of netball player amenities;
- condition of netball courts;
- lighting lux levels;
- cricket training net provision and condition; and
- synthetic wicket length and condition.

These estimates do not account for unknown factors such as required power upgrades to meet new lighting installations, additional facility or amenity requirements to meet community provision beyond AFL, cricket and netball, site clearing or master plan development.

Consideration also needs to be given to differences in cost when using alternate materials such as LED lighting or synthetic surfaces and different costs associated with new amenity development over facility upgrade / retrofit costs.

The basis for costings are known average project costs as developed by AFL Victoria, Cricket Victoria and Netball Victoria in consultation with architects working directly with these sports and LGAs to design and cost facility upgrades and improvements.

AMENITY	ESTIMATE
Oval Lighting	\$ 4,200,000
Unisex Player Change Rooms	\$ 51,300,000
Unisex Umpire Change Rooms	\$ 3,850,000
Pavilion	\$ 660,000
Netball Player Amenities	\$ 4,760,000
Netball Court Surface	\$ 4,100,000
Netball Lighting	\$ 3,700,000
Cricket Training Nets	\$ 1,081,000
Synthetic Wicket	\$ 260,000
Oval Surface	\$ 3,500,000
TOTAL	\$ 77,411,000

Project cost will vary between individual facilities. The final cost for any project will only be identified once a significant level of investigation and design development work has occurred. It is expected that the cost for projects will increase based on cost escalation and detailed design.

The indicative cost of \$77.4M across the Region is provided to give an understanding of the quantum of investment that will be required to meet appropriate AFL, cricket and netball facilities.

It is noted that the indicative cost does not include the proposed redevelopment at Reid Oval (Warrnambool) currently assessed at \$12.5M.

PROJECTED PARTICIPATION

- High participation is currently enjoyed across sport with female and junior participation sitting well above Victorian regional average penetration rates.
- Sustained growth in AFL has resulted in a 15% overall increase in player numbers since season 2015 (+875 participants). Female AFL participation has also grown steadily with an additional 245 females attracted to the game in season 2017.
- Netball has also continued to grow with 681 extra netball participants taking the court since season 2014 (8% growth). At 6.7% of total population, the Great South Coast average netball membership rate for season 2016 sits well above the rural and regional Netball Victoria State averages of 3.2%.
- Cricket participation has generally remained steady with no significant change to overall participation. A slight decline in male participation numbers has been balanced against 102% growth in female participation (+191 participants).
- The Great South Coast Region population aged 5–39 (typically the key sport participation age) is forecast to decrease overall by 3% by 2026. Warrnambool is the only municipality projected to see an overall population increase in this age cohort of 6%.
- When considering sport playing age cohorts, the projected population decreases translate to 9% or -500 people across the age cohorts of 5-9, 10-14 and 15-19 respectively. Only the senior age cohort of 20-39 is estimated to see an overall increase with +400 people or 2% growth.
- To determine the potential AFL, cricket and netball market to 2026 population projections are analysed against current (2017) individual LGA penetration rates for each sport.
- Across all project partner sports and LGAs except Warrnambool, projections show potential decline in participation based on population decline. Decline however, needs to be balanced against the growth of female participation in AFL and cricket and existing participation trends that show growth overall for AFL and netball and minimal fluctuation in participant numbers for cricket over the last three seasons.
- Cricket Victoria's Western Country which encapsulates the Great South Coast has the highest population decline in Victoria yet continues to experience participation growth. This is despite trends with most other country regions marrying participation and population decline. The reverse is the case for Western Country and indicates that when compared to other country regions, cricket in Western Country Victoria is strong.
- Using population projections, only Warrnambool is anticipated to have participation increases in all three sports. AFL increases are estimated at +127 participants to 2026, the equivalent of five AFL teams. Cricket is estimated to have +49 participants, the equivalent of four teams and netball +66 participants or a six team equivalent.
- The projected participation increases in AFL and cricket and resultant ground access requirements may be addressed through operational solutions and best use of existing infrastructure.
- Netball Victoria's *Statewide Facilities Strategy* has identified an over-supply of courts in the Region and despite participation projections, the area as a whole may require court rationalisation into the future. For Warrnambool specifically, operational solutions and lighting upgrades to outdoor netball courts would support any netball participation increases.
- Participation trends will need to be monitored annually to ensure current trends in AFL, cricket and netball growth and stability are balanced against population analysis and projected participation decline.
- Based on these projections and current participation trends, the focus is not in new venue and facility development, but in supporting club sustainability and improvement to club capacity.
- One of the ways that club sustainability and capacity can be supported is through maintaining and renewing fit for purpose, multi-user facilities and ensuring that existing oval surfaces, cricket wickets and netball court surfaces are of a high quality to maximise usage options.





3. THE STRATEGY



VISION

Through continued collaboration, plan facilities and sport development opportunities that build capacity and foster an adaptable and sustainable AFL, cricket and netball community across the Great South Coast.

STRATEGIC FRAMEWORK



The following presents the recommended strategic framework required to achieve the vision for AFL, cricket and netball facilities in the Great South Coast Region. Four priorities have been identified to guide future facility provision and sports development and will be underpinned by regional and local strategic directions. These are aligned to State Sporting Association strategic directions.

VISION FOR THE GREAT SOUTH COAST REGION

Through continued collaboration, plan facilities and sport development opportunities that build capacity and foster an adaptable and sustainable AFL, cricket and netball community across the Great South Coast.

**PRIORITY 1
EXISTING FACILITIES**

Objective: Achieve agreed facility standards and functionality and maximise the use and carrying capacity of existing facilities.

**PRIORITY 2
REGIONAL FACILITIES &
TALENT PATHWAYS**

Objective: Plan and develop regional facilities, considering regional needs, innovation in facility provision and support for talent pathways, programs and competitions.

**PRIORITY 3
BUILD CAPACITY**

Objective: Develop the capacity of clubs, their people and their culture.

**PRIORITY 4
ENHANCE RELATIONSHIPS**

Objective: Continue to enhance the relationship between AFL, cricket, netball and government in the planning and provision of facilities and programs.

► STRATEGIC DIRECTIONS
(Defined for each Priority)



IMPLEMENTATION PLAN

IMPLEMENTING THE GREAT SOUTH COAST REGIONAL AFL, CRICKET AND NETBALL STRATEGY

Through the implementation phases of the Strategy there will be three key roles for stakeholders to play:

INITIATE

Planning and scoping of the range and timing of Strategic Directions.

IMPLEMENTING

On ground delivery of Strategic Directions, activities and services to the Great South Coast community.

SUPPORT

Support for program, activity and service delivery through the provision of people, skills, funding, equipment and promotion.

Strategic Directions aim to be practical and realistic in delivery.

Many Strategic Directions will require further stakeholder consultation. To ensure they can be achieved in a timely manner, continued collaboration between sport and government is crucial.

Proposed Strategic Directions have been allocated a level of priority based on their relative impact on delivering the desired outcomes for the Region. The level of priority should be used to inform each project partner of the relative importance of a particular action as opposed to an expected delivery timeframe. A description of each priority level is provided below:

HIGH

Strategic Direction that has a serious impact on ongoing service delivery and without achievement other Strategic Directions cannot be progressed or will be hindered in their implementation.

MEDIUM

Strategic Direction that contributes to meeting overall Regional Strategy objectives.

LOW

Strategic Direction that contributes to overall Regional Strategy improvement activities.

ONGOING

Strategic Direction that will require ongoing commitment of sport and government stakeholders.



PRIORITY 1

Achieve agreed facility standards and functionality and maximise the use and carrying capacity of existing facilities

This Priority identifies opportunities to sustain AFL, cricket and netball through continued, prioritised improvement of ground capacity and amenity provision.

The current funding programs do not adequately meet infrastructure investment needs and LGAs are faced with reduced financial capacity.

To ensure best use of existing infrastructure, LGAs need to commit to ongoing maintenance and renewal programs. There is also a need to establish partnerships with schools to identify mutually beneficial projects at the local level that may provide additional access.

HOW CAN PRIORITY 1 BE ACHIEVED?

A number of opportunities are available to the Region to support the delivery of Priority 1:

- Investment in oval upgrades to improve carrying capacity
- Lighting provision for ovals and netball courts to Australian Standards to increase access options
- Use of school facilities and alternate venues to provide additional ground capacity
- Unisex amenities to support female participation
- Review of existing turf wicket provision and preferred provision ratios
- Facility rationalisation to better support LGA resourcing and funding availability

ADDRESSING PROVISION GAPS

Funding facility upgrades is becoming increasingly difficult for LGAs in the current financial climate. The broad range of services that LGAs provide and their limited financial capacity means they continue to rely heavily on State and Federal Government and commercial partnerships to deliver facility projects. LGAs also often rely on community clubs for financial support to address even minor facility renewal projects to ensure they are delivered.

Current funding provision also does not recognise asset renewal gaps and the challenge faced by LGAs to complete basic renewal work on pavilions, amenities and grounds to keep clubs operational. Funding is required to support this ongoing maintenance investment.

For example, Warrnambool has identified the need for asset renewal funding of \$8.9M over the next ten years to meet its sports buildings and open space asset management plan requirements. This figure includes \$949,000 in deferred renewal that is currently not funded. A range of upgrade and development works have also been identified (oval and court lighting, pavilion and public amenities, court resurfacing, cricket training nets and turf wickets), across all reserves. The projects are currently not fully costed or funded and will be unlikely to proceed unless government and user group funding is committed.

Some LGAs in the Region have a number of vulnerable facilities. These LGAs may have to consider asset rationalisation of public infrastructure if even maintenance needs are to be met.

Renewal and improvements to existing facilities should be prioritised over the development of new in order to focus on strengthening the existing club environment. Projects that increase the carrying capacity, functionality and activation of existing facilities (e.g. refurbished player and umpire change rooms and amenities to encourage greater use and inclusiveness) should be prioritized.

Where supported by the local sport community, opportunities for the potential consolidation of underutilised facilities and merging of struggling clubs to improve efficiencies in capital investment, and club servicing and delivery should be explored.

Clubs and communities will need to consider venue amalgamation and venue sharing in multi-purpose facilities that accommodate a number of sports and community groups and potential changes to competition structures.

Asset rationalisation extends to already merged clubs who currently expect LGAs to support facility renewal at more than one venue. Moving forward, clubs may need to determine which facility has investment priority based on participation trends and future need.

The overall average provision and condition levels of ovals across the Region is considered to be above average for both AFL and cricket, suggesting the current volume of facilities is adequate. The Region's high winter rainfall does however, present challenges in managing ground conditions to a high standard, further exacerbated by the additional traffic on grounds with the growth in AFL female participation and the use of grounds for community events. This is particularly applicable at regional venues where the hosting of events beyond sport continues to be a challenge for ground managers.

Improved playing field surfaces, lighting investment and school access to support ground capacity is essential.

Lighting upgrades to the minimum lux level to grounds and netball courts will create new competition options and support the current sustained growth in AFL and netball participation. There is significant opportunity at Warrnambool Stadium to maximise outdoor court usage, support current and anticipated growth and better manage overflow of players from football-netball clubs to association netball through lighting provision.

A Strategic Direction for this Strategy is for sport stakeholders to work closely with schools to develop individual facility renewal and improvement programs. The involvement of sport in the planning stages of new or redeveloped school facilities to ensure compliance to sport needs and standards, ensures access opportunities won't be missed. These opportunities may become more relevant where LGA capacity to meet facility renewal gaps continues. Generally access to school venues is arranged at the club level to support AFL pre-season needs and cricket competition. There is however, no ongoing commitment beyond local arrangements. Developing partnerships with State, independent and Catholic schools to improve access to support community sport may be required.



FEMALE PARTICIPATION & FACILITY PROVISION

AFL and cricket female participation in the Region continues to grow. Since 2014, an additional 219 females (137% growth) have commenced playing AFL. Over the same timeframe, female cricket participation has grown by 102% with 191 new players. The Region has successfully assimilated female AFL and cricket players into mainstream competition structures and clubs with all project partner LGAs having female players in both sports. 296 females participated in cricket in Season 2016-2017 and 379 females in AFL.

Growth in female participation is being further accelerated by the success and promotion of the AFLW, Women's Big Bash League and strengthening of national pathways. These factors, combined with AFL Western District and Cricket Victoria's targeted female participation programs, will continue to promote interest in both games.

A new female youth competition was launched in Season 2017 through AFL Western District and Deakin University partnering to create the Deakin University Female Football League. This new competition for females aged 13-18 has now expanded for season 2018 to be a 10 team competition. Of more interest is that the League attracted an age group of participants that traditionally abandons sport for other pursuits such as work and study.

From a national survey of AFL clubs, participants and volunteers in 2015, lack of female friendly change rooms and amenities is one of the top three barriers to female participation. This was reinforced by the Victorian Government's *"Safe and Strong, A Victorian Gender Equality Strategy 2016"* which found that one of the factors impacting female participation rates in sport and recreation was a *"lack of access to appropriate facilities. Many sporting facilities do not have female change rooms, are not accessible to women and girls, or are only available at inconvenient times."*

The impact of female AFL and cricket into the future is still unknown. AFL Victoria female participation projections over the last three years have fallen well short of actual demand from girls and women wanting to play AFL at the grass roots level.

Where female participation continues to grow, competition structures will need to accommodate additional games. This can only be achieved through innovative scheduling of training and competition, including mid week hosting of games for female competitions, where ground usage capacity and night competition lighting (for AFL) is available. Consideration of umpire needs further highlights the value of provision of lighting to minimum standards and unisex rooms to ensure existing umpire numbers are supported and diversity is encouraged.

The high participation numbers for netball also needs to be recognised by providing facilities appropriate to current and future needs to attract and retain participants. This will ensure netball is viewed as a priority consideration for investment in the Region.

Ground access challenges across Victoria in the wake of female participation growth has strengthened collaboration and planned facility developments between Cricket Victoria, AFL Victoria and State Government with a number of joint school / sport projects now planned or in progress. This investment opportunity should be harnessed by project partners who are currently accessing school venues to support community sport.

Female friendly infrastructure grants available through AFL Victoria, Cricket Victoria and Sport and Recreation Victoria provide an opportunity for the Region to target change room upgrades based on existing and projected female participation. In recognition of the significant gap in female friendly infrastructure, an additional \$15M was committed by Sport and Recreation Victoria to the *Female Friendly Facilities Fund* in 2018.

Funding is also available to support investment into ground surfaces to address ground capacity issues in high needs areas of Victoria.

Cricket Victoria/Cricket Australia funding schemes to support infrastructure and participation include the *Growing Cricket for Girls Fund* and the *National Community Facilities Funding Scheme*. Netball Victoria's grants program includes the *Worksafe Club Safety Fund* and *Abel Sports Equipment Fund*.

