

AFL GOLDFIELDS REGIONAL STRATEGY

FINAL | JULY 2017



ACKNOWLEDGEMENTS

PROJECT PARTNERS

The preparation of the AFL Goldfields Regional Strategy has been a collaborative effort by a number of partner organisations including AFL Victoria, Netball Victoria and the fourteen Local Government Authorities comprising the AFL Goldfields Region.

Input and advice from the AFL Goldfields regional football and netball communities has also assisted the development of this document.

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CONTENTS

SECTION	PAGE
▶ EXECUTIVE SUMMARY	05
▶ CONTEXT	10
▶ FACILITY PROVISION	21
▶ KEY FINDINGS	27
▶ THE STRATEGY	37
▶ VISION	38
▶ STRATEGIC FRAMEWORK	39
▶ PRIORITY 1	40
▶ PRIORITY 2	44
▶ PRIORITY 3	48
▶ PRIORITY 4	51
▶ STRATEGY IMPLEMENTATION	54
▶ PRIORITIES	60
▶ APPENDICES	64

THE AFL GOLDFIELDS REGIONAL STRATEGY IS DELIVERED IN THREE SEPARATE VOLUMES.

AFL Goldfields Regional Strategy (This Document)

The **AFL Goldfields Regional Strategy** provides the principles and strategic framework to support the future development, governance and growth of football and netball throughout the Goldfields region. It also provides key regional strategic directions and recommendations as well as identifying critical priorities and actions for AFL Goldfields, AFL Victoria, Netball Victoria, AFL Goldfields Leagues, Clubs and Netball Associations and project partner LGAs.

Key Findings Report

The **Key Findings Report** completed in June 2016 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 and netball associations, future directions as well as capital investment into football and netball facilities. It also provided analysis on the issues, opportunities and challenges impacting football and netball across the Goldfields region and highlighted potential opportunities for facility improvement based on facility audit outcomes.

Club Health Check Report

The **Club Health Check Report** completed in June 2016 provided analysis of the online Club Health Checks completed by all 64 AFL Goldfields clubs. The Club Health Check provided an opportunity for clubs to comment and provide information on introductory and junior participation opportunities, club structure, volunteer capacity, club governance, financial management and policies, facility requirements, competition structure, marketing and communications and community relations.

Relevant information from the **Club Health Check Report** and **Key Findings Report** have been incorporated into the **AFL Goldfields Regional Strategy** where required.

DEFINITIONS AND ABBREVIATIONS

The following definitions and abbreviated terms are used within this document.

ABBREVIATION	DEFINITION
AAA	Access All Abilities - AAA is a Victorian Government initiative coordinated by Sport and Recreation Victoria. The program supports and develops inclusive sport and recreation opportunities for people with a disability throughout Victoria.
ABS	Australian Bureau of Statistics – Statistical report on Children’s Participation in Cultural and Leisure Activities, produced by the Australian Bureau of Statistics to examine trends in football participation and to project future growth and demand.
AFL	Australian Football League
AFL Vic	AFL Victoria
BFNL	Ballarat Football Netball League Senior Competition
BFNLJ	Ballarat Football Netball League Junior Competition
BFNLYG	Ballarat Football Netball League Youth Girls Competition
BFUA	Ballarat Football Umpires Association
CALD	Culturally and Linguistically Diverse communities
CHFNL	Central Highlands Football League / Central Highlands Netball League
FDM	Football Development Manager - AFL Victoria staff employed to assist region leagues and clubs with participation pathways and development programs, foster club sustainability and maintain strong community connections.
FIDA	Football Integration Development Association
Heartland Strategy	AFL Victoria <i>Growing the Heartland Football Facilities Development Strategy 2014-2020</i> sets the strategic direction for future investment in facility development in Victoria.
LGA	Local Government Authority
MCDFNL	Maryborough Castlemaine District Football Netball League
RDFNL	Riddell District Football Netball League
RDJFL	Riddell District Junior Football League
TAC Cup	State League U18 Australian Football pathway competition. The competition is based on geographic regions throughout country Victoria and metropolitan Melbourne and provides an avenue for young Victorian under-18 players to transition to the AFL.
NV	Netball Victoria
NV State-wide Strategy	Netball Victoria State-wide Facilities Strategy sets the strategic direction for future investment in netball facility development in Victoria.
VFL	Victorian Football League
VWFL	Victorian Women’s Football League
SRV	Sport and Recreation Victoria which is located in the Department of Health and Human Services
Strategy	References throughout this the document are made to the ‘Strategy’. The term ‘Strategy’ refers to the project as a whole.
Synthetic turf	Also referred to as Artificial Grass made from synthetic fibres that can withstand significantly more use than natural grass .

EXECUTIVE SUMMARY

The delivery of the AFL Goldfields Regional Strategy is driven by the need to prioritise, identify and plan for the development of football and netball facilities that address the future needs of the region. The Strategy also identifies gaps in current facility provision and identifies opportunities to upgrade facilities based on current and projected need.

To support the achievement of the proposed strategic directions and objectives highlighted within this Strategy and to ensure the needs of the football and netball communities are met in the short, medium and longer-term, 26 recommendations have been identified for implementation. Five actions are considered critical to the improvement of football and netball across the Goldfields region and will require immediate planning and implementation to commence.

These **five critical actions** also underpin and set the foundation for the remainder of regional and local actions and will require a cohesive and coordinated regional approach to implement them. Critical actions are:

- Project partners to prioritise change room upgrades for application to SRV Grants Programs, based on current provision, needs and projected female participation to cater for unisex use.
- Project partners work collaboratively to undertake a comprehensive review of netball facility provision in the Netball Victoria Central Highlands Zone.
- Project partners work collaboratively to bring facilities with no or low lighting levels up to minimum standards based on facility hierarchy and usage.
- AFL Goldfields, in consultation with Netball Victoria, complete a strategic review of current club structures and work with key stakeholders to assist club sustainability and competition equalisation.
- Project partners work collaboratively to identify alternate funding streams to support infrastructure renewal requirements.

The recommendations made within the AFL Goldfields Regional Strategy have been based on extensive research and consultation with local, regional and state level stakeholders that represent government, football, netball and community clubs, as well as individuals involved in the support and provision of both sports at the community level.