STRATEGIC PRIORITY #1 – IMPLEMENTATION PLAN

Achieve agreed facility standards and functionality and maximise the use and carrying capacity of existing facilities

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
1.1 Guided by facility and participation data, develop asset management plans to guide incorporation into LGA capital works and renewal programs, and support funding processes and budgets. Prioritise facility renewal at those venues not currently meeting recommended provision levels or at sites with identified and potential female participation growth.	High	LGAs	LGAs	AFL Victoria, AFL Western District, Cricket Victoria, Netball Victoria & State Government
1.2 Prioritise change room upgrades for application to various grants programs to cater for unisex use.	High	LGAs	LGAs	AFL Victoria, AFL Western District, Cricket Victoria, Netball Victoria & State Government
1.3 Collaborate to bring grounds and netball courts with no or low lighting up to minimum standards and at Regional venues to night competition standard to support alternate fixturing	Medium	LGAs	LGAs	AFL Victoria, AFL Western District, Cricket Victoria, Netball Victoria & State Government
1.4 Warrnambool City Council, Netball Victoria and Warrnambool City Netball Association advocate for lighting provision to outdoor courts at Warrnambool Stadium.	Medium	Warrnambool City Council	Warrnambool City Council	Netball Victoria & Warrnambool City Netball Association
1.5 In line with the Victorian Cricket Infrastructure Strategy, conduct a review of the Region's current turf wicket provision levels and approach to management.	Medium	LGAs	LGAs, DELWP & Associations	Cricket Victoria
1.6 Support Cricket Victoria and AFL Victoria's current Turf Wicket Pilot Program aimed at identifying strategies and processes that can assist in addressing the challenge of turf wicket preparation prior to season commencement.	Medium	LGAs	LGAs, DELWP & Associations	Cricket Victoria
1.7 Continue to support innovative fixturing to increase reserve capacity.	Medium	AFL Western District, Netball Victoria & Associations	AFL Western District & Netball Victoria	LGAs, Clubs, Leagues & Associations
1.8 Encourage models that promote increased junior and senior club connectedness such as dual turf / synthetic pitch ovals which also increases ground capacity and availability (e.g. juniors in the morning and seniors in the afternoon.	Medium	Cricket Victoria & Netball Victoria	Cricket Victoria & Netball Victoria	LGAs, Clubs, Leagues & Associations

STRATEGIC PRIORITY #1 – IMPLEMENTATION PLAN

Achieve agreed facility standards and functionality and maximise the use and carrying capacity of existing facilities

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
1.9 Explore all opportunities to advocate for access to facilities and long term partnerships with schools.	Medium	AFL Victoria, Cricket Victoria & Netball Victoria	AFL Victoria, Cricket Victoria & Netball Victoria & Schools	State Government, LGAs, Clubs, Leagues & Associations
1.10 Sport to continue to collaborate with the School Building Authority to identify opportunities for school facility access, joint investment and consideration of sports' needs in building design.	Medium	AFL Victoria, Cricket Victoria & Netball Victoria	AFL Victoria, Cricket Victoria & Netball Victoria & Schools	State Government, LGAs, Clubs, Leagues & Associations
1.11 Promote and communicate what infrastructure a community club facility needs, and what is critical to AFL, cricket and netball.	Medium	AFL Western District, Cricket Victoria & Netball Victoria	AFL Western District, Cricket Victoria & Netball Victoria	LGAs, Clubs, Leagues & Associations
1.12 Encourage cultural change at the local level to support acceptance of non traditional venues for pre-season training and co-tenancy of facilities.	Medium	AFL Western District, Cricket Victoria & Netball Victoria	AFL Western District, Cricket Victoria & Netball Victoria	LGAs, Clubs, Leagues & Associations
1.13 Support land owners/managers to manage the carrying capacity of existing playing fields with high use through education and resourcing. This includes increasing education on ground maintenance and turf wicket management requirements and best practices to local clubs.	Medium	AFL Western District & Cricket Victoria	LGAs & Clubs	AFL Western District & Cricket Victoria
1.14 At the local level and where there is declining demand, LGA's consider rationalisation of facilities as part of over-arching recreation / open space strategies.	Medium	LGAs	LGAs	State Government, AFL Western District, Cricket Victoria & Netball Victoria
1.15 Reference Universal Design Principles as outlined in SRV's Design for Everyone Guide for all new and existing facility upgrades.	Ongoing	LGAs	LGAs	State Government, AFL Western District, Cricket Victoria & Netball Victoria



PRIORITY 2

Plan and develop regional facilities, considering regional needs, innovation in facility provision and support for talent pathways, programs and competitions

Regional level facilities may provide a more sustainable direction for developing sports facilities. Efficiencies can be created through co-location of sports and other activities, shared facilities, overheads, financial contributions and administration functions, maximising stakeholder return on investment.

Where collaboratively planned, facility provision at this higher level can also assist local stakeholders to avoid venue duplication where catchment areas and service markets overlap.

HOW CAN PRIORITY 2 BE ACHIEVED?

Delivery of Priority 2 can be achieved through:

- Collective support of identified regional level projects
- Planning facilities that include talent pathway requirements
- Facility and amenity upgrades that consider unisex and Universal Design, capacity for club growth, lighting and regional facility needs to support finals and community events
- Continue to support innovation in facility design and ground surface provision where relevant

VALUE OF INVESTING IN REGIONAL LEVEL FACILITIES

LGAs have a strong understanding and appreciation for the health and social benefits sport brings to their communities. Crucial to this is LGA commitment to providing access to quality facilities, coaching, training and talent pathways where funding and investment is available.

The social and economic benefits of regional facility provision extend beyond sport. Regional facilities have the potential to grow the sustainability of a region through promotion of the area as an attractive place to work and live, job creation through construction and venue operation, talent retention, sports promotion, health and wellbeing outcomes and associated social and community benefits. Regional venues draw facilities, sports, educational, entertainment and recreational activities into the one space. This avoids duplication of amenities and creates complimentary facilities within a network.

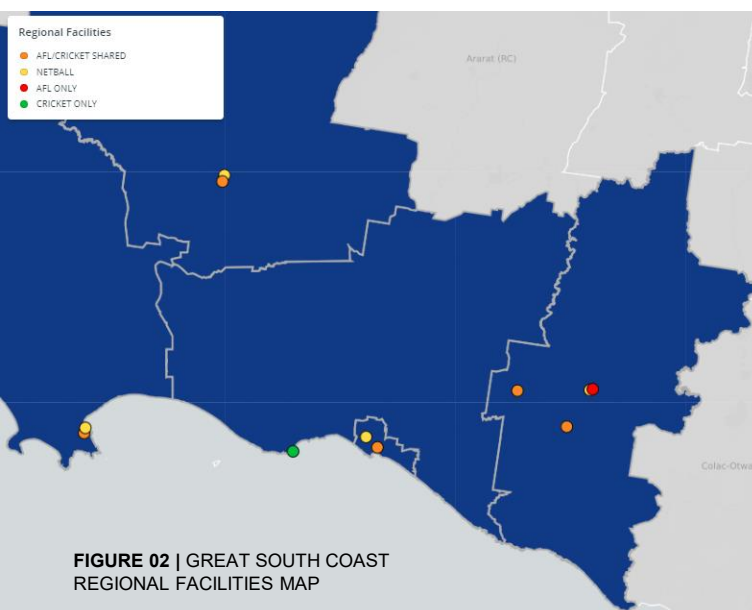
The economic benefits of hosting large regional events are generally known. At a community sport level, it is estimated that one regional League final provides an additional net economic benefit of almost \$250,000 to the host municipality. Generally amenities required to enable hosting of AFL and netball finals include site fencing, four change rooms, two umpire change rooms, two netball courts with associated player amenities, scoreboard provision, both ground surface and netball court surface in excellent condition, spectator amenities such as toilets and hard stand viewing areas and car parking availability.

This is particularly relevant when considering available and quality finals facilities for combined AFL-netball finals, where netball player and umpire amenities, spectator facilities and at times, court playing surfaces do not meet minimum preferred provision. Netball Victoria is committed to continuing advocacy for finals venues that ensure player, official and spectator access to quality amenities and courts.

With the growing divide between maintenance and renewal costs and LGA ability to meet these costs, the housing of several existing sports and community users in a 'hub' should be considered by the Region's LGAs and sport stakeholders.

As facility renewals are planned, consideration should be given to meeting regional level classification in key locations. This would better support clubs, leagues and associations to cater for finals, provide opportunity to secure regional level events providing economic and social benefits and create multi-user tenancy options.

Facilities classified as regional level or above equate to only 7% of all venues accessed by AFL, cricket and netball across the Region. This is reflective of State averages with only 7% of all venues in regional Victoria classified as regional level or above; indicative of both sport and LGAs focus for appropriate facility provision at the community club level as the first priority. Investment to regional level classification should only be considered at selected sites where the sport, community and economic benefits can be capitalised on.



Regional venues should not be developed at the expense of community facilities. Whilst Regional venues play an important function, they should not be the sole focus for investment. Local facilities are of equal importance to support club sustainability and harness social and community benefits

PRIORITY 2

Plan and develop regional facilities, considering regional needs, innovation in facility provision and support for talent pathways, programs and competitions

REGIONAL FACILITY PRIORITIES

Reid Oval

The key significant regional facility priority for the Great South Coast is the redevelopment of Reid Oval at Albert Park Reserve in Warrnambool. The vision for Reid Oval is to be recognised as the premier regional outdoor sports ground providing sport and recreation opportunities for Warrnambool and surrounding Great South Coast communities. Reid Oval will be developed as Warrnambool's key destination for local, regional and higher level sporting events and competition, league and association finals. Its amenity and program provision should also see it become a destination that drives sports development in all community sectors.

This project is one of Warrnambool City Council's Strategic Priority Projects. The first stage, completed in 2015, included improvements to netball facilities and a new electronic scoreboard.

A business case for the project was completed in July 2018, and was used by Warrnambool City Council as the key advocacy document to seek State Government funding. The business case outlined the following elements for the redevelopment project:

- Full renovation of the main oval playing surface, including the installation of drainage and automatic irrigation to improve capacity and management;
- Improvement of playing field lighting;
- Replacement of player and umpire amenities, public toilets and match day facilities;
- Improvement of spectator amenities and cricket practice facilities; and
- Provision for the Warrnambool and District Football Umpires, sporting administration offices and match day functionality.

An estimated \$12.5M will need to be secured through the State Government and stakeholder partnerships to fulfil the long-term vision and direction for Reid Oval.

As well as Reid Oval, Albert Park Reserve includes two other outdoor sports grounds, an outdoor equestrian facility, synthetic hockey pitch, a number of grass training areas, tracks and trails, playspace, croquet and bowls facilities, a table tennis stadium, club operated social facilities and a community garden.

The Reserve currently provides competition and training facilities for football, netball and cricket clubs playing in the Hampden Football Netball League, Warrnambool and District Football Netball League, Warrnambool and District Cricket Association, as well as the headquarters and training facility for the Warrnambool and District Football Umpires Association.

The presence of major social, community, entertainment and function facilities within the broader Albert Park Precinct make it a focal point for additional community use and activity beyond sport and recreation.

As the premier sporting venue for AFL, cricket and netball in the Great South Coast Region, Reid Oval is recognised as a critical project by the local community, regional stakeholders and State and national sporting bodies.

With limited capacity for investment from Warrnambool City Council, project outcomes cannot be achieved without financial commitment from all levels of government and sport, including local user groups.



Other Key Regional Projects

Cricket Victoria has a focus on creating Regional Cricket and Community Centres in identified locations to support talented player development. Up to 13 Regional Cricket and Community Centres have been identified for strategic delivery across Victoria. In conjunction with the Victorian Government, local government, education sector and cricket communities, Cricket Victoria is implementing a range of centres to support the delivery of the game. Cricket Victoria's short term focus is on the State's regional areas, including the Western Country Cricket Region (of which the Great South Coast is a part of).

This is represented by the Western Country Regional Cricket Hub development at Monivae College. The Hub will provide facilities capable of hosting State and regional level training and matches, deliver a cricket academy for students and promote female and indigenous participation. Long term the venue offering will expand to training camps, coaching accreditation and training courses, female specific State camps, player and coach appearances, provide a home base for Cricket Victoria staff, a training base for Hamilton District Cricket Association and Western Waves and increase employment opportunities in the Region.

As a recognised regional level venue in Corangamite Shire, \$200,000 of planned lighting improvements at Leura Oval will support amenity expectations to regional level classification. Further investment is required into unisex player and umpire change room amenities and netball court surface condition if preferred regional level provision is to be fully met. These upgrades would enable Leura Oval to adequately host League finals for both AFL and netball and ensure player and official comfort and safety.

This is similarly the case for Hanlon Park in Glenelg Shire, which also requires a \$620,000 lighting upgrade in 2018. Like Leura Oval, further investment in unisex player and umpire change rooms and netball court lighting is required if the venue is to attain full regional level facility standard.

Over \$440,000 of lighting and ground improvements have been delivered at Melville Oval, Southern Grampians only classified regional level venue. The venue supports junior football and netball, senior cricket finals and exhibition games and is the focus of a large town structure plan which is in development. An additional \$150,000 to support court upgrades is currently being invested at the site.

Netball court provision at three of the four Sub-Regional/Regional association netball venues is of a low standard and in poor condition. This impacts the capacity of these venues to satisfactorily host regional level netball events where player safety and high quality court provision, expected at this higher level of venue classification, cannot be assured. For example, the eight courts at Flinders Park (in Portland), are in poor condition and do not meet compliance requirements. This prevents the Shire from attracting higher level netball competitions and local associations from expanding their netball offering.

It is estimated that approximately 300 participants are lost to netball each year through a glut of numbers at football-netball clubs. Growing court capacity at Warrnambool Stadium through lighting to the outdoor courts would provide an opportunity to deliver alternate competition structures. Warrnambool City Netball Association and AFL Western District should consider partnering to identify competition options to harness those participants currently lost to netball. Structures could grow to "reserve" teams to accommodate players and provide mid week matches at Warrnambool Stadium. This is in preference to Saturday matches where existing court time availability is limited.

There is potential for investment at Deakin University to act as a regional overflow and support venue that compliments the Reid Oval redevelopment. There is also likely to be a requirement for some venues to act as relocation facilities during the Reid Oval Redevelopment construction period. Deakin University is well placed to take up such an opportunity. As Deakin University acts as the administration base for AFL Western District, serving a regional sports administration function, meeting their ongoing strategic requirements will be important. The presence of AFL Western District at the site allows for future scheduling and programming opportunities such as coaching and training clinics and to support league activities. Whilst the vision for Deakin Oval is to remain multipurpose, there is a willingness of all stakeholders around future engagement to define the role of Deakin University and continue to support AFL needs, particularly around the increased growth in female football.



INNOVATION

Continued innovation in facility and ground provision provides an opportunity for the Region to capitalise on best use of existing venues, grow capacity and provide amenities to an appropriate standard. LGAs indicated that their primary objective was to sustain participation and be innovative in achieving this through cost effective investment and reduction of ongoing maintenance costs.

Investment into modular change rooms to meet amenity shortages may be more cost effective for the Region than retrofitting of existing structures. Estimated cost for modular change rooms, which include two player and one umpire change room with toilets and showers, is approximately \$400,000. The AFL has worked closely with preferred providers to develop several design options ranging in price. This is to ensure installation is both cost effective for LGAs and meets unisex and accessibility requirements.

Many growth areas across Victoria are considering or have installed synthetic multi purpose fields to provide capacity to cater for growth. AFL and Cricket Australia endorsed synthetic fields offer the equivalent of three natural turf fields, cater for many sports and relieve the pressure on natural turf fields which are less likely to be impacted by overuse problems where synthetic is available.

Another alternate turf option is reinforced (hybrid) natural turf. This turf option is able to sustain wear, increasing carrying capacity from approximately 25 to 40 hours per week, has multiple uses and can be installed at approximately half the cost of a full synthetic field. Whilst current demand in the Region may not warrant full synthetic field or hybrid turf investment, redevelopment of existing playing fields should consider use of these materials in high traffic areas such as goal squares.

Pre-season training requirements and participation growth provides opportunity to identify public or open space areas that could also benefit from synthetic or hybrid turf installation to support access needs if required.

Provision of dual turf/synthetic pitch ovals is further opportunity to grow ground capacity whilst supporting club cohesion. Dual pitch ovals expand opportunities to schedule juniors, female and/or senior cricket all in the one day.

The use of LED lights for ground and court lighting provision is becoming the norm across Victoria. Whilst LED lighting attracts an additional 30-40% in capital costs from traditional metal halogen lights, use of this type of lighting future proofs lighting maintenance costs for decades, increases lighting life spans and ensures lighting uniformity across ovals. LED lights also provide dimmable options that ensure uniform lighting around the playing area and are user friendly reducing volunteer hours.