A key outcome of the Strategy is to improve collaboration between AFL Goldfields, AFL Victoria, Netball Victoria and Goldfields region LGAs on planning for facility upgrades and new developments by establishing strategic directions that help assess, prioritise and fund infrastructure projects. The region is experiencing rapid population growth in some areas, whilst in other areas there are declining or ageing populations, influencing the demand for football and netball activities.

Local government is the major provider of football and netball facilities in Victoria and their support of local clubs, administrators and volunteers is vital to the development of the sport. The financial pressures of rate capping and ageing facilities, combined with planned development of new facilities in growth areas and anticipated growth in both football and netball player numbers, requires a shift in how all partners will need to approach sport infrastructure investment.

Participation

Historically, the development of football and netball has been limited to traditional participation, both at the club level and other game development areas such as umpires, schools, NAB AFL Auskick and NetSetGO. AFL Victoria and Netball Victoria have made significant investment in recent years to realign their organisational structures to be based regionally and provide increased resources to strengthen and grow their games at a local level.

This investment has seen improved partnerships and collaboration, changes to management and competition structures, identification of regionally based strategic priorities for sport development, implementation of new participation programs and improved pathways for player talent. Resultant growth in participation has followed.

AFL Goldfields enjoys a high participation base in football and netball teams, with player numbers over 22,000 including senior and junior football, female football, club based netball, association netball, NetSetGO, school football and netball, AFL 9s, all abilities teams, umpiring, coaching and NAB AFL Auskick.

18% of the Goldfields regions' 10-19 year olds participate in football, which is reflective of current regional penetration rate averages for the State. Similarly 4% of the Goldfields region population participate in netball with participation slightly above regional Victorian netball participation averages. For both football and netball, penetration rates are significantly higher across some individual project partner LGAs and player categories.

The estimated Goldfields region population aged 5-39 (typically the key football participation age) is forecast to increase by 30% to 412,000 by 2026. The majority of this growth is projected for Melton, Hume, Mitchell, Moorabool and Ballarat LGAs.

Based on maintaining current penetration rates it is anticipated this population growth will result in an additional 3,500 football players and 3,200 netballers in the region who require access to facilities to play their chosen sport by 2026.

Female football is erupting across the State with 40% growth state wide since 2015. 4% of total player numbers in the Goldfields region are now female. With AFL Goldfields continued investment in female participation, these numbers are set to increase. In 2016 alone, female team numbers increased by 36% to 33 teams across the region with Ararat, Ballarat, Central Goldfields, Hume, Macedon Ranges, Melton, Mitchell and Moorabool LGAs all supporting at least one female team.

If female participation in the region increased by 1% by 2026, an estimated 945 female players would require access to female friendly facilities. Facility provision should aim to reflect current needs and catering for female participation will become a critical challenge for the region into the future.

Facility Provision

Formal auditing of 80 facilities across the region identified most facilities had some level of improvement required to meet local level facility provision in accordance with the *AFL Preferred Facilities Guidelines* and preferred netball amenity provision. Importantly, player and umpire amenities need to cater for female participation, gaps exist in minimum level lighting provision for both ovals and netball courts and netball player amenities are lacking.

Over 80% of the region's home and away change rooms and 60% of umpire change rooms do not cater for female participants. The Female Friendly Facilities Grant Program launched by SRV in July 2015 provides a significant opportunity for the region to target change room upgrades based on existing and projected female participation on an individual facility basis.

Investment into essential player and official change room amenities is critical to support the increasing need to cater for female participation and recognise netball as a major sport in the region.

38% of the region's facilities have no lighting or lighting below the minimum training standard, with all project partner LGAs, except Northern Grampians, having at least one venue where there is no lighting or lighting is less than 50 lux level. This is similarly the case for netball court lighting with 61% of venues providing no court lighting or lighting below the standard for outdoor training, which is 100 lux.

Night competition football capable lighting is generally well catered for across the region with all project partner LGAs, except Moorabool and Pyrenees Shires having at least one venue with lighting to this level (150 lux).

Having a select range of venues with match quality lighting is important for a range of reasons including scheduling flexibility and can be a mechanism to improve integration of teams into the traditional club environment. For example, as more women's teams are established and to better integrate them into established clubs, match lighting allows a women's game to be played on a Saturday following the traditional Saturday afternoon fixture, rather than scheduling them totally separate to the senior men's fixtures.

Formal assessment of current lighting provision and prioritisation of lighting upgrades to match participation needs will be critical if changes to competition structures to accommodate increased participation for both netball and football are to be harnessed, whilst ensuring player safety needs are met.

Lighting standards need to be addressed to assist carrying capacity and provide opportunity to expand competition structures.

Pre-season creep and increased demands on venues has contributed to overuse of ovals and can conflict with tenant sports. The availability of existing facilities to accommodate pre-season training and club growth can widen the gap in the ability of clubs to reach sustainable participation numbers. Pre-season Training Guidelines are currently being developed by AFL Victoria to support clubs to address these issues.

Ballarat, Moorabool and Macedon Ranges municipalities have strategically recognised the need for identification of a central, dedicated training venue for the region for all clubs to access within the Ballarat and wider area. It is preferable that this venue be non-club aligned, possibly synthetic to maximise usage opportunities and accessed by clubs that have a number of players not based within their own local township. This would support club sustainability and provide options for struggling clubs to recruit players from a wider catchment area where training travel requirements are not so prohibitive.

Club Culture

Work in the club culture space is being implemented by AFL Goldfields through delivery of the *Community Club Education Program* at all Clubs as part of a rolling 3 year initiative. This Program covers Alcohol and Drug Education, Respect and Responsibility, Vilification, Cyber Safety, RUOK? (mental health), One Punch Kills and Cultural Awareness learnings as well as delivering the Club Health Check Strategic Planning program.

From a facilities perspective, achieving cultural change so clubs readily access non traditional venues such as school facilities and trails for pre-season training, needs to be a priority to further reduce pressure on facilities and overlap with summer sports.

Cultural change is also required at the club level to consider co-tenancy arrangements at existing venues to maximise usage opportunities. This is particularly important in areas of decline.

The benefits of co-tenancy, such as the provision of facilities that are built fit for purpose through the pooling of resources and expertise, increased investment, increased access to quality facilities for a range of purposes and stronger social networks should be highlighted to clubs to facilitate this change.

Facility Investment

It is recognised that historically Goldfields region LGAs have prioritised facility investment by directly funding \$31.9M worth of community football and netball related capital works projects since 2010.

Whilst significant population growth is not projected across all municipalities within the region, this investment is set to continue, with all project partner LGAs planning some level of football and netball infrastructure works into the future to improve current provision and support club development.



Larger confirmed facility upgrade projects across the region include investment in Hepburn, Ballarat, Macedon Ranges and Moorabool municipalities.

The \$15M redevelopment of Eureka Stadium is the single largest infrastructure project currently being undertaken in the region and will lead to AFL national standard facilities at the venue.

Valued at \$1.9M, upgrades at the Daylesford Recreation Reserve (Hepburn Shire) will provide new umpire and player change facilities, social rooms and netball court resurfacing.

Ballarat have planned capital works at Marty Busch Reserve (#1 oval) and City Oval to improve oval condition and lighting provision and change room upgrades at CE Brown Reserve to the value of \$2.5M.

Mount Alexander Shire is investing \$3.9M in facility upgrades to netball and football facilities at Wesley Hill Recreation Reserve (Castlemaine). Stage 1 includes construction of 6 new netball courts, netball floodlighting to training standards, associated landscape and path works and re-purposing of old courts for car parking. The project was funded by a \$1.9M grant from Federal Government and is due for completion by end 2017. Valued at \$2M, Stage 2 includes design and construction of a new multi-purpose pavilion for netball, junior football and the cycling club to service the new courts and existing oval. This is being funded by the Shire with the design process underway and anticipated construction in 2018.

Moorabool Shire is fully funding \$950,000 worth of improvements to the Darley Hub to upgrade the pavilion to preferred AFL local club level provision and include female friendly amenities. Construction of additional netball courts, oval resurfacing and new facility developments at existing sites are also being planned by the Shire to accommodate participation growth.

These are some of the larger examples of investment, with all LGAs investing in many improvements across the region.

These capital renewal programs and their continuation are essential to support both the sustainability of smaller clubs where participation increases are not necessarily prevalent however club retention is essential for continued community connectedness and sports participation and to support the projected growth of football and netball in many areas within the region.

A clear focus of the AFL Goldfields Regional Strategy is on the renewal and improvement of existing venues enabling greater ground capacity, supported by an increase in access to state and national grant programs and partner investment.

New Development

New development in growth areas is also critical to plan for and accommodate projected football and netball participation increases. LGA planning of new facility and oval provision currently meets anticipated participation projections with 20 greenfield sites forecast for the region. Achieving this level of oval provision with venues in the right locations to accommodate participation growth, will require cohesive planning between LGAs, the Victorian Planning Authority, developers, netball and football.

Moving forward, any increase in current penetration rates would result in facility access shortages.

Consideration of school venues and co-planning and investment of school facility upgrades and new developments that are accessible and fit for football and netball (competition and training) provides opportunity to address potential provision gaps.

Netball Victoria have partnered with the Department of Education and Training (DET) in the review of DET's Building Quality Standards. These Standards now include Netball Victoria's guidelines for indoor netball court provision. This will ensure both netball and basketball have safe and compliant indoor facilities at schools that can support netball's participation base and elite pathways and in some capacity address the demands of non-compliant indoor netball facilities.

Netball

2015 Roy Morgan Research, *the Top 20 Sports and Activities by Regular Participation*, found that 1 in 5 young Australians (aged 6-13) play netball. 2013 ABS research further identified netball as the most popular sport amongst girls in Australia. This recognition however has not transferred across to investment into facilities dedicated to netball players. Within the Goldfields Region 28% of venues with netball courts offer no netball player amenities. Add to this that 7 courts in the region are of a sub-standard playing condition and require immediate investment.

Initial findings from the Netball Victoria State-wide Facilities Strategy have identified that the region has the lowest provision of netball courts per head of population in rural and regional Victoria. When released, the Strategy will provide further guidance on indoor versus outdoor court provision, current deficit and future needs. Supporting netball participation and providing court surfaces and player amenities that ensure player safety and comfort is essential to continue to attract participants to the sport.

Regional Level Provision

Prioritisation of facility upgrades should also consider venue provision to a Regional level that supports finals and other regional events.

AFL Goldfields determines finals venues using several criteria, including the location of the venue that supports large crowd attraction, ability to secure the venue for gate collection, suitable facilities for players and spectators, oval condition, spectator amenities and club neutrality, where possible.

Generally the regions recognised Regional level venues lack appropriate change rooms for players and umpires and offer no or limited netball change facilities. Whilst the region's LGAs have planned to address these gaps, future works are dependent on external funding and/or budget approval processes before being commissioned.

Prioritisation of upgrades to the 11 recognised regional level provision should be considered a priority for the region to maximise participation and club sustainability opportunities through the hosting of events beyond league finals.

Innovation

New development and facility upgrades should consider innovations in facility products such as improved synthetic surfaces, alternate turf options such as hybrid turf and LED lighting. Whilst hybrid turf comes at an extra cost to standard turf, its oval carrying capacity increases from approximately 25 to 40 hours per week. LED lighting would also attract an additional 30-40% in capital costs, however use of this type of lighting would future proof lighting maintenance costs for decades, increase lighting life span, ensure lighting uniformity across the oval and is more operationally friendly for users.

Increasing oval usage options whilst reducing ongoing maintenance costs, provides benefits that balance out against an initial spend that is above the standard facility investment requirement.

Aligning Priorities

Competing needs for new facilities, replacement and major refurbishment of existing facilities, funding gaps and balancing club and community expectations places LGAs under increasing financial pressure in a new era of rate capping in Victoria.

Project partners face significant challenges to fund future facility renewal and development.

Funding provision does not currently match ongoing facility renewal and new development costs. Sourcing multiple funding partners (developer contributions, State Government, peak sporting bodies, Leagues and clubs) or more innovative approaches to funding, for example through sponsorship, tax deductible donations or crowd funding will be essential if project partners are to meet funding shortfalls in facility renewal and investment, particularly to cater for the growth in female participation.