Facility renewal should also consider preferred regional level provision from the *AFL Preferred Facility Guidelines*, the *Netball Victoria Facilities Manual 2016* and Cricket Australia's *Community Cricket Facility Guidelines*. Whilst not mandatory, these guidelines were developed by sport to act as a guide for facility planning. They cover the full scope of amenity provision to create inclusive, cohesive environments and consider Universal Design principles and sustainability best practices. Upgrades to lighting and netball courts should also be in accordance with relevant National Standards.

STRATEGIC PRIORITY #2 – IMPLEMENTATION PLAN

Plan and develop regional facilities in key areas, considering regional needs, innovation in facility provision and support for talent pathways, programs and competitions

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
2.1 Support the redevelopment of Reid Oval to be the premier regional outdoor sports ground in the Great South Coast.	High	Warrnambool City Council	Warrnambool City Council	AFL Western District, Cricket Victoria, Netball Victoria & State Government
2.2 Collectively lobby for recognised regional priorities in this Strategy to maximise external funding support.	High	All Project Partners	LGAs	AFL Western District, Cricket Victoria, Netball Victoria & State Government
2.3 Support the development of the Western Country Regional Cricket Hub at Monivae College.	High	Cricket Victoria	Cricket Victoria, Monivae College, Southern Grampians LGA & State Government	Clubs & Associations
2.4 Advocate for outdoor netball court lighting provision at Warrnambool Stadium (in Warrnambool) and Flinders Park (in Portland) to grow court capacity and competition options.	Medium	Warrnambool City Council & Glenelg Shire Council	Warrnambool City Council & Glenelg Shire Council	Netball Victoria, Warrnambool City Netball Association, Portland Netball Association, State Government & Clubs
2.5 Identify opportunities for new competition structures at Warrnambool Stadium (in Warrnambool) and Flinders Park (in Portland).	Medium	Netball Victoria Warrnambool City Netball Association, Portland Netball Association, Glenelg Shire Council & Warrnambool City Council	Netball Victoria, Warrnambool City Netball Association & Portland Netball Association	Warrnambool City Council, Glenelg Shire Council & Clubs
2.6 If required, netball associations identify opportunities for new competition structures to support transitioning of players between football club based netball and association netball.	Medium	Netball Victoria, Netball Associations & LGAs	Netball Victoria, Netball Associations & LGAs	AFL Western District, Clubs & Associations
2.7 Innovations in facility materials and products to be considered by project partners to increase carrying capacity and reduce ongoing maintenance costs.	Ongoing	LGAs & State Government	LGAs	AFL Western District, Cricket Victoria, Netball Victoria, Clubs & Associations

STRATEGIC PRIORITY #2 – IMPLEMENTATION PLAN

Plan and develop regional facilities in key areas, considering regional needs, innovation in facility provision and support for talent pathways, programs and competitions

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
2.8 Continued collaboration in facility investment and planning with consideration of facility requirements from the <i>AFL Preferred Facilities Guidelines</i> , <i>Netball Victoria Facilities Manual 2016</i> and <i>Community Cricket Facility Guidelines</i> .	Ongoing	LGAs & State Government	LGAs	AFL Western District, Cricket Victoria, Netball Victoria, Clubs & Associations
2.9 Project partners reference principles outlined in SRV's <i>Design for Everyone Guide</i> and <i>Female Friendly Sport Infrastructure Guidelines</i> for facility upgrades and renewal.	Ongoing	LGAs & State Government	LGAs	State Government, AFL Western District, Cricket Victoria, Netball Victoria, Clubs & Associations



PRIORITY 3

Develop the capacity of clubs, their people and their culture

Support from State and regionally based sports associations to clubs is strong, particularly in game development, pathways and junior program delivery. Regionally based sports associations and leagues are actively working together to grow participation through a diversity of offerings including competitive and non-competitive options.

Like a number of regional areas in Victoria, projected population decline may impact sports participation. The continued partnership of LGAs with sporting bodies is critical if sport is to succeed, with sustainable clubs that continue to deliver the health, wellbeing and social outcomes derived from community club involvement.

HOW CAN PRIORITY 3 BE ACHIEVED?

Delivery of Priority 3 can be achieved through:

- Balance competitive and non competitive participation options
- Supporting volunteer capacity initiatives
- Shared delivery of club governance requirements between sport and regional sports assemblies
- Improve the alignment between the sports and schools to improve sports delivery and participation

BUILD CLUB CAPACITY

The ability of clubs to meet ever growing compliance expectations and attract and retain volunteers continue to be the two critical issues impacting club capacity and sustainability. Whilst sports' governing bodies and regional sports assemblies grapple to support clubs, the at times ad hoc approach to club education, combined with these increasing demands affects club volunteer capabilities. LGAs are also often forced to back fill club governance requirements which is outside their scope.

Sport does not exist without volunteers. Backed by regional sports staff and at times, paid club personnel, volunteers are integral to the delivery of club and game day operations and governance requirements. There is a need for sports administration bodies to review their support processes to clubs to better address these governance requirements. This will ensure volunteers are adequately guided through new challenges. A review of responsibility levels within sport, volunteer agencies and regional sports assemblies is recommended so deliverables between bodies are clearly understood. This would also avoid duplication in club education initiatives.

There is opportunity for partnerships between AFL, cricket, netball, volunteer agencies like Volunteer Connect and South West Sport to determine what club education programs are required on an annual basis and allocate sessions across stakeholders. Equitable delivery of programs across the Region's five LGAs should also be considered. This would reduce pressure on regional staff and encourage collaboration between sports at all levels. The Region's LGAs also provide a variety of programs to encourage and promote sport that regional sports staff could access. Collaboration to coordinate resources and share opportunities with sport programming and event delivery will enhance club development opportunities.

Club sustainability also directly relates to the people involved in running the club and they require ongoing assistance to grow their volunteer bases. This assistance could include:

- the creation of sporting 'hubs' across sports and committees to share volunteer resources;
- clearly defining volunteer expectations through position descriptions;
- coordinating "Volunteer Forums" or think tanks with the aim of identifying areas where volunteer work loads can be reduced; and
- accessing the range of services offered by volunteer agencies like Volunteer Connect including volunteer matching services.

Educating clubs on the value of paid administrators to relieve volunteer burden and enhance governance processes is also essential. Part time employment, traineeships or shared roles between clubs should be encouraged by regional sports bodies.

In many regional areas, clubs are the 'community', particularly those clubs that are based in small towns. Clubs generally understand their greater responsibility to provide leadership, add social worth and ensure healthy, accessible and inclusive sports environments. The social value of community clubs extends to providing a sense of community and belonging, reducing isolation, increasing community pride and improving physical and mental health and wellbeing.

Clubs will need to embrace diversity programs offered by their governing bodies to ensure all opportunities to support club sustainability are maximised. AFL Western District multicultural programs are focussing on supporting participation through dedicated diversity talent and school programs and implementation of Cultural Awareness training for clubs. Netball Victoria's Netball for All offers opportunities for priority populations to participate in netball, whether they come from multicultural, indigenous backgrounds or have a disability.

AFL Victoria's *Community Club Sustainability Program* provides tools to educate administrators, and players about the impact that match payments and player demands have on the viability of grassroots clubs. This Program has seen the implementation of a salary cap and player points system across Victorian leagues. AFL Victoria will continue to encourage the reduction of match payment budget allocations and long term, aim to see these allocations funnelled into more beneficial club outcomes such as facility renewal and operations.

Prioritisation of investment into facilities should consider clubs who, where possible, are actively committed to implementing diversity initiatives, who are working to a strategic plan with aligned financial management model and who have capacity to invest in facility upgrades. Clubs will need continued support with this to ensure strategic plans are developed and implemented to improve operational performance and guide facility renewal, financial and asset planning and management. To support investment prioritisation, a *Framework for Funding Allocation* has been developed as part of this Strategy (refer Appendix 3). This *Framework* considers identified facility need together with club governance, financial management, ability to support infrastructure investment and commitment to sports development initiatives and could be used by LGAs to determine infrastructure investment.



COMPETITION STRUCTURES

Guaranteeing sports participation into the future may be the greatest challenge faced by the Region. Competition structures will need to consider club and volunteer capacity and the impact on communities of club mergers and participation, particularly netball participation where amalgamations often means clubs are saturated with netball players.

Competition amongst differing sports limits their sustainability and ability to capture increased interest in emerging participation segments, such as female football and cricket. This is particularly important in smaller communities where availability of player numbers is reduced and competition can often require travel to regional centres. Sport will need to continue to collaborate on competition structures to ensure participation opportunities are capitalised on without impacting other female sports in the Region such as soccer, netball, basketball and hockey. However, the capacity of sport to schedule matches to cater for all cannot be expected to be boundless.

This is relevant with netball participation in Warrnambool where capping of team numbers in football-netball clubs results in potential players being lost to netball. Transitioning of players to Warrnambool City Netball Association, combining competition structures so players are still connected to their chosen football-netball club, expanding League competitions to “reserve” teams and cross promotion of competitions would harness these players and support both club and association sustainability. This could be further improved by accessing social competitions offered by Warrnambool City Netball Association such as Rock Up Netball for people aged over 15 years.

Enhancement of competition offerings between football club based netball and association netball should also be considered in other LGA areas where demand exists.

A further challenge is the retention of youth across AFL, cricket and netball. This is due to a lack of education and employment opportunities and ‘leaking’ of talented players to higher levels of competition, particularly to major regional and metropolitan areas. There is also disconnect between junior and senior sports and age hopping by participants between Leagues who offer different age structures. This impacts club connectedness and capacity of clubs to retain players between youth and senior competitions.

Retention strategies could be enhanced through establishing new competition structures, promotion of competition equalisation, improving pathway effectiveness and consideration of geographic and economic factors currently restricting and burdening some country football-netball and cricket clubs.

Consideration may need to be given to Sunday and evening competitions, offering introductory programs over alternate times and venues and changing match schedules for games. Participation needs to be fully tracked and understood so competition structures and options for modified participation can be reviewed and balanced against other competing participation opportunities, like interleague and elite tournaments which are traditionally held on weekends.

Refocusing structures to non competitive forms of participation will also be essential if clubs are to remain viable. Flexibility in local by-laws, offering modified formats and reductions in game and training times will encourage new participants to sport. Grassmere Cricket Association indicated that it was encouraging participation and attracting more players through shifting its focus from elite participation to enjoyment and social cricket. Through these measures the Association noted a trend in mature aged players returning to the game to participate with their sons and daughters.

AFL, cricket and netball are developing junior pathways through expansion of their school programs. These programs directly link schools to clubs and associations, support entry into formal participation and provide formal junior coaching accreditation programs. These should continue to be aligned under an association or league governed structure. This will minimise the loss of junior players to the game and encourage local people (particularly young people) to undertake training and education courses. Targeted recruitment of younger umpires to officiate junior fixtures will also allow for umpires to be trained at a young age, while increasing the potential pool of umpires into the future.

STRATEGIC PRIORITY #3 – IMPLEMENTATION PLAN

Develop the capacity of clubs, their people and their culture

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
3.1 Seek to provide a wider suite of AFL, cricket and netball programming that encourages non competitive participation. Ensure adequate support and resourcing is provided to local Leagues, Associations and clubs to assist with implementation of such programs/competitions.	High	AFL Western District, Cricket Victoria & Netball Victoria	Associations, Leagues & Clubs	LGAs
3.2 Conduct club “volunteer forum” within each municipality to identify opportunities to attract and retain volunteers and encourage alternate club operations models such as paid administrators.	High	South West Sport, AFL Western District, Cricket Victoria & Netball Victoria	South West Sport, AFL Western District, Cricket Victoria & Netball Victoria	LGAs, Associations, Leagues & Clubs
3.3 AFL Western District and Local Netball Associations continue to partner to review competition options that harnesses players currently lost to netball.	High	AFL Western District	AFL Western District & Local Netball Associations	Leagues & Clubs
3.4 Sport and South West Sport collaborate to determine annual club education requirements and share delivery of programs in an equitable manner across the region.	Medium	South West Sport, AFL Western District, Cricket Victoria & Netball Victoria	South West Sport, AFL Western District, Cricket Victoria & Netball Victoria	LGAs, Associations, Leagues, Clubs & Volunteer agencies
3.5 Encourage clubs to improve their governance administration, financial management and operational performance via South West Sport and State Sporting Association available resources.	Medium	South West Sport, AFL Western District, Cricket Victoria & Netball Victoria	South West Sport, AFL Western District, Cricket Victoria & Netball Victoria	LGAs, Associations, Leagues & Clubs
3.6 Expand delivery of schools programs, accreditation, education and junior umpiring programs to encourage participation.	Medium	AFL Western District, Cricket Victoria & Netball Victoria	AFL Western District, Cricket Victoria & Netball Victoria	Schools, Associations, Leagues & Clubs
3.7 Sport and LGAs meet twice yearly to better collaborate on sports development opportunities.	Ongoing	AFL Western District, Cricket Victoria & Netball Victoria	LGAs, AFL Western District, Cricket Victoria & Netball Victoria	Associations, Leagues & Clubs



PRIORITY 4

Continue to enhance the relationship between AFL, cricket, netball and government in the planning, provision and funding of facilities and programs

Strengthening relationships between sport and government provides a foundation to collaboratively plan best use of existing facilities, opens opportunities for multi-use across a number of sports and support sports development into the future.

If funding models, competition structures, facility access and sport delivery are to change, this collaboration will need to extend beyond current project partners to include other government sectors including Sport and Recreation Victoria, VicHealth and the Department of Education and Training.

HOW CAN PRIORITY 4 BE ACHIEVED?

Delivery of Priority 4 can be achieved through:

- Advocacy on changes to funding provision
- Establishing a local government reference group
- Sport continuing to collaborate on competition structures, facility access and provision and investment planning
- Annual State of Play reporting to understand current participation and facility demand
- Ongoing stakeholder collaboration post Strategy to review implementation and identified priorities

It is recognised that LGAs have a strategic commitment to providing for all sport and recreation in their area. Competing needs for asset maintenance and renewal, funding gaps and balancing club and community expectations, places LGAs under increasing financial pressure in a new era of rate capping in Victoria. LGAs are further challenged by a lack of understanding at the club level regarding core facility needs, preferred provision and what amenities are required to grow and sustain participation against provision that is 'nice to have'.

While not isolated to the Region, a number of aging, dysfunctional and non-compliant facilities are prohibiting club growth and programming opportunities. Current funding models do not meet investment need. It is acknowledged that female friendly, indoor stadium and community infrastructure funding streams were expanded for 2018-19 in the lead up to the 2018 Victorian State election. These however, are not ongoing commitments from State Government and do not support general maintenance expectations or meet investment estimates within this Strategy for player and umpire amenities, lighting or oval and court surface upgrades to meet minimum preferred provision.

Great South Coast LGAs are heavily reliant on the Country Football Netball Program (CFNP) and the Community Sports Infrastructure Fund (CSIF) to meet facility upgrade costs. Demands associated with funding application processes and facility provision expectations that generally sit well above minimum preferred provision, make these funding process taxing. They also add extra costs and workloads for LGAs and club volunteers.

Despite these barriers, LGAs will be challenged to meet infrastructure renewal gaps into the future where these funding programs are not extended. The Region's LGAs need to commit to establishing an advocacy group to work with State and Federal Government to review funding and better align funding and investment availability to current need. This includes options for LGAs to combine multiple funding streams, provision of alternate funding streams and support of investment that recognises current participation and supports 'retention and stability' not just participation growth.

If facility renewal gaps are to be met, LGAs will also be reliant on additional funding through clubs and peak sports bodies and sourcing alternate options such as sponsorship and commercial investment.

Beyond this Strategy collaboration between project partners should continue through the establishment of a local level Local Government Reference Group. This would be the key consultative group for issues affecting AFL, cricket and netball that relate to local government functions and services in the Region. Platforms for the Reference Group could expand to joint procurement, training and education reform for sport and recreation and preparation of joint businesses cases for investment into sport and recreation. Continuing to collaboratively plan facility renewal based on participation trends will maximise facility usage, provide opportunities for multi-use across a number of sports and support sports development into the future.

AFL Victoria, Cricket Victoria and Netball Victoria will need to continue to support investment into their sports through increased staff resources at the regional level and implementation of their respective facility strategies. Whilst AFL Victoria has taken the lead on regional planning across the State, both cricket and netball have now strategically committed to this form of facility planning with partnerships between the three sports where appropriate. Both AFL and cricket will also continue to develop and implement new funding programs that address key facility gaps such as female friendly provision.

Initiating annual State of Play Reports to ensure a collective understanding of participation trends across the Region will be essential to support prioritisation of facility investment that is based on identified need.

This will be enhanced by continued LGA support of the AFL Victoria and Cricket Victoria Local Government Forums to guarantee initiatives remain current and reflect changes in sports delivery and facility provision.

STRATEGIC PRIORITY #4 – IMPLEMENTATION PLAN

Continue to enhance the relationship between AFL, cricket, netball and government in the planning, provision and funding of facilities and programs

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
4.1 Establish an LGA Funding Advocacy Group to represent the Region's infrastructure funding requirements to State and Federal Government.	High	LGAs	LGAs	AFL Victoria, AFL Western District, Cricket Victoria & Netball Victoria
4.2 Implement a Great South Coast Local Government Forum to review the initiatives from the Great South Coast AFL, Cricket and Netball Regional Strategy and to act as a further consultative process for AFL, cricket and netball and LGAs in the Region.	High	LGAs	AFL Western District, Cricket Victoria & Netball Victoria	LGAs, Associations, Leagues & Clubs
4.3 Project partners work collaboratively to identify alternate funding streams to support infrastructure investment.	Ongoing	All Project Partners	LGAs & State Government	AFL Victoria, AFL Western District, Cricket Victoria & Netball Victoria
4.4 Project partners seek timely State Government support in the preparation of funding applications to ensure they are competitive.	Ongoing	All Project Partners	LGAs & State Government	AFL Victoria, AFL Western District, Cricket Victoria & Netball Victoria
4.5 LGAs continue to support AFL Victoria and Cricket Victoria Local Government Forums	Ongoing	AFL Victoria & Cricket Victoria	AFL Victoria & Cricket Victoria	LGAs
4.6 Initiate annual State of Play reports to ensure collective understanding participation trends, sports development and facility improvement activities.	Ongoing	AFL Western District, Cricket Victoria & Netball Victoria	AFL Western District, Cricket Victoria & Netball Victoria	LGAs, Associations, Leagues & Clubs
4.7 Project partners develop a reporting mechanism on outcomes from the Great South Coast AFL, Cricket and Netball Regional Strategy that will support future regional planning opportunities.	Ongoing	All Project Partners	All Project Partners	All Project Partners



5. STRATEGY IMPLEMENTATION



STRATEGY IMPLEMENTATION

Implementation of identified Strategic Directions will require collaboration, investment and a commitment of human resources from AFL Western District, AFL Victoria, Cricket Victoria, Netball Victoria, government and industry stakeholders.

IMPLEMENTATION ACTIVITIES

The following Implementation Plans are provided to guide sport and LGAs financial and human resource commitment into the future. By creating a focus on collaboration, planning, and support for key projects, sport can continue to build its capacity to realise many of the potential outcomes identified in this Strategy.

Competing investment priorities, funding pressures on local government and the broader focus of local government to support a range of sports in facility renewal and upgrade, will require sport bodies to continue to advocate for and on behalf of their interests in the Region.

Identification of funding streams beyond traditional funding partners and a coordinated approach to accessing funding will be critical to strategic outcomes. The Region's LGAs and AFL Western District, Cricket Victoria and Netball Victoria should look to implement a planned approach to State Government for funding provision, particularly relating to the Female Friendly Facilities Program, Better Indoor Stadiums Fund and State and Regional Level facility developments.

Other funding options available to achieve facility improvements will be the *Country Football Netball Program*, *AFL Victoria Female Facilities Change Room Fund*, *Growing Cricket for Girls Fund*, *Cricket Australia National Community Facilities Funding Scheme*, *Worksafe Club Safety Fund*, *Abel Sports Equipment Fund*, *LGA Capital Works Programs* and *Club contributions*. The *AFL Victoria Football Development Fund*, *VicHealth* and *Worksafe Programs* should be accessed to fill the gap in infrastructure upgrades generally overlooked by other funding bodies. Non traditional funding partners such as *Community Bank Programs*, commercial investment and sponsorship should also be investigated.

Strategic Directions are set out in a priority framework. However, annual goal and target setting and formal evaluation will be required by Strategy partners to ensure ongoing and consistent alignment with the sport and LGA objectives. Strategy implementation will also need to recognise and accommodate the differing decision making processes and priority assessment of each project partner and individual LGA budget outcomes.



IMPLEMENTATION RESPONSIBILITIES

AFL WESTERN DISTRICT AND REGIONALLY BASED CRICKET VICTORIA AND NETBALL VICTORIA STAFF

AFL Western District and regionally based Cricket Victoria and Netball Victoria staff will play lead roles in Strategy implementation and continued collaboration with project partners. They will need to drive collaboration between elite pathway stakeholders to identify facility investment and access options, support infrastructure projects, identify funding opportunities and coordinate sport development related initiatives. Regional staff commitment to the continued delivery of AFL, cricket and netball in a changing and potentially shrinking environment is critical.

Regional staff will need to participate in facility planning and provide information and advice to LGAs on participation trends, strategic directions and goal setting. This includes advocating for modified formats of their respective sports to sustain participation, encouraging the use of alternate venues for pre-season needs and providing support and advocacy during the relocation of clubs based at Reid Oval.

Implementation of female participation, introductory, school and junior program expansion and the transition of players between football club based and association netball will continue to be core development opportunities for sport to expand participation and grow their base.

LOCAL GOVERNMENT

Project partner LGAs have a core responsibility to support sport and recreation and infrastructure planning, facility renewal and improvement across all sports. LGAs will need to consider the implementation of Critical Actions and use Strategy directions to inform facility investment priorities, internal LGA planning, policy and capital works programs and securing partner investment.

Critical to Strategy success will be advocacy to State Government on funding options and continued commitment to collaboration with AFL Western District, Cricket Victoria and Netball Victoria regional staff to review Strategy objectives and priorities, utilising them as the basis for future facility planning and investment.

CLUBS AND ASSOCIATIONS

Clubs and associations will continue to remain the deliverers of AFL, cricket and netball services to their communities. Clubs and associations will need to adapt to the changing environment of sport, supporting game modification initiatives and other participation opportunities, considering alternate venues for pre-season needs and transition to multi-user facility options, implementing policies and processes from their State and Regional bodies and supporting facility renewal through both planning and direct investment.



AFL VICTORIA, CRICKET VICTORIA AND NETBALL VICTORIA

A key function for AFL, cricket and netball State sporting associations will be to ensure ongoing investment into regional staff to undertake their lead role in the Strategy's implementation. They will also need to provide advice on facility requirements that meet the sports' needs, identify new developments in sports infrastructure materials and technology that improves facility investment outcomes and continue to provide funding to support LGA investment in community facilities.

Managing state wide strategies that support participation projections, improved club governance, financial management and sustainability processes, maintaining strong partnerships with State and Federal Governments to support facility investment and, sourcing alternate venue options such as schools will also be essential to sustain participation. Continued support of the CFNP combined with harnessing opportunities for facility investment through existing relationships with State and Federal Government will be essential to support Strategy implementation.

State sporting associations will have key roles in assisting grass roots club sustainability, supporting competition and club structure reviews and ensuring state wide strategies for their sports are implemented.

STATE / FEDERAL GOVERNMENT

Government will play a key support role in the funding of strategic initiatives including potential for review of existing funding streams where possible. It will also be responsible for ensuring continued focus is provided on the delivery of Strategy actions for greater benefit of the Great South Coast community.

State Government also have a role as asset manager/owner and appropriate asset management principles should be adopted to ensure safe and relevant facilities for delegated asset managers and users.

As a funding partner, SRV's Community Infrastructure Team plays a key role during the design phase to develop facilities that are fit for purpose, consider environmentally sustainable and accessible design principles and serve the needs of the community.

SCHOOLS

Schools in the Region will have a key role in growing and sustaining participation through embracing participation and on site program opportunities provided by sport and supporting facility access and investment where gaps in provision exist at the local level.

MONITORING, MEASURING AND EVALUATING

To ensure stakeholders are successful in achieving mutual objectives in an efficient and effective manner, regular reviews of Strategic Directions are paramount. To this end the following implementation, monitoring and reporting system is provided for stakeholder guidance and participation in Strategy measurement.

GREAT SOUTH COAST AFL, CRICKET AND NETBALL REGIONAL STRATEGY	<ul style="list-style-type: none">Strategic Directions
RESOURCING	<ul style="list-style-type: none">Capital Works / Investment ProgramLGA, AFL, Cricket and Netball staff and financial resourcesFunding attraction
REVIEW	<ul style="list-style-type: none">Annual internal LGA review, priority setting and resource evaluation in line with Council Plan and annual budgetFootball, Cricket and Netball staff and financial resources
REPORTING	<ul style="list-style-type: none">Great South Coast Local Government ForumIntegrate with broader LGA strategic planningAFL Western District, Cricket Victoria and Netball Victoria visits to LGA for regular action plan review



HIGH PRIORITY STRATEGIC DIRECTIONS

The Great South Coast AFL, Cricket and Netball Regional Strategy has been prepared to guide the development of the three sports within the Great South Coast Region. It addresses a range of issues and provides direction regarding future infrastructure, building club capacity and enhancing relationships to sustain sport. It also makes recommendations regarding stakeholder roles and responsibilities.

To support the achievement of proposed objectives highlighted within this Strategy and to ensure the needs of sport and LGAs are met, **10 High Priority Strategic Directions** have been identified. These Strategic Directions should be used to inform each project partners long term planning. It is not expected that all project partners will be able to deliver all High Priority Strategic Directions in the short and medium term.

HIGH PRIORITY STRATEGIC DIRECTIONS	
1	Guided by facility and participation data, develop asset management plans to guide incorporation into LGA capital works and renewal programs, and support funding processes and budgets. Prioritise facility renewal at those venues not currently meeting recommended provision levels or at sites with identified and potential female participation growth.
2	Prioritise change room upgrades for application to various grants programs to cater for unisex use
3	Support the redevelopment of Reid Oval to be the premier regional outdoor sports ground in the Great South Coast.
4	Collectively lobby for recognised regional priorities in this Strategy to maximise external funding support.
5	Support the development of the Western Country Regional Cricket Hub at Monivae College
6	Seek to provide a wider suite of AFL, cricket and netball programming that encourages non competitive participation. Ensure adequate support and resourcing is provided to local Leagues, Associations and clubs to assist with implementation of such programs/competitions.
7	Conduct club “volunteer forum” within each municipality to identify opportunities to attract and retain volunteers and encourage alternate club operations models such as paid administrators.
8	AFL Western District and Warrnambool City Netball Association continue to partner to review competition options that harnesses players currently lost to netball.
9	Support existing LGA funding advocacy mechanisms to represent the Region’s infrastructure funding requirements to State and Federal Government.
10	Formalise and support a process for Great South Coast LGAs to review the initiatives from the Great South Coast AFL, Cricket and Netball Regional Strategy and to act as a further consultative process for AFL, cricket, netball and LGAs in the Region.



APPENDIX 1 | CASE STUDY

Tyrendarra Recreation Reserve

Multi-user facility

Users:

Tyrendarra Football Netball Club,
Tyrendarra Cricket Club, Tyrendarra Tennis
Club & Tyrendarra P & A Society

Council:

Glenelg Shire Council



Partnership Benefits:

- Collaboration between football, cricket, netball and community users
- Year round facility usage
- Improved facility provision
- Maximises funding opportunities
- Improved grounds management processes
- Transforming venue infrastructure into community sport and recreational activities, with the support of all user groups ensures maximum community utilisation and facility sustainability well into the future

Tyrendarra Recreation Reserve is a community facility in the Glenelg Shire that has successfully negotiated shared tenancy between a number of users, AFL, cricket, netball, tennis and the local show society. Tenancy arrangements have resulted in considerable facility upgrades and maximised use at the Reserve, an example of community working together across competing interests to positively impact both facility investment and sports development outcomes.

The primary tenants at the Reserve are the Tyrendarra Football Netball Club, Tyrendarra Cricket Club, Tyrendarra Tennis Club and Tyrendarra P & A Society. The land is managed by DELWP and overseen by a Committee of Management, the Tyrendarra Recreation Reserve Committee. This Committee manages all aspects of the Reserve including fundraising and facility improvements. Each tenant club is a sub-committee to the over-arching Reserve Committee and are responsible for their own operational and governance requirements. Sub-committees pay a percentage into reserve maintenance and facility improvements and volunteer their services to support large community events hosted by the Reserve Committee, the funds of which are then funnelled back into the venue.

Some pitch cover and turf maintenance is completed by Glenelg Shire. However, as the Reserve operates under strong governance protocols with proactive, innovative community leaders, the Shire has minimal need for involvement in facility needs other than to provide in principle support to funding applications.

Facility upgrades are not only viewed as a win for tenant sporting clubs but also for the Tyrendarra community as a whole who benefit from the provision of high quality sport and recreational facilities. In 2014 the community celebrated the official opening of new \$320,000 netball and tennis courts. The facility upgrade included two new asphalt netball and tennis courts and two synthetic turf tennis courts with improved lighting and fencing. These courts are open for community and social use when not required for formal competition. More recently, the Reserve Committee was successful in their bid for \$50,000 of SRV funding to support unisex change room provision.

Being the centre of a small rural community and with a general overlap of club volunteers between tenant sports, users at the Tyrendarra Recreation Reserve enjoy positive relationships. This consistency in volunteerism provides benefits in facility management, maintenance and understanding of governance requirements.

APPENDIX 2 – STUDY LIMITATIONS



The proposed project methodology was endorsed by the PCG prior to the commencement of the Strategy. Although due diligence and a rigorous approach to analysis and data collection was undertaken by project consultants, a number of limitations to data have been identified.

The scope of the project was to focus on AFL, cricket and netball infrastructure within the Great South Coast Region and provide meaningful analysis on existing and projected regional and local AFL, cricket and netball participation, facility and development information.

AFL PARTICIPATION DATA

AFL participant data was provided by AFL Victoria and reflects registrations for Season 2017.

NETBALL PARTICIPATION DATA

Netball participant data for both club based and Association based netball was provided by Netball Victoria and reflects registrations for season 2017. Changes in Netball Victoria registration online processes have resulted in improved data capture since 2014. This impacts trend analysis as data prior to the 2014 does not accurately reflect all known netball participation in the Region.

It is also noted that netball participation is not restricted to one club or association with players often participating in both programs. This again affects participant data with some participants having both a “primary” registration to identify where they initially registered and then multiple “secondary” registrations.

CRICKET PARTICIPATION DATA

Cricket participant data was provided by Cricket Victoria reflects registrations for season 2016-17.

ANALYSIS

To provide a full understanding of population, penetration and participation projections, analysis has been conducted on all known participant data across project partner LGAs, regardless of club, league or association affiliation. Analysis has been provided based on age and gender cohorts. Participant data also does not include school participation.

POPULATION AND FACILITY DATA

Population and penetration analysis has been based on population data grouped by recognised player categories. Population and demographic information has been sourced through the Department of Environment, Land, Water and Planning Victoria in Future 2016 data release. This was to ensure consistency in population data between project partner LGAs, as not all LGAs subscribe to online population forecasting tools such as forecast.id.

Facility location data and renewal / development investment information was sourced from AFL Victoria, Netball Victoria, Cricket Victoria and from available LGA information.

Whilst every effort has been made to address potential gaps and limitations in these areas, readers should be mindful of these factors when considering this document and the key focus areas and issues presented.