Achieving aligned thinking, commitment to the regional vision and a football and netball network that is delivering consistently and collaboratively will have the single greatest influence on regional improvement for both sports, their clubs and participation levels.

Advocating collaboratively to source alternative funding streams will be essential if facility investment and participation opportunities identified in this Strategy are to be harnessed. Consultation processes with LGAs during the review of the *Heartland Strategy*, further highlighted the need for alternate investment and funding options. In response to this consultation, AFL Victoria plans to lobby the Victorian Government to maximise availability in funding and flexibility within funding programs and categories as a new strategic action from the *Heartland Strategy*.

Core local differences across the Goldfields region make it difficult to align all elements of the AFL Goldfields Regional Strategy. However, clear directions are provided that focus on improving competition models, ensuring that facility improvements are implemented to support regional and local priorities and accommodate the widest audience and to support investment in new development.

The Strategy identifies 4 key priorities for the region to guide future facility provision:

- **Priority 1 - Existing Facilities**

Objective: Increase the quality and functionality and maximise the use and carrying capacity of existing facilities.

- **Priority 2 – New Facilities**

Objective: Plan and develop new facilities in key growth areas across the region.

- **Priority 3 – Build Capacity**

Objective: Support the capacity building of clubs and their people.

- **Priority 4 – Enhance Relationships**

Objective: Continue to enhance the relationship between football, netball and government partners in the planning, provision and investment into facilities and programs.

Regional strategies and recommendations are also underpinned by prioritised Action Plans. These action plans provide project partners with key strategic directions that support their local communities and clubs, as well as contributing to the overall regional approach to football and netball development for the Goldfields region.

The prioritisation of local actions (particularly infrastructure related recommendations) by project stakeholders will need to consider the competing priorities, demands and budget capacity and processes of LGAs and supporting partners.

Prioritisation of actions should also be undertaken based on clubs and venues being able to meet the key criteria presented within the proposed funding allocation framework that considers hierarchy and service levels, while providing maximum value to the sports and local communities.





1. CONTEXT

INTRODUCTION

BACKGROUND

The AFL Goldfields Regional Strategy provides a strategic planning approach to guide the future direction, support and resourcing of existing and new football and netball facilities across the Goldfields region. The Strategy provides a framework for the integrated planning, development and funding of facilities that addresses current and future projected demand for football and netball.

For the purposes of this Strategy, the AFL Goldfields Region incorporates fourteen Local Government Authorities (LGAs):

- Ararat Shire Council
- City of Ballarat**
- Central Goldfields Shire Council**
- Corangamite Shire Council
- Golden Plains Shire Council**
- Hepburn Shire Council**
- Hume City Council
- Macedon Ranges Shire Council**
- Melton City Council**
- Moorabool Shire Council**
- Mitchell Shire Council
- Mount Alexander Shire Council**
- Northern Grampians Shire Council
- Pyrenees Shire Council

The study area has included all 64 AFL Goldfields affiliated football-netball community clubs and 80 venues accessed by AFL Goldfields teams across the region.

Funding for the project has been provided by AFL Victoria, Netball Victoria and 8 of the 14 participating LGAs. As AFL Victoria plans to deliver regional strategic planning across Victoria into the future, funding approaches were selective and only made to LGAs within the region with high participation rates. This was to reduce the financial impact of regional planning on LGAs who may be project partners to more than one regional strategy.

This is the case for Melton City Council who recently participated in the Western Metropolitan Football Facilities Strategy 2016 and Golden Plains Shire Council who are members of the G21 Geelong Region Alliance and partnered for development of the G21 and AFL Barwon Regional Strategy 2015.

As Netball Victoria is a project partner to this Strategy, analysis has been completed on Association based netball participation and facilities within the Goldfields region. The Association Netball competition structure however is not overseen by the AFL Goldfields Commission.

Clubs affiliated with the AFL Goldfields Commission are spread between 14 municipalities referred to in this Report as the Goldfields Region. However, not all clubs within those 14 municipalities are associated with the AFL Goldfields Commission and may belong to other AFL Victoria Commissions or Regions.

Analysis within this Strategy identified as AFL Goldfields Commission Based Clubs is limited to those clubs who are directly affiliated with the AFL Goldfields Commission and does not include all participation within the Goldfields Region.

Similarly analysis identified as the Goldfields Region includes all 14 project partner LGAs. Football participation in the Goldfields Region is overseen by a number of AFL Victoria Commissions or Regions such as AFL Wimmera Mallee or the Western Metropolitan Region.

The purpose of the AFL Goldfields Regional Strategy is to:

- undertake a strategic planning approach to guide the future direction, support and resourcing of existing and new football and netball facilities across the region
- develop a strategic framework for the integrated planning and development of facilities across the Goldfields region that addresses the current and future projected demand for football and netball
- provide a communication and decision making tool for government , AFL Goldfields, AFL Victoria and Netball Victoria that clearly identifies the regional and local priorities for football and netball facility provision, club and sport development and associated investment