APPENDIX 3 | FRAMEWORK FOR FUNDING ALLOCATION

The following table outlines proposed club management, participation and governance ratings to determine priorities in funding allocation. It is suggested that this Framework be applied where facility upgrade requirements are similar between a number of clubs, but LGA investment capabilities are limited and cannot support all investment requirements simultaneously, or through the one funding pool.

COMPONENT / CAPABILITY	WEIGHTING	CLUB RATING
1. Facility condition rating from the Great South Coast Regional AFL, Cricket and Netball Strategy	35	
2. Club has the ability to financially co-contribute (financial and/or in kind) to identified infrastructure upgrade.	15	
3. Club has a detailed five year strategic plan and produces, operates and reports to an annual budget.	15	
4. Club has implemented the required policies and procedures as set by AFL Victoria, AFL Western District, Cricket Victoria, Netball Victoria, Association, Leagues and LGAs.	10	
5. Club supports diversity (for example youth and/or senior female AFL or cricket team, FIDA, AAA, indigenous players or male netball participants).	10	
7. Club is aligned with or supports NAB AFL Auskick Centre, Junior Blasters, T20 Blast – Master Blasters and/or NetSetGO.	5	
8. Club actively participates in industry training, club development and accreditation initiatives.	5	
9. Club is financially up to date with relevant Council accounts.	5	
TOTAL	100	/100

APPENDIX 4 | FACILITY CLASSIFICATIONS AND IDENTIFIED GAPS

Classifying facilities is important when assessing provision against proposed facility use. Classification provides direction for the development of new facilities and/or those being considered for renewal and ensures facility provision is fit for purpose.

AFL

AFL Victoria's *Heartland Strategy* recognises that the principle purpose of a local facility is to accommodate local club level programs and competitions.

State level facilities primarily service VFL and TAC Cup being the second highest level of competition below the AFL competition. These facilities are also used for competition finals as they are maintained to a showcase level, offering a higher standard of amenities with perimeter fencing and the capacity to cater for larger crowds.

Regional level facilities service a collection of suburbs or geographic areas within a municipality and usually cater for more than one code or activity. These facilities ideally have perimeter fencing to restrict vehicle and pedestrian access, amenities with capacity to host competition finals and have oval surface quality maintained to a high standard.

In order to meet the **preferred minimum local level facility requirements**, core facility amenities should reflect minimum provision as outlined in the *AFL Preferred Facilities Guidelines*. Priority weighting has been given to amenities and infrastructure that have the greatest influence and directly impact on football participation, competition requirements and growth. These include:

- capacity for player and umpire change rooms to cater for female participation through the provision of pan toilets and lockable shower cubicles;
- lighting provision is to minimum training standards (50 lux level);
- pavilion (social rooms) meet the recommended size of 100m² to facilitate social interaction, support club growth and club sustainability; and
- the overall condition of the change rooms, ground surface and pavilion rated as "moderate" (considerable wear but still comfortable for users).

NETBALL

Netball Victoria's *Facilities Strategy* establishes a facility hierarchy for netball and standards for indoor and outdoor courts. Classifications relevant to netball provision in the Region are detailed below. When considering court provision it should be noted that specific netball activities should only be held on Regional level or above indoor courts (e.g. National Titles, Regional Victorian Netball League and Zone Academy).

Regional level facilities offer 8+ courts and are capable of hosting Association Championships and State titles. These facilities ideally have high quality, larger sized player and umpire rooms, accessible public amenities with baby change area, minimum 100m² social room and administration areas. Courtside spectator, team and official shelters, compliant courts and lighting to standard are also essential.

Sub-Regional facilities have 4-7 courts and support local competition and finals through to School Championships. Preferred amenity provision is the same as regional level venues, however smaller room sizes are stipulated for player and umpire rooms and social rooms. Court and court amenity provision remains the same as a regional venue however, lighting to standard is desirable.

Local level activities range from modified games and programs, league and association training and competition and community use. **Preferred minimum provision** at the local level includes:

- 2 compliant courts with surface in "moderate" condition (considerable wear but still playable) ;
- lighting provision is to minimum training standards (100 lux level for outdoor courts and 300 lux level for indoor courts); and
- provision of player and umpire amenities in "moderate" condition (considerable wear but still comfortable for users).



FACILITY CLASSIFICATIONS AND IDENTIFIED GAPS

CRICKET

Cricket Australia's Community Cricket Facility Guidelines establishes a facility hierarchy model for community cricket venues as follows:

Premier / Regional: cater for home and away fixtures for Premier Cricket (including District/Grade), regional training for pathway squads and programs and host event / carnival venues for state and regional programs and local finals.

Club (Home): services home and away fixtures for local, Association, metropolitan and country cricket, local club training, facilitating school to club connectivity and provides opportunities for Cricket Blast and modified programs.

Club (Satellite): these are overflow venues away from a club's main home ground that support junior, school and senior club cricket competition (primarily match day use) and formal and informal social cricket use. Venues typically include parks, recreation reserves and schools and often shared venues for broader community use and access.

Preferred minimum provision to assess cricket amenities includes:

- capacity for player and umpire change rooms to cater for female participation through the provision of pan toilets and lockable shower cubicles;
- pavilion (social rooms) meets the recommended size of 100m² to conduct social events and promote social interaction to support inclusive club cultures;
- the overall condition of the change rooms, ground surface and pavilion rated as "moderate" (considerable wear but still comfortable for users);
- Cricket training nets condition rated as "moderate" and number of training nets provided is a minimum of three nets for a "club home" ground; and
- Synthetic wicket meets the preferred length (25m to 28m) and width (2.4m to 2.8m) and is in "moderate" condition being suitable for play.



FACILITY CLASSIFICATIONS AND IDENTIFIED GAPS

The Current Facility Classifications and Identified Gaps chart located on pages 60 to 65 of this Report, detail facility condition and provision based on audit outcomes.

The chart groups venues into one of four categories following assessment against preferred minimum provision from the *AFL Preferred Facilities Guidelines*, *Netball Victoria Facilities Manual* and *Cricket Australia's Community Cricket Facility Guidelines*.

Facility condition categories are:

- **Facility Gaps:** core amenity provision is below AFL, cricket or netball's *preferred provision* according to facility classification;
- **Local:** venue meets preferred minimum provision for Local level classification;
- **Regional:** venue meets preferred minimum provision for Regional level classification; and
- **State:** venue meets preferred minimum provision for State level classification.

Generally the majority of facilities across the Region have been identified as requiring some improvement, in order to reach their identified hierarchy classification.

It is important to note that facility ratings reflect a point in time.

Whilst facility information was collected by AFL Western District Commission, Cricket Victoria and Netball Victoria staff, further review is required by all project stakeholders prior to formalising commitments to infrastructure upgrades and/or renewal and determining strategic directions for the Great South Coast Region.

Upgrades to existing club facilities should aim to address preferred provision from the *AFL Preferred Facility Guidelines*, *Cricket Australia's Community Cricket Facility Guidelines* and *Netball Victoria Facilities Manual* with collective investment from the sport, government, clubs and other funding partners.

Improvements in these areas are likely to have a positive effect on increasing venue capacity, encouraging growth in participation, maximising facility usage and accommodating diversity.

CORANGAMITE LGA

CURRENT FACILITY CLASSIFICATION & IDENTIFIED GAPS

JUNIOR/SCHOOL & LOCAL LEVEL/COMMUNITY CLUB FACILITIES

JUNIOR / SCHOOL LEVEL CLASSIFICATION		LOCAL LEVEL/COMMUNITY CLUB CLASSIFICATION	
FACILITY GAPS	SATISFACTORY	FACILITY GAPS	SATISFACTORY
Timboon P12 School (CR, CTN, SW)		Boorcan Recreation Reserve (CR, UR, CTN, SW)	Princetown Recreation Reserve
Cobden Technical School (CR, UR, CTN, OS, SW)		Camperdown Lakes Recreation Reserve (CR, UR, CTN)	
Cobden Technical School 2 (CR, UR, CTN)		Camperdown Showgrounds (CR, UR, OS, CTN)	
		Ecklin Recreation Reserve (CR, UR, CTN)	
		Pomborneit Recreation Reserve (CR, UR, CTN, SW)	
		Port Campbell Recreation Reserve (CR, CTN)	
		Terang Cricket Ground (CR, UR)	
		Derrinalum Recreation Reserve (CR, UR, SW, CTN)	
		Lismore Recreation Reserve (CR, UR, FL, NL, SW, CTN)	
		Noorat Recreation Reserve (CR, UR, FL, NL, SW, CTN)	
		Simpson Recreation Reserve (CR, UR, FL, NL, SW)	
		Skipiton Recreation Reserve (CR, UR, FL, NL, SW)	
		Timboon Recreation Reserve -F (CR, UR, FL, NL)	

LGA COLOUR CODE

- AFL only venue
- Cricket only venue
- AFL/Cricket shared

CODES IDENTIFYING FACILITY GAPS

The following abbreviations have been applied to facilities where there is a gap in facility amenities, highlighted under FACILITY GAPS. This is according to outcomes of facility audits conducted in May-August 2017. Audit information was rated against preferred provision from the *AFL Preferred Facilities Guidelines*, *Cricket Australia Community Cricket Facility Guidelines*, *Netball Victoria Facilities Manual* and *Australian Lighting Standards*.

CR – Change Room (condition or not unisex)

CTN – Cricket Training Nets

FL – Flood Lighting (Oval)

MP – Main Pavilion

NF – Netball Facility

NC – Netball Court (condition or run off)

NL – Netball Lighting

OS – Oval Surface Condition

SW – Synthetic Wicket

UR – Umpire Rooms (condition or not unisex)

F – denotes female football or cricket played at venue

CURRENT FACILITY CLASSIFICATION & IDENTIFIED GAPS

JUNIOR/SCHOOL & LOCAL LEVEL/COMMUNITY CLUB FACILITIES

LGA COLOUR CODE

- AFL only venue
- Cricket only venue
- AFL/Cricket shared

The following abbreviations have been applied to facilities where there is a gap in facility amenities, highlighted under FACILITY GAPS. This is according to outcomes of facility audits conducted in May-August 2017. Audit information was rated against preferred provision from the *AFL Preferred Facilities Guidelines*, *Cricket Australia Community Cricket Facility Guidelines*, *Netball Victoria Facilities Manual* and *Australian Lighting Standards*.

CR – Change Room (condition or not unisex) CTN – Cricket Training Nets
 FL – Flood Lighting (Oval) MP – Main Pavilion
 NF – Netball Facility NC – Netball Court (condition or run off)
 NL – Netball Lighting OS – Oval Surface Condition
 SW – Synthetic Wicket UR – Umpire Rooms (condition or not unisex)
 F – denotes female football or cricket played at venue

MOYNE LGA

CURRENT FACILITY CLASSIFICATION & IDENTIFIED GAPS

JUNIOR/SCHOOL & LOCAL LEVEL/COMMUNITY CLUB FACILITIES

JUNIOR / SCHOOL LEVEL CLASSIFICATION		LOCAL LEVEL/COMMUNITY CLUB CLASSIFICATION	
FACILITY GAPS	SATISFACTORY	FACILITY GAPS	
Mortlake P-12 College (CR, UR, SW, CTN)		Caramut Recreation Reserve (CR, UR, FL, NF, NL, NC)	Killarney Recreation Reserve (CR, UR, SW, CTN)
		DC Farren Oval (CR, UR, FL, NL)	Mortlake Recreation Reserve (CR, UR)
		Gardens Oval - F (CR, UR)	Purnim Recreation Reserve (CR, UR, CTN)
		Hawkesdale Recreation Reserve (CR, UR, FL, NL, SW, CTN)	Wangoom Recreation Reserve (CR, UR, CTN)
		Macarthur Recreation Reserve (CR, UR, FL, NF, NL, SW, CTN)	Winslow Recreation Reserve (CR, UR, SW, CTN)
		Nirranda Recreation Reserve (CR, UR, FL, NL, CTN)	Woolsthorpe Recreation Reserve (CR, UR, SW, CTN)
		Panmure Recreation Reserve (CR, UR, MP, FL, NL, CTN)	Yambuk Recreation Reserve (CR, UR, CTN)
		Victoria Park (Koroit) (CR, FL, NL)	
		Woomdoo Recreation Reserve (CR, UR, FL, SW, NL)	

LGA COLOUR CODE

- AFL only venue
- Cricket only venue
- AFL/Cricket shared

CODES IDENTIFYING FACILITY GAPS

The following abbreviations have been applied to facilities where there is a gap in facility amenities, highlighted under FACILITY GAPS. This is according to outcomes of facility audits conducted in May-August 2017. Audit information was rated against preferred provision from the *AFL Preferred Facilities Guidelines*, *Cricket Australia Community Cricket Facility Guidelines*, *Netball Victoria Facilities Manual* and *Australian Lighting Standards*.

CR – Change Room (condition or not unisex) CTN – Cricket Training Nets

FL – Flood Lighting (Oval) MP – Main Pavilion

NF – Netball Facility NC – Netball Court (condition or run off)

NL – Netball Lighting OS – Oval Surface Condition

SW – Synthetic Wicket UR – Umpire Rooms (condition or not unisex)

F – denotes female football or cricket played at venue

SOUTHERN GRAMPIANS LGA

CURRENT FACILITY CLASSIFICATION & IDENTIFIED GAPS

JUNIOR/SCHOOL & LOCAL LEVEL/COMMUNITY CLUB FACILITIES

JUNIOR / SCHOOL LEVEL CLASSIFICATION		LOCAL LEVEL/COMMUNITY CLUB CLASSIFICATION	
FACILITY GAPS	SATISFACTORY	FACILITY GAPS	SATISFACTORY
Dunkeld Consolidated School (CR, UR)	Hamilton Recreation Reserve	Cavendish Recreation Reserve (CR, UR, FL, NF, NL)	
Good Shepherd College (Junior) (CR, UR, SW, CTN)		Dunkeld Recreation Reserve (CR, UR, FL, NL)	
Good Shepherd College (Senior) (CR, UR, SW, CTN)	Hamilton College	Glenthompson Recreation Reserve (CR, UR, FL, NL)	
Hamilton Primary School (Gray St) (CR, UR, SW, CTN)		Penshurst Recreation Reserve (CR, UR, FL, NL)	
Hamilton Primary School (CR, UR, SW, CTN)		Silvester Oval (CR, UR, OS, FL, NL)	
Monivae College** (CR, UR)		Balmoral Reserve (CR, UR, MP, FL, SW, CTN, NL)	
		Branxholme Recreation Reserve (CR, UR, FL, NL, CTN)	
		Pedrina Park - F (CTN)	
		Byaduk Recreation Reserve (CR, UR, CTN)	
		Kennedy Oval (CR, UR, CTN)	
		Pigeon Ponds Recreation Reserve (CR, UR, CTN)	
		Tarrington Recreation Reserve (CR, UR, MP, CTN)	
		Turnbull Street Recreation Reserve (CR, UR, CTN)	

LGA COLOUR CODE

AFL only venue

Cricket only venue

AFL/Cricket shared

CODES IDENTIFYING FACILITY GAPS

The following abbreviations have been applied to facilities where there is a gap in facility amenities, highlighted under FACILITY GAPS. This is according to outcomes of facility audits conducted in May-August 2017. Audit information was rated against preferred provision from the *AFL Preferred Facilities Guidelines*, *Cricket Australia Community Cricket Facility Guidelines*, *Netball Victoria Facilities Manual* and *Australian Lighting Standards*.