** Funding partners to this Regional Strategy or neighbouring Regional Strategies.

WorkSafe AFL Victoria Country AFL GOLDFIELDS



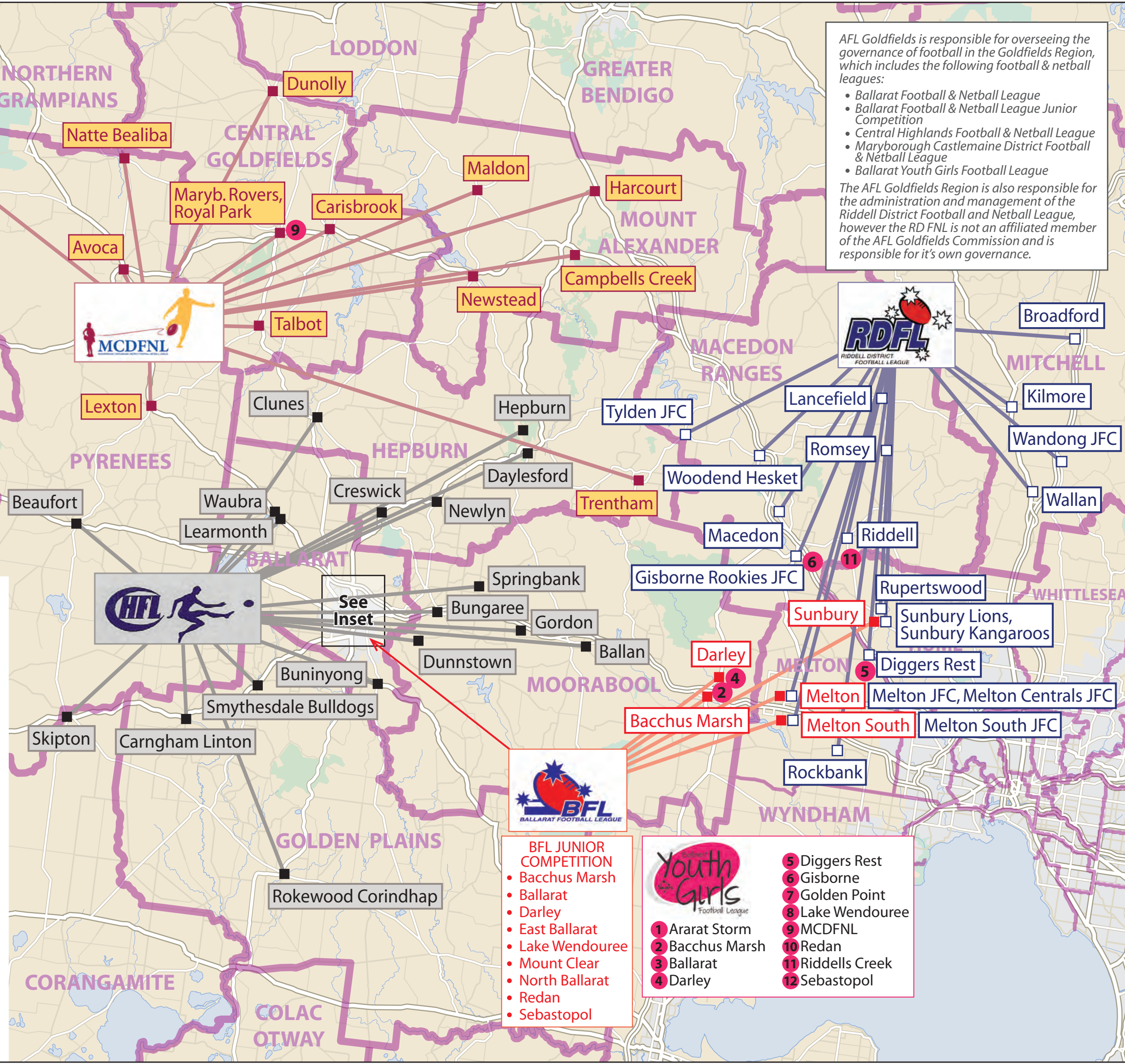
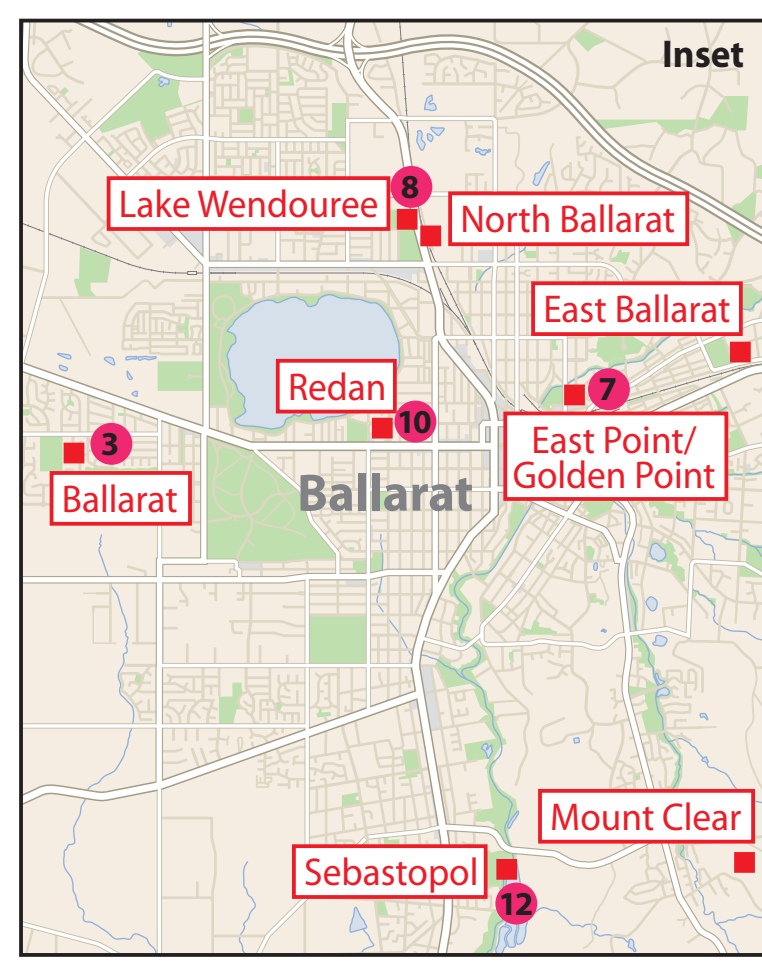
Note: AFL Goldfields is serviced by:

- Ballarat Football Umpires Association
- Riddell Umpiring Association

AFL Goldfields is responsible for overseeing the governance of football in the Goldfields Region, which includes the following football & netball leagues:

- Ballarat Football & Netball League
- Ballarat Football & Netball League Junior Competition
- Central Highlands Football & Netball League
- Maryborough Castlemaine District Football & Netball League
- Ballarat Youth Girls Football League

The AFL Goldfields Region is also responsible for the administration and management of the Riddell District Football and Netball League, however the RD FNL is not an affiliated member of the AFL Goldfields Commission and is responsible for it's own governance.



- BFL JUNIOR COMPETITION**
- Bacchus Marsh
 - Ballarat
 - Darley
 - East Ballarat
 - Lake Wendouree
 - Mount Clear
 - North Ballarat
 - Redan
 - Sebastopol



- 1 Ararat Storm
- 2 Bacchus Marsh
- 3 Ballarat
- 4 Darley

- 5 Diggers Rest
- 6 Gisborne
- 7 Golden Point
- 8 Lake Wendouree
- 9 MCDNFL
- 10 Redan
- 11 Riddells Creek
- 12 Sebastopol

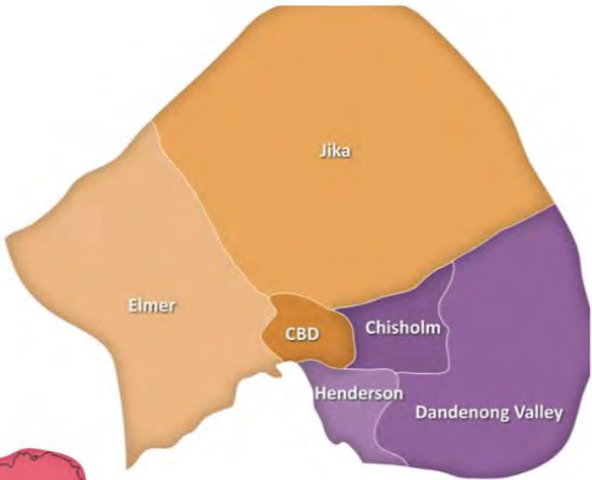
NETBALL VICTORIA REGIONS



Country Regions



Metro Regions



Associations	Leagues	License Agreements
Northern Zone Sunraysia Murray Wimmera Mallee North Central	Western Zone Goulburn Central Highlands North Central	Central West Zone Jikka Elmer Barwon Cent. Bus. Dist.
Central East Zone Dandenong Valley Chisholm Henderson Two Bays	North East Zone Goulburn North East	Eastern Zone East Gippsland Gippsland Latrobe Valley

ABOUT THIS DOCUMENT

The AFL Goldfields Regional Strategy investigates the issues and opportunities facing football and netball and recommends strategies to address these regionally.

The Strategy investigates the issues and opportunities impacting the planning and provision of football and netball facilities in the region using the knowledge and resources from each of the fourteen represented LGAs, AFL Victoria, Netball Victoria, local leagues and netball associations and clubs. The Strategy will assist project partners to advocate for and attract additional funding for community football and netball facilities.

Key deliverables for the development of this Strategy included the auditing of all facilities within the region, a participation snapshot of netball and football in the region with future participation projections, identification of the need and indicative location for new facilities, known future facility investment, identification of key issues relating to access to suitable facilities and facilities required for sustainable clubs and identification of opportunities to increase the use of existing facilities.

The Strategy builds on the information provided within the Key Findings Report and Club Health Check Report and provides clear direction on the recommended actions required to better provide for and support football and netball in the Goldfields Region.

This Strategy acts as a guide for all stakeholders. Key actions recommend in the Strategy will continue to be subject to consideration via future budget processes and analysis of various priorities by project partner LGAs.

The following key project themes were identified and form the strategic framework recommended to support the future planning and development of football and netball facilities in the Goldfields region.

- **Increase the quality and functionality and maximise the use and carrying capacity of existing facilities**
- **Plan and develop new facilities in key growth areas across the region**
- **Support the capacity building of clubs, their people and their culture**
- **Continue to enhance the relationship between football, netball and government partners in the planning and provision of facilities and programs**





PROJECT METHODOLOGY

The following diagram represents the project methodology and steps undertaken in the preparation of this Strategy.

STAGE ONE (MAY TO AUGUST 2015)

- ▶ PROJECT ESTABLISHMENT

STAGE TWO (MAY TO DECEMBER 2015)

- ▶ FACILITY AUDITS AND SITUATIONAL ANALYSIS

STAGE THREE (JANUARY TO JUNE 2016)

- ▶ ANALYSIS OF ALL CLUB FACILITIES IN THE AFL GOLDFIELDS REGION AND DELIVERY OF KEY FINDINGS AND CLUB HEALTH CHECK REPORTS

STAGE FOUR (JULY TO SEPTEMBER 2016)

- ▶ STRATEGY DEVELOPMENT

STAGE FIVE (SEPTEMBER 2016 TO JULY 2017)

- ▶ CONSULTATION AND FINAL REPORTING

GOLDFIELDS REGION QUICK FACTS

- 14 Local Government Authorities
- 882,000 residents in the Goldfields Region by 2026
- 6 Football Leagues
- 2 Umpire Associations with 400+ members
- 64 Clubs accessing 80 venues
- 700+ Teams (football and netball)
- 9,105 Registered football participants
- 3,878 Registered club based netball participants including NetSetGO
- 3,452 Registered association netball participants including NetSetGO
- 3,251 NAB AFL Auskick participants
- 100+ AFL 9s participants
- 2,215 School based participants
- 100+ School holiday programs
- 51 AFL Player appearances reaching 2,800 participants
- 279 Registered female football participants

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 City of Ballarat, AFL Goldfields, AFL Victoria and Netball Victoria.

SPORT AND GOVERNMENT 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 supported the Government Reference Group.

The Sport Reference Group included representatives from AFL Goldfields, AFL Victoria, Netball Victoria, Sports Central, Ballarat Football League, Maryborough Castlemaine and District Football Netball League, Central Highlands Football Netball League and Riddell District Football Netball League.

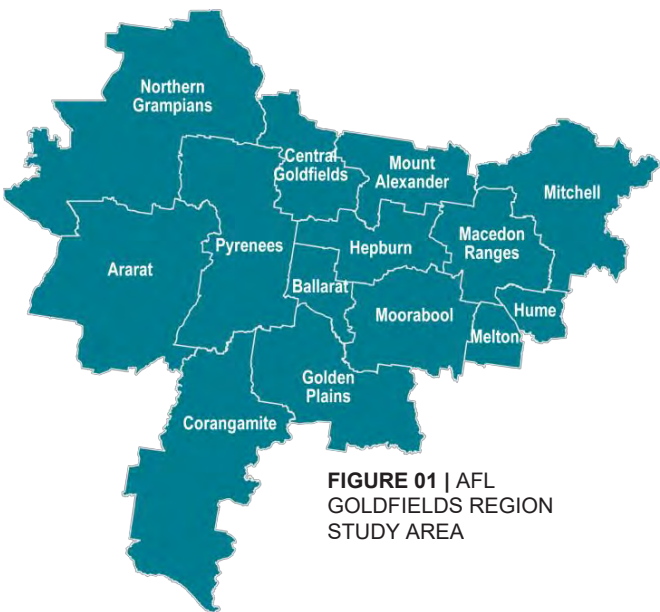


FIGURE 01 | AFL GOLDFIELDS REGION STUDY AREA

AFL GOLDFIELDS STRUCTURE

The AFL Goldfields Commission is one of 13 designated AFL Victoria Regional Commissions that are responsible for the promotion, growth and sustainability of community football and netball in regional Victoria.