CR – Change Room (condition or not unisex)

CTN – Cricket Training Nets

FL – Flood Lighting (Oval)

MP – Main Pavilion

NF – Netball Facility

NC – Netball Court (condition or run off)

NL – Netball Lighting

OS – Oval Surface Condition

SW – Synthetic Wicket

UR – Umpire Rooms (condition or not unisex)

F – denotes female football or cricket played at venue

** Monivae College to be developed as new Western Region Cricket Hub

WARRNAMBOOL LGA
CURRENT FACILITY CLASSIFICATION AND IDENTIFIED GAPS
JUNIOR/SCHOOL AND LOCAL LEVEL FACILITIES

JUNIOR / SCHOOL LEVEL CLASSIFICATION		LOCAL LEVEL/COMMUNITY CLUB CLASSIFICATION	
FACILITY GAPS	SATISFACTORY	FACILITY GAPS	SATISFACTORY
Brauer College Oval (CR, SW) - F		Friendlies Society Park – F (CR, NL)	
Allan Oval (CR, SW, CTN)		The Pond – F (CR, UR, FL)	
L.P Wenborn Oval (CR, UR, SW, CTN)		Brierly Reserve (CR, UR, MP, OS, CTN)	
		Harris Street Reserve (CR, UR)	
		Jetty Flat Reserve (CR, UR)	
		Jones Oval (CR, UR, FL)	
		Allansford Recreation Reserve - F (CR, UR, FL, CTN)	
		Bushfield Recreation Reserve - F (CR, FL, SW, CTN, NL)	
		Davidson Oval - F (CR, UR, FL, CTN)	
		Dennington Recreation Reserve** (CR, UR, FL, NF, NL, CTN)	** Improvement works underway on change and umpire rooms
		Mack Oval - F (CR, NF, CTN)	
		Merrivale Recreation Reserve (CR, UR, FL, NL, CTN)	
		Walter Oval (CR, UR, FL, NF, NL, CTN)	

LGA COLOUR CODE

- AFL only venue
- Cricket only venue
- AFL/Cricket shared

CODES IDENTIFYING FACILITY GAPS

The following abbreviations have been applied to facilities where there is a gap in facility amenities, highlighted under FACILITY GAPS. This is according to outcomes of facility audits conducted in May-August 2017. Audit information was rated against preferred provision from the *AFL Preferred Facilities Guidelines*, *Cricket Australia Community Cricket Facility Guidelines*, *Netball Victoria Facilities Manual* and *Australian Lighting Standards*.

CR – Change Room (condition or not unisex)

CTN – Cricket Training Nets

FL – Flood Lighting (Oval)

MP – Main Pavilion

NF – Netball Facility

NC – Netball Court (condition or run off)

NL – Netball Lighting

OS – Oval Surface Condition

SW – Synthetic Wicket

UR – Umpire Rooms (condition or not unisex)

F – denotes female football or cricket played at venue

ALL GREAT SOUTH COAST LGAS

CURRENT FACILITY CLASSIFICATION AND IDENTIFIED GAPS

REGIONAL AND STATE LEVEL FACILITIES

REGIONAL LEVEL CLASSIFICATION		STATE LEVEL CLASSIFICATION	
FACILITY GAPS	SATISFACTORY	FACILITY GAPS	SATISFACTORY
Cobden Recreation Reserve - F (CR, UR, FL, NL)		No State level facilities identified in the Region	
Terang Recreation Reserve (CR, UR, FL, NL)			
Leura Oval (CR, UR, FL, NL)			
Hanlon Park - F (CR, UR, FL, NL)			
Southcombe Park (CR, UR)			
Melville Oval - F (CR, UR, MP, CTN, NF, NC)			
Reid Oval - F (CR, UR, FL , CTN, NL, NC)			

LGA COLOUR CODE

- Corangamite – AFL/Cricket shared
- Corangamite – AFL only
- Glenelg – AFL/Cricket shared
- Moyne – Cricket only
- Southern Grampians – AFL/Cricket Shared
- Warrnambool – AFL/Cricket shared

CODES IDENTIFYING FACILITY GAPS

The following abbreviations have been applied to facilities where there is a gap in facility amenities, highlighted under FACILITY GAPS. This is according to outcomes of facility audits conducted in May-August 2017. Audit information was rated against preferred provision from the *AFL Preferred Facilities Guidelines*, *Cricket Australia Community Cricket Facility Guidelines*, *Netball Victoria Facilities Manual* and *Australian Lighting Standards*.

CR – Change Room (condition or not unisex) CTN – Cricket Training Nets

FL – Flood Lighting (Oval) MP – Main Pavilion

NF – Netball Facility NC – Netball Court (condition or run off)

NL – Netball Lighting OS – Oval Surface Condition

SW – Synthetic Wicket UR – Umpire Rooms (condition or not unisex)

F – denotes female football or cricket played at venue

APPENDIX 5 – CRITERIA FOR RATING AFL AND NETBALL AMENITIES AT FOOTBALL NETBALL CLUBS

FACILITY INFRASTRUCTURE AND AMENITIES

The following charts outline the ratings used throughout facility audits to determine what amenities a facility has and also the standard (condition, size, general provision) of these amenities. Ratings are based on the preferred minimum standards from the *AFL Preferred Facilities Guidelines*.

- The chart below is a summary of total points required for each amenity within a venue. The Key Findings Report provides full detail on minimum preferred provision and associated ratings for each amenity.
- Ratings shaded in light blue indicate that the amenity is below the preferred minimum provision for the nominated hierarchy level and highlights an area for upgrade / renewal.
- The Hierarchy percentage is the **Total Score** a venue receives based on scores within the **Summary of Amenity Provision**, against the **Total Possible Score** available based on the venue's hierarchy level. For example:
 - a Local Level venue that receives a total score of 67 will have a percentage of 64.4% ($67 / 104 = 64.4\%$)
 - A Junior Ground that has exceptional provision with a total score of 29 will have a percentage of 170.6% ($29 / 17 = 170.6\%$)
- The purpose of weighting percentages is to identify those venues that may have amenities above the preferred provision level for their nominated hierarchy.
- Ratings are only provided for **AFL** and **netball amenities** at **football-netball clubs**. Cricket and association netball do not have a rating system within their specific audit tool so no ratings are available. **Analysis without ratings has been provided on cricket and association netball provision in Appendices 6 and 7.**

	SUMMARY OF AMENITY PROVISION																
Hierarchy Level	Home Player Change Rooms	Away Player Change Rooms	Doctor / Gym	Umpire Amenity	Kitchen / Kiosk	Pavilion Clubroom	Playing Field	Field Lighting	Support & Public Amenities	Total Possible Score	Hierarchy %	Female Suitable Required?	Netball Facilities	Netball Lighting	Main Court Condition	Total Possible Score	Hierarchy %
State Level	23	19	4	12	4	28	57	20	15	182	100%	Yes	10	15	15	40	100%
Regional Level	20	16	0	12	3	22	49	15	13	150	100%	Yes	8	15	10	33	100%
Local club level	14	12	0	11	2	20	27	10	8	104	100%	Yes	6	10	6	22	100%
Junior Ground	0	0	0	0	0	0	12	5	0	17	100%	Junior ground – no preferred provision regarding netball amenities					
Primary/Secondary School Ground	0	0	0	0	0	0	12	0	0	12	100	School ground – no preferred provision regarding netball amenities					

CURRENT FACILITY CONDITION RATINGS – CORANGAMITE

Facility	Club at venue	Ownership	Hierarchy Level	Home Player Change Rooms	Away Player Change Rooms	Doctor / Gym	Umpire Amenity	Kitchen / Kiosk	Pavilion Clubroom	Playing Field	Field Lighting	Support & Public Amenities	Female Suitable	Hosts Female Cricket or AFL	Total Score	Hierarchy %	Netball Facilities	Netball Lighting	Main Court Condition	Total Possible Netball Score	Hierarchy %
Cobden Community Bank Recreation Reserve	Cobden FNC	State Govt	Regional	13	10	1	6	2	16	37	0	8	N	Y	93	62%	6	5	6	17	52%
Derrinallum Recreation Reserve	Lismore Derrinallum FC	Private	Local	12	10	0	5	2	12	37	15	5	N	N	98	94%	6	15	10	31	141%
Leura Oval	Camperdown FNC	State Govt	Regional	19	10	0	7	3	24	41	0	10	N	N	114	76%	8	5	15	28	85%
Lismore Recreation Reserve	Lismore Derrinallum FC	State Govt	Local	11	9	0	6	3	14	37	0	8	N	N	88	84%	6	5	6	17	77%
Noorat Recreation Reserve	Kolora-Noorat FNC	Private	Local	15	10	0	7	3	19	35	0	10	N	N	99	95%	8	5	10	23	105%
Simpson Recreation Reserve	Simpson FNC	State Govt	Local	13	8	0	2	2	21	40	0	5	N	N	91	87%	8	0	10	18	82%
Skipton Recreation Reserve	Skipton FNC	State Govt	Local	11	6	0	5	3	16	34	0	6	N	N	81	77%	6	5	10	21	95%
Timboon Recreation Reserve	Timboon Demons FNC	State Govt	Local	14	12	0	5	1	15	33	0	7	N	Y	87	83%	8	5	10	23	105%
Terang Recreation Reserve	Terang Mortlake FNC	State Govt	Regional	15	13	0	7	2	17	35	5	5	N	N	99	66%	6	5	6	17	52%

Note 1: Current Facility Condition Ratings are based on outcomes from facility audits conducted from May to August 2017.

Note 2: Hosts Female Cricket or AFL – green indicates female AFL/cricket players could access unisex netball amenities in short term. Blue indicates no unisex amenities available at venue.

CURRENT FACILITY CONDITION RATINGS – GLENELG

Facility	Club at venue	Ownership	Hierarchy Level	Home Player Change Rooms	Away Player Change Rooms	Doctor / Gym	Umpire Amenity	Kitchen / Kiosk	Pavilion Clubroom	Playing Field	Field Lighting	Support & Public Amenities	Female Suitable	Hosts Female Cricket or AFL	Total Score	Hierarchy %	Netball Facilities	Netball Lighting	Main Court Condition	Total Possible Netball Score	Hierarchy %
Alexandra Park	Westerns FC	LGA	Local	13	10	0	8	2	19	36	0	6	N	N	94	90%	4	5	4	13	59%
Cavalier Park	South Portland JFC	LGA	Local	13	11	0	6	2	11	30	0	4	N	N	77	74%	No netball facilities or court				
Dartmoor Oval	Dartmoor FC	Private	Local	13	10	0	7	3	13	32	5	8	N	N	91	87%	8	5	10	23	104%
Flinders Park	North Portland JFC	LGA	Junior	10	8	0	5	1	0	20	0	3	N	N	47	276%	Junior ground netball not required				
Hanlon Park	Portland FNCC	State Govt	Regional	16	10	2	3	4	17	39	0	14	N	Y	105	70%	10	5	10	25	75%
Heathmere Recreation Reserve	Heathmere FC	State Govt	Local	11	8	0	5	3	16	37	0	11	N	N	91	87%	6	5	10	21	95%
Henty Park	Central JFC	LGA	Junior	9	7	0	5	1	0	24	0	2	N	N	48	282%	Junior ground netball not required				
Heywood Recreation Reserve	Heywood FC	State Govt	Local	16	15	0	6	2	16	33	5	9	N	N	102	98%	8	5	15	28	127%
Island Park	Casterton Sandford FNC	LGA	Local	15	10	2	10	3	21	40	15	13	N	N	129	124%	0	15	2	17	77%
Tyrendarra Recreation Reserve	Tyrendarra FNC	State Govt	Local	14	9	0	3	4	15	28	15	7	N	N	95	91%	8	10	15	33	150%

Note 1: Current Facility Condition Ratings are based on outcomes from facility audits conducted from May to August 2017.

Note 2: Hosts Female Cricket or AFL – green indicates female AFL/cricket players could access unisex netball amenities in short term. Blue indicates no unisex amenities available at venue.

CURRENT FACILITY CONDITION RATINGS – MOYNE

Facility	Club at venue	Ownership	Hierarchy Level	Home Player Change Rooms	Away Player Change Rooms	Doctor / Gym	Umpire Amenity	Kitchen / Kiosk	Pavilion Clubroom	Playing Field	Field Lighting	Support & Public Amenities	Female Suitable	Hosts Female Cricket or AFL	Total Score	Hierarchy %	Netball Facilities	Netball Lighting	Main Court Condition	Total Possible Netball Score	Hierarchy %
Caramut Recreation Reserve	Caramut FNC	State Govt	Local	6	4	0	2	2	14	28	0	7	N	N	63	60%	2	5	4	11	50%
DC Farren Oval	Terang Mortlake FNC	State Govt	Local	11	9	0	5	1	10	40	0	6	N	N	82	78%	6	5	10	21	95%
Gardens Oval	Port Fairy FNC	LGA	Local	15	8	2	5	2	12	38	5	13	N	Y	100	96%	6	10	10	26	118%
Hawkesdale Recreation Reserves	Hawkesdale Macarthur FC	State Govt	Local	12	9	0	7	1	12	31	0	6	N	N	78	75%	6	5	6	17	77%
Macarthur Recreation Reserves	Hawkesdale Macarthur FC	State Govt	Local	14	10	1	6	1	15	31	0	4	N	N	82	78%	4	5	6	15	68%
Nirranda Recreation Reserve	Nirranda FNC	State Govt	Local	15	9	0	9	2	21	27	0	9	N	N	92	88%	8	5	15	28	127%
Panmure Recreational Reserve	Panmure FNC	State Govt	Local	11	7	0	4	2	13	34	0	9	N	N	80	76%	6	5	6	17	77%
Victoria Park	Koroit FNC	State Govt	Local	13	12	1	7	1	14	24	0	8	N	N	80	76%	10	0	6	16	73%
Woorndoo Recreation Reserve	Woorndoo Mortlake FC	State Govt	Local	14	12	0	5	2	12	25	0	4	N	N	74	71%	6	5	10	21	95%

Note 1: Current Facility Condition Ratings are based on outcomes from facility audits conducted from May to August 2017.

CURRENT FACILITY CONDITION RATINGS – SOUTHERN GRAMPIANS

Facility	Club at venue	Ownership	Hierarchy Level	Home Player Change Rooms	Away Player Change Rooms	Doctor / Gym	Umpire Amenity	Kitchen / Kiosk	Pavilion Clubroom	Playing Field	Field Lighting	Support & Public Amenities	Female Suitable	Hosts Female Cricket or AFL	Total Score	Hierarchy %	Netball Facilities	Netball Lighting	Main Court Condition	Total Possible Netball Score	Hierarchy %
Balmoral Reserve	Harrow Balmoral FNC	LGA	Local	12	8	0	6	2	9	37	0	11	N	Y	85	81%	8	15	10	33	150%
Branxholme Recreation Reserve	Branxholme Wallacedale FC	State Govt	Local	14	11	0	7	4	14	30	0	6	N	N	86	82%	10	5	15	30	136%
Cavendish Recreation Reserve	Cavendish FNC	State Govt	Local	9	7	0	4	2	14	29	0	10	N	N	75	72%	4	5	10	19	86%
Dunkeld Recreation Reserve	Glenthompson Dunkeld FC	State Govt	Local	12	10	2	5	2	13	41	0	7	N	N	92	88%	8	5	15	28	127%
Glenthompson Recreation Reserve	Glenthompson Dunkeld FC	State Govt	Local	7	5	0	5	1	10	43	0	9	N	N	80	76%	6	5	6	17	77%
Melville Oval	Hamilton Kangaroos FNC	LGA	Regional	13	9	0	4	4	14	39	15	13	N	Y	111	74%	6	15	6	27	81%
Pedrina Park	Hamilton Junior Football League	LGA	Junior	15	13	2	7	1	0	25	0	5	Y	Y	68	400%	Refer Appendix 7 Netball Association Venue Analysis				
Penshurst Recreation Reserve	Penshurst FC	State Govt	Local	13	7	0	6	4	13	37	0	6	N	N	86	82%	10	5	15	30	136%
Silvester Oval	Coleraine FNC	State Govt	Local	12	9	0	7	4	14	28	0	12	N	N	86	82%	10	5	10	25	114%

Note 1: Current Facility Condition Ratings are based on outcomes from facility audits conducted from May to August 2017.