The 2011 review of country football by AFL Victoria Chairman, Peter Jackson, recognised the need to invest resources into regional areas to strengthen and grow the game. Recommendations from the review included the need to employ additional staff to support leagues and clubs in country football, create efficiencies across resources, eliminate duplication and ensure greater stakeholder collaboration in each region. Following the review, AFL Regional Commissions were established.

Regional Commissions make independent and local decisions to minimise the cost of participation by increasing revenue locally and ensuring football is adequately resourced through the employment of additional locally based resources operating out of Regional Administration Centres (RAC).

Region Commissions are also responsible for enhancing competition structures to meet the growth demands of the local area, promotion of competition equalisation, improving pathway effectiveness and better considering geographic and economic factors currently restricting and burdening some country football-netball clubs.

The AFL Goldfields Commission supports 6 senior football and netball leagues, 2 umpire associations and a total of 64 clubs with over 700 football / netball teams. The Commission also caters for over 3,000 NAB AFL Auskick participants, 10 youth girls football teams and rapidly increasing junior girls and senior women competitions.

Whilst not overseen by the AFL Goldfields Commission, the Goldfields Region also hosts 7 netball associations with players often participating in both AFL Goldfields club based and netball association based competitions.

FIGURE 02 | AFL GOLDFIELDS COMMISSION CLUB NUMBERS BY LEAGUE (2015)

LEAGUES WITHIN THE AFL GOLDFIELDS REGION	Number of Clubs
Ballarat Football Netball League	11
Ballarat Football Netball League Juniors	10
Ballarat Football Netball League Youth Girls	10
Central Highlands Football Netball League	18
Maryborough Castlemaine District Football Netball League	14
Riddell District Football Netball League	13
Riddell District Football Netball League Juniors	12
GRAND TOTAL	88

Note: Base club numbers overseen by the AFL Goldfields Commission is 64 clubs. However, a number of clubs within the BFNL and RDFNL also have teams participating in the BFNLJ , BFNLYG and RDFNLJ increasing 'club' numbers across all Leagues.

FIGURE 03 | GOLDFIELDS REGION NETBALL PARTICIPANT NUMBERS BY ASSOCIATION (2015)

NETBALL ASSOCIATIONS WITHIN THE GOLDFIELDS REGION	Number of Participants
Ballarat Netball Association	450
Bacchus Marsh Netball Association	615
Macedon Ranges Netball Association	853
Maryborough Netball Association	158
Riddells Creek Netball Association	143
Sunbury Netball Association	1,066
Wendouree Netball Association	167
Grand Total	3,452

Note: data represents all known Netball Victoria participant data for Season 2015.

THE VALUE OF FOOTBALL BEYOND SPORT

The benefits of investing in football extend beyond sports participation to providing economic and social outcomes that 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 5) found that for every \$1 spent to run a community football 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 football 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 football is well known. AFL Victoria’s *Heartland Strategy* estimates that football participation is worth \$2.4 billion per annum across Victoria, highlighting the significant impact the sport has on local communities.

This is further supported by the AFL Goldfields Strategic Plan which recognised that AFL across the region contributed an estimated \$34.68M to the Goldfields regional economy.

Each project partner LGA has their own strategic commitment as to why investment in sport is important, supporting sport and recreation and associated facility improvement.

Several LGAs in the Region have highlighted their continued commitment to sport and recreation infrastructure development and renewal by identifying recreation and open space provision as a municipal strategic priority.

In general, project partners have an aim of increasing access to football and netball participation opportunities for their local and regional communities. Strategies aimed at achieving this include the development and improvement of infrastructure to meet AFL and netball preferred minimum provision levels and a commitment to new facilities as the region’s population continues to grow. Project partners are also committed to providing a diverse range of programming and participation opportunities, provision of suitable facilities for the elite levels of the sports, catering for diversity and continuing to enhance the relationship between government and sports such as cricket.



WHY A REGIONAL APPROACH?

Addressing the issues and gaps in football 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. Similarly, every municipality may not be required to cater for all levels of football and netball and regional level facilities (those that service a broad catchment area) do not need to be duplicated in every municipality.

Regional planning provides opportunity to coordinate and align future facility provision that optimise planning policies and resource allocation, facility usage levels and improves financial viability and sustainability of facilities. At the same time, facility planning on a regional basis ensures greater access to higher quality facilities is achieved for current and future residential populations.

AFL Victoria's *Heartland Strategy*, guides the development and improvement of football facilities across the State and identified the need to undertake more detailed regional plans to strategically address facility requirements.

Heartland Strategy Review

The changing face of football across Australia led to a review of the *Heartland Strategy* in 2016, ensuring that strategic directions evolved to best assist all partners and meet the needs of communities where football is played.

The *Heartland Strategy* has a responsibility to reflect these changes in football, which include:

- It took 8 years to grow 100 new female teams in Victoria. That was achieved in season 2016 alone. AFL Victoria estimates 250+ new female teams in Season 2017;
- A new cycle of planning from 2017- 2022 is in train for the football industry including a review of AFL Victoria's Strategic Plan;

This is being achieved with AFL Victoria partnering with over a third of Victorian LGAs and Netball Victoria to develop Regional Strategies since the *Heartland Strategy* was introduced in 2014.

Regional planning is further supported by Netball Victoria's *State-wide Facilities Strategy* (due for release end 2017). This Strategy aims to provide a framework for facility development across the six Netball Victoria zones, including the Netball Victoria Central Highlands region (relevant to this Strategy).