Note 2: Hosts Female Cricket or AFL – green indicates female AFL/cricket players could access unisex netball amenities in short term. Blue indicates no unisex amenities available at venue.

CURRENT FACILITY CONDITION RATINGS – WARRNAMBOOL

Facility	Club at venue	Ownership	Hierarchy Level	Home Player Change Rooms	Away Player Change Rooms	Doctor / Gym	Umpire Amenity	Kitchen / Kiosk	Pavilion Clubroom	Playing Field	Field Lighting	Support & Public Amenities	Female Suitable	Hosts Female Cricket or AFL	Total Score	Hierarchy %	Netball Facilities	Netball Lighting	Main Court Condition	Total Possible Netball Score	Hierarchy %
Allan Oval	Hawks JFC	Catholic School	Junior	9	7	0	5	1	0	13	0	2	N	N	37	217%	Junior ground netball not required				
Allansford Recreation Reserve* (McLean Oval)	Allansford FNC	State Govt & LGA	Local	12	10	1	5	4	20	34	0	12	N	Y	98	94%	10	15	15	40	121%
Bushfield Recreation Reserve	North Warrnambool Eagles FNC	State Govt	Local	15	8	0	8	1	13	39	0	5	N	Y	89	85%	8	5	10	23	104%
Brauer College	Brauer College	School	School	0	0	0	0	0	0	14	0	0	N	Y	14	117%	Junior ground netball not required				
Davidson Oval	Old Collegians FNC & Hawks JFNC	LGA	Local	11	7	0	2	1	21	37	0	7	N	Y	86	82%	10	10	10	30	136%
Dennington Recreation Reserve++	Dennington FNC	LGA	Local	10	6	0	6	2	16	35	0	2	N	N	77	74%	0	5	10	15	68%
Friendlies Society Park	South Warrnambool FNC	State Govt	Local	14	9	0	8	4	18	34	10	7	N	Y	104	100%	10	5	15	30	136%
Mack Oval	Russell's Creek FNC	State Govt	Local	11	7	0	9	1	15	39	5	3	N	Y	90	86%	4	10	10	24	109%
Merrivale Recreation Reserve	Merrivale FNC	LGA	Local	12	7	0	2	2	18	38	0	7	N	N	86	82%	10	5	10	25	114%
The Pond	Deakin University / Western District Commission	University	Local	11	12	0	5	1	14	31	0	4	N	Y	78	75%	8	10	10	28	127%
Walter Oval	South Rovers FNC	State Govt	Local	12	5	0	3	3	16	38	0	3	N	N	80	76%	4	5	10	19	86%

Note 1: ++Player change and umpire change room improvement works are underway at Dennington Recreation Reserve during 2018.

Note 2: Hosts Female Cricket or AFL – green indicates female AFL/cricket players could access unisex netball amenities in short term. Blue indicates no unisex amenities available at venue.

Note 3: Current Facility Condition Ratings are based on outcomes from facility audits conducted from May to August 2017.

Note 4: *Jebergang Oval is also located at Allansford Recreation Reserve and is used for Cricket only.

CURRENT FACILITY CONDITION RATINGS – GREAT SOUTH COAST REGIONAL FACILITIES COMPARISON

Facility	Club at venue	Ownership	Hierarchy Level	Home Player Change Rooms	Away Player Change Rooms	Doctor / Gym	Umpire Amenity	Kitchen / Kiosk	Pavilion Clubroom	Playing Field	Field Lighting	Support & Public Amenities	Female Suitable	Hosts Female Cricket or AFL	Total Score	Hierarchy %	Netball Facilities	Netball Lighting	Main Court Condition	Total Possible Netball Score	Hierarchy %
Cobden Community Bank Recreation Reserve	Cobden FNC	State Govt	Regional	13	10	1	6	2	16	37	0	8	N	Y	93	62%	6	5	6	17	52%
Leura Oval	Camperdown FNC	State Govt	Regional	19	10	0	7	3	24	41	0	10	N	N	114	76%	8	5	15	28	85%
Melville Oval	Hamilton Kangaroos FNC	LGA	Regional	13	9	0	4	4	14	39	15	13	N	Y	111	74%	8	15	6	29	88%
Terang Recreation Reserve	Terang Mortlake FNC	State Govt	Regional	15	13	0	7	2	17	35	5	5	N	N	99	66%	6	5	6	17	52%
Hanlon Park	Portland FNCC	State Govt	Regional	17	10	1	3	4	17	39	0	14	N	Y	105	70%	10	5	15	30	91%
Reid Oval	Warrnambool FNC	State Govt	Regional	12	7	2	6	1	14	26	0	9	N	Y	77	51%	10	15	10	35	76%

Note 1: Southcombe Park (Moynes) is considered a regional level cricket venue. As cricket does not have a rating system within their specific audit tool no ratings are available. Audit outcomes however, have identified gaps in change room and umpire room provision.

Note 2: Current Facility Condition Ratings are based on outcomes from facility audits conducted from May to August 2017.

APPENDIX 6 – CRICKET FACILITY ANALYSIS

CRICKET VENUES - REGIONAL FACILITY COMPARISONS – ON FIELD

GAME & PRACTICE FACILITIES	CRICKET VICTORIA COUNTRY REGION AVE	WESTERN COUNTRY REGION AVE	GREAT SOUTH COAST LGA AVE	WARRNAMBOOL CITY COUNCIL	CORANGAMITE SHIRE COUNCIL	GLENELG SHIRE COUNCIL	MOYNE SHIRE COUNCIL	SOUTHERN GRAMPIANS SHIRE COUNCIL
CONDITION								
Fence / Net Condition rating	69%	76%	81%	77%	85%	67%	84%	93%
Pitch condition rating (training nets)	68%	68%	68%	55%	67%	67%	74%	77%
Playing field condition rating	75%	78%	82%	72%	79%	75%	88%	95%
Synthetic / Non turf pitch condition (centre pitch)	65%	80%	82%	66%	81%	81%	86%	96%
Training net safety issues	42%	32%	29%	17%	67%	36%	14%	9%
LIFESPAN								
Playing field fencing	8.6 years	9 years	9.4 years	9 years	10 years	10 years	9 years	9 years
Net pitch surface (synthetic)	6.6 years	6 years	6.8 years	4 years	11 years	7 years	6 years	6 years
Main pitch surface (synthetic)	5.9 years	7 years	6.6 years	5 years	6 years	8 years	7 years	7 years
Training net enclosure roofing	7.5 years	7 years	7 years	6 years	9 years	8 years	7 years	5 years
Enclosure fencing / netting	7.5 years	8 years	7.4 years	6 years	10 years	8 years	7 years	6 years
Enclosure fence / netting protection	5.75 years	7 years	7.25 years	7 years	8 years	No assessment provided	8 years	6 years
PROVISION								
Sites (Country Region average)	103	115	15.6	15	19	12	15	17
Grounds (Country Region average)	128	130	18.2	18	20	14	18	21
Synthetic pitches (Country Region average)	78	87	12	9	14	11	15	11
Turf pitches (Country Region average)	39	38	5.4	9	4	3	2	9
All-seasons (Country Region average)	9	3	0.4	0	0	0	1	1
Other (Country Region average)	24	3	0	0	0	0	0	0
Multi-purpose training nets	10 (2%)	4 (4%)	0	0%	0%	0%	0%	0%
Pitches <2.4m width	73%	54%	31% of 40%	50%	67%	72%	10%	0%
Pitches <25m length	66%	63%	64%	56%	67%	84%	43%	72%
Grounds 50m or less	10%	8%	8%	17%	5%	0%	6%	10%
Outdoor practice nets	70%	77%	81%	80%	74%	92%	93%	65%
2+ training nets	64%	69%	76%	80%	56%	92%	87%	65%
Training nets off playing field	65%	66%	70%	83%	44%	82%	50%	91%

CRICKET VENUES - REGIONAL FACILITY COMPARISONS – OFF FIELD

OFF-FIELD FACILITIES	CRICKET VICTORIA COUNTRY REGION AVE	WESTERN COUNTRY REGION AVE	GREAT SOUTH COAST LGA AVE	WARRNAMBOOL CITY COUNCIL	CORANGAMITE SHIRE COUNCIL	GLENELG SHIRE COUNCIL	MOYNE SHIRE COUNCIL	SOUTHERN GRAMPIANS SHIRE COUNCIL
CONDITION								
Main pavilion	66%	76%	77%	83%	75%	68%	89%	70%
Club player facilities	63%	72%	74%	75%	70%	55%	84%	85%
Umpire facilities	59%	71%	75%	100%	75%	43%	82%	75%
PROVISION								
# of Pavilions	76	96	13.2	13	16	12	14	11
# of change rooms	144	182	26.6	27	28	30	28	20
Change facilities	67%	79%	81%	87%	84%	92%	100%	41%
Female friendly (lockable) change rooms	10%	6%	10%	11%	9%	4%	18%	9%
Accessible pavilion entry	53%	58%	68%	62%	75%	33%	93%	75%
Accessible change room toilet	36%	45%	47%	84%	48%	17%	61%	25%
Umpire change rooms	31%	28%	30%	33%	21%	50%	40%	6%
Female friendly umpire change rooms	19%	25%	48%	80%	30%	11%	86%	33%
Internal storage	34%	39%	37%	46%	45%	13%	64%	17%
External storage	17%	42%	44%	38%	40%	7%	79%	58%

APPENDIX 7 – NETBALL ASSOCIATION VENUES ANALYSIS

LGA	Facility	Association	Hierarchy Level	Number of Player Amenities	Female Friendly	Amenity Condition	Separate Umpire Amenity	Pavilion Condition	# Courts	# Indoor Courts	# Outdoor Courts	# courts in poor condition	# below minimum run off	# Courts Lit to Standard
Corangamite	Camperdown Community Stadium	Camperdown & District NA	Sub-Regional	2	Y	Excellent	N	Good	6	2	4	0	2	2 (indoor) +*
Corangamite	Cobden Technical School Sports Stadium	Cobden Night NA	Local	1	N	Moderate	N	No Pavilion	2	2	0	1	2	2 lit+*
Corangamite	Terang and District Sport and Recreation Center	Terang & District NA	Local	2	Y	Moderate	N	Good	2	2	0	0	2	2
Glenelg	Flinders Park	Portland NA	Sub-Regional	2	N	Moderate	N	Moderate	8	0	8	8	8	8 lit+*
Glenelg	Island Park	Casterton & District NA	Local	1	Y	Excellent	N	Excellent	4	0	4	4	4	4 lit+*
Moyne	Nirranda Recreation Reserve	Nirranda & District NA	Local	2	Y	Excellent	Y	Excellent	3	0	3	0	0	3 lit+*
Moyne	Mortlake Recreation Reserve	Mortlake NA	Local	1	Y	Poor	N	Moderate	5	0	5	0	0	2 lit+* 3 no lighting
Southern Grampians	Pedrina Park	Hamilton NA	Regional	1	Y	Moderate	N	Moderate	9	0	9	9	9	9 lit+*
Southern Grampians	Queens Park	Coleraine Junior NA	Local	No player amenities			N	++	2	0	2	2	2	No lighting provided
Warrnambool	Warrnambool ARC (Indoor Courts)	Warrnambool City NA	Regional	4	Y	2x Good 2x Poor	Y	Good	5	5	0	0	2	5 lit+*
	Warrnambool ARC (Outdoor Courts)								10	0	10	10	10	No lighting provided

Note 1: **Player Amenities at Cobden Technical School Sports Stadium could not be accessed at time of audit.

Note 2: ++Pavilion at Queens Park could not be accessed at time of audit

Note 3: +*Lighting is present at the venue but lux level is unknown

Note 4: Current Facility Condition Ratings are based on outcomes from facility audits conducted from June to October 2017.

APPENDIX 8 – PARTICIPATION AFL



ALL AFL PARTICIPATION (MALE AND FEMALE)

- Across the Great South Coast Region, there were 6,618 registered AFL participants during the 2017 Season.
- The highest participation rate was in the senior age cohort (18+ years), with 1,955 participants or 30% of total registrations. This is followed by the 10-14 years age cohort with 1,631 participants or 25% of total registrations.
- Participation has continued to grow across all LGAs with 15% growth in the Region since season 2015 (+875 participants).
- Nearly a third of participants are based in Warrnambool (33%) followed by Corangamite (20%) and then Glenelg, Moyne and Southern Grampians LGAs (all 16%).
- The recognised AFL participation ages are 5-39. Within this age cohort, the Great South Coast Region average penetration rate is 15.9% of the total population aged 5-39 years. This is well above the Victorian regional average penetration rate of 11.8%.
- Across all player categories the Great South Coast Region penetration rates generally sit at least 5% above Victorian regional average penetration rates.
- Penetration rates are also significantly higher than Victorian regional averages in some project partner LGAs.

AFL FEMALE PARTICIPATION

- There were 379 registered female football participants across the Great South Coast Region in season 2017. This was an increase of 183% from season 2016 (additional 245 females).
- The youth age cohort (age 15-19) attracted 117 new female participants to AFL in season 2017. This was through AFL Western District and Deakin University partnering to create the Deakin University Female Football League. This new competition for females aged 13-18 attracted teams from Horsham, Hamilton, Portland, Stawell, Warrnambool (three teams) and Warrnambool South.
- All project partner LGAs experienced growth in female football participation between season 2016 and season 2017. The most significant growth was in Warrnambool with 381% growth or an additional 118 females participating in football.
- Glenelg saw 223% growth (+49 participants), Moyne 161% growth (+29 participants), Southern Grampians 86% growth (+38 participants) and Corangamite 58% growth (+11 participants).
- The Region's average for female penetration is at 1.9% of the Region's female population aged 5-39. This is above the State regional female penetration average of 1.1%.

Refer to Figures 01 and 02 for further AFL participation information

FIGURE 01 | ALL (MALE AND FEMALE) GREAT SOUTH COAST AFL PARTICIPANT REGISTRATIONS SEASON 2017 (BY PLAYER CATEGORY AND LGA) AND CHANGE FROM 2016

LGA	AGE 5-9	AGE 10-14	AGE 15-19	AGE 20-39	AGE 40+	TOTAL	CHANGE FROM SEASON 2016
Corangamite	313	329	288	371	13	1314	+126
Glenelg	193	283	224	307	23	1030	+57
Moyne	240	211	191	388	26	1056	+77
Southern Grampians	263	214	217	337	30	1061	+75
Warrnambool	483	594	487	552	41	2157	+238
TOTAL	1,492	1,631	1,407	1,955	133	6,618	+573

FIGURE 02 | FEMALE GREAT SOUTH COAST FOOTBALL PARTICIPANT REGISTRATIONS SEASON 2017 (BY PLAYER CATEGORY AND LGA) AND CHANGE FROM SEASON 2016

LGA	AGE 5-9	AGE 10-14	AGE 15-19	AGE 20-39	AGE 40+	TOTAL	CHANGE FROM SEASON 2016
Corangamite	24	6	0	0	0	30	+11
Glenelg	32	19	20	0	0	71	+49
Moyne	27	19	1	0	0	47	+29
Southern Grampians	39	14	29	0	0	82	+38
Warrnambool	45	34	67	3	0	149	+118
TOTAL	167	92	117	3	0	379	+245

Source: AFL Victoria registered participant data to Season 2017

APPENDIX 8 – PARTICIPATION CRICKET



ALL CRICKET PARTICIPATION

- Across the Great South Coast Region, there were 3,378 registered cricket participants during the 2016-17 season.
- The highest participation rate was in the senior age cohort with 1,312 participants or 39% of total registrations.
- This is followed by the introductory and junior player categories with 1,507 participants or 22% of total registrations.
- Just over a quarter of all participants are based in Warrnambool (27%) followed by Moyne (23%), Corangamite (20%), Southern Grampians (19%) and Glenelg (11%).
- Cricket participation has generally remained steady with no significant change to overall participation numbers across the Region since the 2014-15 season.
- Whilst there has been a slight decline in male participation, this has been balanced against 102% growth in female participation (+191 participants). 296 females now participate in cricket.
- The Region's player penetration rate of 3.36% is above Cricket Victoria's Country Region average of 1.87% and State average of 1.6%.
- Based on current penetration rates, the Great South Coast Region is forecast to experience an increased market of 68 participants between 2016 and 2026.

ASSOCIATION CRICKET PARTICIPATION

- There are five recognised cricket associations based in the Great South Coast; Grassmere Cricket Association, Hamilton and District Cricket Association, Portland and District Cricket Association, South West Cricket Association and Warrnambool and District Cricket Association.
- Total participation for these five cricket associations in Season 2016-17 was 3,081 participants, representing 91% of all cricket participation in the region.
- The remaining 9% of cricket participants in season 2016-17 lived in the Region, but played for a cricket association based outside of the Region.
- Warrnambool District Cricket Association accounts for 37% of all cricket association participation. It is also the only cricket association to have enjoyed sustained growth, mainly through female participation. The Association has attracted an additional 105 female junior players (10-14 age cohort) since season 2014-15 .
- The four remaining cricket associations have had some minor participation decline ranging from -3.2% at Hamilton and District Cricket Association to -14% at Grassmere Cricket Association.
- Encouraging female participation, particularly through introductory programs, provides opportunity for these associations to grow their player base and support club sustainability.

Refer to Figures 03, 04 and 05 for further cricket participation information

FIGURE 03 | ALL (MALE AND FEMALE) GREAT SOUTH COAST CRICKET PARTICIPANT REGISTRATIONS SEASON 2016-2017 (BY PLAYER CATEGORY AND LGA)

LGA	AGE 5-9	AGE 10-14	AGE 15-19	AGE 20-39	AGE 40+	TOTAL	CHANGE FROM SEASON 2016
Corangamite	5	148	187	276	76	692	+1
Glenelg	2	53	107	170	53	385	-22
Moyne	21	180	156	289	119	765	-5
Southern Grampians	5	151	147	209	122	634	-22
Warrnambool	7	223	155	368	149	901	+15
TOTAL	40	755	752	1,312	519	3,378	-33

FIGURE 04 | FEMALE GREAT SOUTH COAST CRICKET PARTICIPANT REGISTRATIONS SEASON 2016-2017 (BY PLAYER CATEGORY AND LGA) AND CHANGE FROM SEASON 2016

LGA	AGE 5-9	AGE 10-14	AGE 15-19	AGE 20-39	AGE 40+	TOTAL	CHANGE FROM SEASON 2016
Corangamite	1	18	10	1	0	30	+8
Glenelg	0	4	11	18	1	34	-2
Moyne	9	25	26	2	1	63	+21
Southern Grampians	1	34	37	28	11	111	0
Warrnambool	2	46	8	2	0	58	+45
TOTAL	13	127	92	51	13	296	+72

FIGURE 05 | GREAT SOUTH COAST CRICKET ASSOCIATION PARTICIPATION TRENDS FROM SEASON 2014-15 TO SEASON 2016- 2017

CRICKET ASSOCIATION	2014-15	2015-16	2016-17	CHANGE 2015-17	%AGE CHANGE
Grassmere Cricket Association	430	399	339	-60	-14%
Hamilton District Cricket Association	751	797	773	-22	-3.2%
Portland & District Cricket Association	278	266	254	-12	-4.3%
South West Cricket Association	652	607	568	-39	-6.0%
Warrnambool District Cricket Association	1028	1044	1147	+103	+10.0%
TOTAL	3,139	3,113	3,081	-58	-1.0%

Source: Cricket Victoria registered participant data to Season 2014-2015 to Season 2016-2017

APPENDIX 8 – PARTICIPATION NETBALL



ALL NETBALL TRENDS

- Across the Region, there were 5,032 registered netball participants in Season 2016. This was an 8% increase on participation numbers from Season 2015 (+337 participants).
- The highest participation rate is in the junior age cohort (age 10-14) with 1,554 participants or 31% of total registrations. This is followed by the senior age cohort with 1,209 participants or 24% of total registrations.
- 2.5% of all netball participants across the Great South Coast Region are male, with all project partner LGAs having at least 10 male netball participants in 2016. The highest male participation is in Southern Grampians LGA with 53 participants, followed by Corangamite (28 players), Glenelg (22 players), Warrnambool (12 players) and Moyne (11 players).
- Netball participation has continued to grow with +681 participants (16% increase) across the Region from seasons 2014 to 2016.
- Netball Victoria's average membership rate of total population for rural and regional Victoria was 3.2% of total population. At 6.7% of total population, the Great South Coast average membership rate for season 2016 sits well above the rural and regional State average.
- Penetration rates are also significantly higher than Victorian regional averages in some project partner LGAs.

ASSOCIATION NETBALL TRENDS

- There were 1,254 registered association netball participants across the Region in season 2016. This was a slight decrease of -202 participants from season 2015 spread across the junior, youth and senior age cohorts. The introductory program age cohort (aged 5-9) had a 7% increase in participation with +22 additional players.
- The highest participation rate is in the junior age cohort (age 10-14) with 464 participants or 36% of total registrations. This is followed by the introductory program age cohort with 356 participants or 28% of total registrations.
- Warrnambool City Netball Association accounts for 32% of all netball association participation. This is closely followed by Hamilton Netball Association with 30% of participants and Portland Netball Association with 20% of participants.
- 7% of all association netball participants are male (95 participants) with male participation spread across all player age categories. The highest male participation is in the Hamilton Netball Association with 54 participants.
- Both Casterton and District Netball Association and Terang and District Netball Association recorded no participants for season 2016. Compared to season 2015, this was a decline of -27 participants for Casterton and District Netball Association and -14 participants for Terang and District Netball Association.

Refer to Figures 06 and 07 for further netball participation information

FIGURE 06 | ALL GREAT SOUTH COAST NETBALL PARTICIPANT REGISTRATIONS SEASON 2016
(BY PLAYER CATEGORY AND LGA)

LGA	AGE 5-9	AGE 10-14	AGE 15-19	AGE 20-39	AGE 40+	TOTAL	CHANGE FROM SEASON 2015
Corangamite	245	316	247	239	58	1,105	+43
Glenelg	133	249	182	237	90	891	+92
Moyne	216	334	198	220	67	1,035	+87
Southern Grampians	162	272	159	227	71	891	+50
Warrnambool	140	383	233	286	68	1,110	+65
TOTAL	896	1,554	1,019	1,209	354	5,032	+337

FIGURE 07 | ALL GREAT SOUTH COAST ASSOCIATION NETBALL PARTICIPANT REGISTRATIONS SEASON 2016 (BY PLAYER CATEGORY AND LGA)

Netball Association	AGE 5-9	AGE 10-14	AGE 15-19	AGE 20-39	AGE 40+	TOTAL
Camperdown & District NA (including Junior NA)	61	26	15	29	3	134
Casterton & District NA	0	0	0	0	0	0
Cobden Night NA	4	17	6	11	3	41
Coleraine Junior NA	11	0	0	0	0	11
Hamilton NA	107	155	46	66	19	393
Mortlake NA	31	0	0	0	0	31
Nirranda & District NA	0	1	2	8	1	12
Portland NA	41	81	50	55	32	259
Terang & District NA	0	0	0	0	0	0
Warrnambool City NA	101	184	41	52	35	413
TOTAL	356	464	160	221	93	1,294

Source: Netball Victoria registered participant data Season 2016

Note: Both Casteron and District Netball Association and Terang and District Netball Association recorded no participants for season 2016.

APPENDIX 9



Value of a Community Football Club



Research Background

The Centre for Sport and Social Impact (CSSI) at La Trobe University was commissioned by AFL Victoria to determine the social value of a “typical” community football club; specifically its social, health and community impact.

Research Design

The research design comprised two stages:

1. Conducting nine case studies on the activities and outcomes of football clubs in various locations across Victoria developed through 110 in-depth interviews with club and community members; and
2. A survey sent to all members of AFL Victoria football clubs across the state (with 1677 returned) examining individual health, well-being, trust and social connectedness.

It is important to note that this research includes the views of people outside of football clubs. The research design deliberately sought to confirm the views of football club members with those in their communities in developing the case studies and comparing the results of the survey of football club members with the general community.

For every \$1 spent on a community football club, there is at least \$4.40 return in social value.



Social Return on Investment

The social return on investment for an average community football club indicates that for every \$1 spent to run a club, there is at least \$4.40 return in social value in terms of increased social connectedness, wellbeing, and mental health status; employment outcomes; personal development; physical health; civic pride and support of other community groups.

SROI is an increasingly accepted method for undertaking impact assessments, especially for community focussed organisations and has been identified by the Productivity Commission as a comprehensive method for social impact assessment. SROI is based on program logic – the process of identifying the inputs, activities, outputs, outcomes and impacts associated with an organisation.

Social Outcomes

1. Football clubs provide an environment where people are more socially connected at every age group compared to other Victorians.
2. Football clubs are 3 times more useful for developing social networks than work, education or other community group networks.
3. Football clubs provide club members greater social support than through their other social networks.
4. Football clubs help people develop skills in public speaking, problem solving, decision making, conflict resolution, and dealing with people from diverse backgrounds.
5. Football clubs provide individuals, particularly those aged 15 to 24, with significantly increased chances of securing employment via the social networks provided by the club.

Health Outcomes

1. Football clubs are important and effective vehicles for delivering health and safety campaign messages for young people.
2. Individuals associated with a football club have a greater level of self-reported wellbeing at every age group compared to a sample of the Victorian population.
3. Individuals associated with a football club have higher levels of self-reported physical and mental health at most age groups compared to a sample of the Victorian population.
4. The self-reported mental health of people aged 18-24 associated with a football club is substantially higher than the general population; given the higher incidence of mental health issues among young people, it could be argued that 'football clubs help those at greatest risk of poor mental health'.



Things that would suffer if my football club disappeared ...



'We joined this club when we moved; I didn't know a single person in the town. Now I can walk down the street and know lots of people.'

'You know the one thing about footy, whenever you meet up with someone you played footy with, you've always got something to talk about, it creates those lifelong connections with people.'

'My football club is like a second family to me and everyone involved with the club. Not only have I gained many lifelong friends, but I have role models who I look up to and have taught me so much since joining the club. Our club is a place where you can go to escape from normal everyday life and also confront your problems with the help of the people at the club.'



'Our club is the hub of our community. I have witnessed young boys who come from abusive homes and are disconnected from school and the community come to our club and feel part of a team. These boys learn respect, discipline, team work, responsibility, mate ship and a sense of belonging.'

'You can always be welcomed down at the football club – it doesn't matter who you are or what your background is.'

'My football/netball club brings the community together. Living in a country area, it is a place that allows everyone to catch up at least once a week, brings the family together and strengthens relationships.'

'I know from my own experience that I would not be in the career I am now if it was not for the contacts I made through football.'

Community Outcomes

1. Football clubs harness the collective energy of players, coaches, administrators, volunteers and supporters to not only deliver sport and social activities for members, but for their respective communities.
2. Football clubs are increasingly engaged with their communities, delivering a range of services such as school holiday clinics and health awareness programs in schools, while supporting other community groups' events and fundraising efforts, supporting health awareness and education campaigns, and supporting socially disadvantaged members of the community participate in football.
3. A football club's reach is significant and extends beyond its players, coaches, administrators and volunteers; for every 1 player, football clubs reach 10 people in their community, generating increased civic pride.
4. Football clubs are considered the hub of a community, particularly in rural and regional areas, are a focal point for community efforts in times of crisis and celebration, and are considered by club and community members as central to shaping the identity of a township or area.
5. Sponsors typically support community football clubs to assist them deliver community benefits rather than for commercial gain.
6. Football club leaders, on and off the field, are considered community role models.

Economic Outcomes

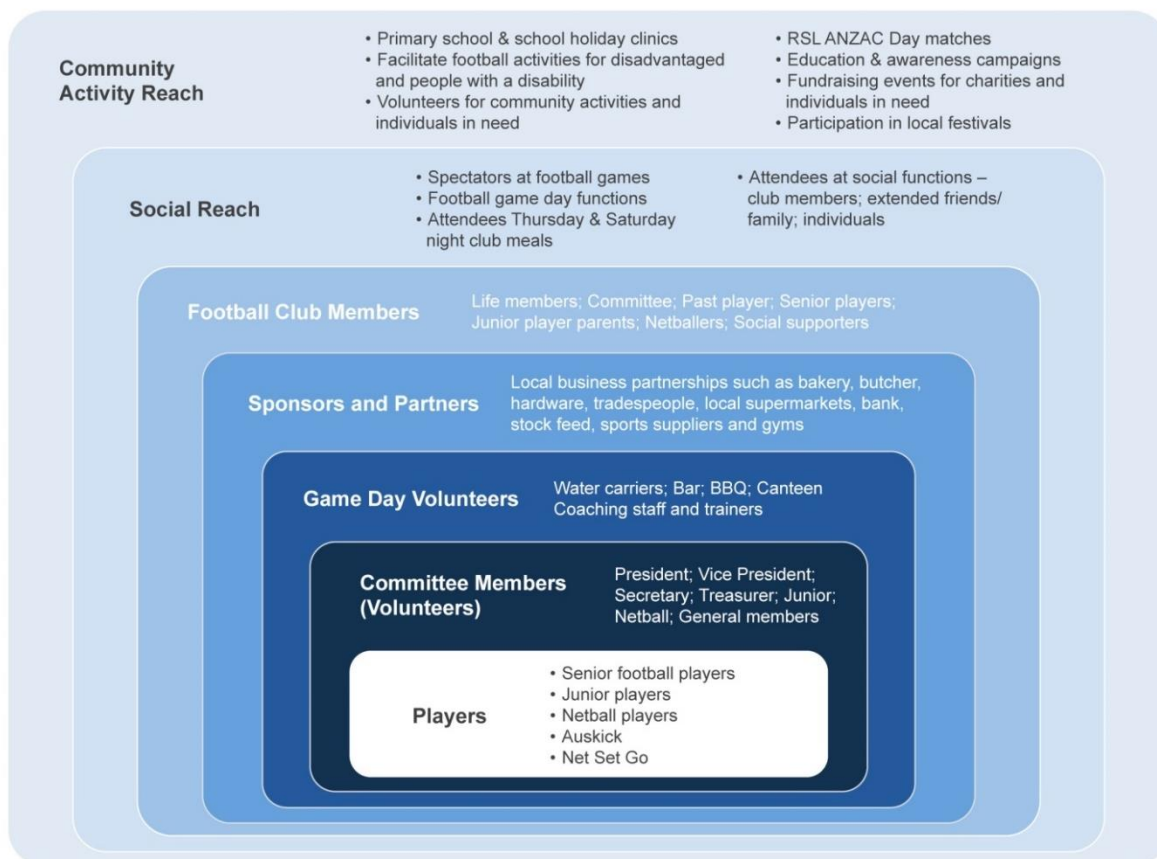
1. As highlighted under social outcomes, football clubs create direct employment opportunities for their communities.
2. Football clubs are large consumers within their own communities, supporting local businesses such as bakeries, cafes, hotels, butchers, restaurants and local trades people.
3. The average community football club in Victoria makes an annual economic contribution of \$630,000 (Street Ryan Economic Contribution Assessments of Australian Football).

It does not matter where you live, how long or how often you are involved in a football club, or what role you have (player, coach, volunteer, supporter) in the club, people associated with a football club experience greater social connectedness, wellbeing and self-reported physical and mental health.



A football club's reach is significant and extends beyond the players, coaches, administrators and volunteers within the club; for every 1 player, football clubs reach 10 people in their community.

Reach of football clubs





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