- Strategic directions from the *Heartland Strategy* needed to align with strategic priorities from the *AFL Football Development Reserve* to ensure facility investment opportunities were clearly defined and supported at the highest level of the AFL;
- Government directions have altered, with a larger focus on areas such as female participation, unisex design and access for all abilities;
- Local government is facing increased financial pressure with reduced funding combined with addressing the new challenge of rate capping;
- Demographic change is occurring, quite rapidly in some areas of the state, which requires planning now for future communities; and
- Alternate facility options such as school venues and use of synthetic grounds need to be further explored to ensure participation growth opportunities are capitalised on.

A WHOLE OF REGION APPROACH

- ▶ Improve collaboration
- ▶ Avoid facility duplication
- ▶ Align policy
- ▶ Provide better community outcomes
- ▶ Target investment into prioritised facilities
- ▶ Optimise resources

Each project partner LGA also has their own strategic commitment as to why investing in sport and recreation and associated facility improvement is important. The Regions LGAs have strongly expressed their continued commitment to supporting football and netball in their municipalities, placing particular importance on the social value these sports bring to their communities beyond participation.

Continued investment into sport and recreation infrastructure that addresses facility gaps and provides new development, ensures sport participation opportunities continue to be sustainable in local communities.

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 which assists the targeted provision and future investment in facilities and services, impacting a larger portion of the Victorian community.

The **Strategy** will also assist project partners to advocate for and attract additional funding for community football and netball facilities.

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 by G21 local government partners.

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 higher quality facilities for communities now and into the future, critical as the population changes.

A regional approach supports AFL Victoria's strategic drive to adopt region based governance structures that better reflect local football needs. Similarly, Netball Victoria's *State-wide Facilities Strategy* will aim to identify the priorities for netball facility provision and sports development initiatives for each Netball Victoria zone to better guide future stakeholder investment, resourcing and commitment.

Regional planning provides a communication and decision making process for government and sport that clearly identifies the regional and local priorities for football and netball 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, will ensure that community sport remains resilient and sustainable and the infrastructure is in place to facilitate the development and growth of football and netball, whilst also benefiting partner sports such as cricket.



CONSULTATION

In developing the AFL Goldfields Regional Strategy, the following stakeholder consultation activities have been undertaken:

- Ongoing project meetings with the Project Control Group (PCG).
- Presentation and detailed review of the Key Findings Report and Club Health Check Report with the PCG (May to June 2015)
- Project Reference Group workshops with representation from AFL Goldfields Leagues, Sports Central, AFL Victoria, Netball Victoria and project partner LGAs (November 2015).
- Project newsletter distributed to all clubs, leagues and key stakeholders.
- Online Facilities Audit completed by AFL Goldfields staff (May to August 2015) utilising purpose built audit tool for football and netball facility provision
- Online Club Health Checks completed by all AFL Goldfields clubs (June to November 2015)
- Review of project partner LGA, AFL Victoria, Netball Victoria, AFL Goldfields and League strategies, capital works programs, historical funding outcomes and planned future works.





2. FACILITY PROVISION

FACILITY AUDITS - PROCESS AND RATINGS

The location, provision and condition of 80 football / netball facilities across the AFL Goldfields Region were assessed by AFL Goldfields staff between April and August 2015. Audits were carried out using the Sports Facility Auditor - AFL audit tool.

This audit program assesses provision and conditions and analyses compliance with Australian Standards, *AFL Preferred Facilities Guidelines*, the *Netball Victoria Facilities Manual*, and criteria identified during extensive consultation with AFL Victoria and Netball Victoria staff.

Audit data was then used to provide a rating for each facility, identifying gaps in provision based on preferred minimum guidelines.

Facility Conditions Ratings (provided in Appendix 3) are a guide to identify strengths and gaps in football and netball facility and amenity provision. They will also support prioritisation of investment into facility renewal and development at a regional level.

Ratings range from 0 to 15. Ratings used to determine the condition of club facilities are detailed in **Criteria for Rating Facility Infrastructure and Amenities** also provided in Appendix 3.

Where a club has access to multiple facilities, such as two ovals, the rating is based on the primary facility (the main oval).

Lux level readings for lighting are estimates only, as night time light meter readings were not completed.

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.

Priority weighting has been given to amenities and infrastructure that have the greatest influence and directly impact on football and netball participation, competition requirements and growth. These are:

- the condition of player and umpire change rooms;
- the capacity of player and umpire change rooms to cater for female participants;
- ground surface condition;
- pavilion size and condition;
- provision of netball player amenities;
- condition of the main netball court; and
- lighting lux levels.

Upgrades to existing club facilities should aim to address these key criteria with collective investment from the sport, government, clubs and other funding partners. Improvements in these areas will have the greatest effect on increasing venue capacity.

This directly links to the strategic direction set through AFL Victoria's *Heartland Strategy*, encouraging growth in participation, maximising facility usage and accommodating diversity in the game.



FACILITY CLASSIFICATIONS

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 upgrades and ensures facility provision is fit for purpose.

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

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 representative games and have a high quality oval surface.

State level facilities primarily service VFL and TAC Cup being the highest level of competition after 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.

In order to meet the **preferred minimum local level facility** requirements, facility amenities should reflect provision as outlined in the *AFL Preferred Facilities Guidelines*. 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).

In consultation with Netball Victoria and related criteria from their *Facilities Manual*, preferred minimum provision has been identified in order to assess netball amenities:

- lighting provision is to minimum training standards (100 lux level for outdoor courts and 300 lux level for indoor courts);
- the condition of netball player facilities and the main netball court have rated as "moderate" (considerable wear but still comfortable for users).

CURRENT FACILITY CLASSIFICATIONS AND IDENTIFIED GAPS

The Current Facility Classifications and Identified Gaps chart located on pages 24 and 25 of this Strategy, detail facility condition and provision based on audit outcomes.

The charts group venues into one of four categories following assessment against preferred minimum provision from the *AFL Preferred Facilities Guidelines* and Netball Victoria facility planning guidelines.

Facility condition categories are:

- **Facility Gaps:** core amenity provision is below *AFL Preferred Facilities Guidelines* or Netball Victoria facility planning guidelines 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 Local level classification.

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

Whilst facility information was collected by AFL Goldfields staff, further review is required by all project stakeholders prior to formalising commitments to infrastructure upgrades and/or renewal and implementing strategic directions for the Region.

CURRENT FACILITY CLASSIFICATION AND IDENTIFIED GAPS

LOCAL LEVEL CLASSIFICATION	REGIONAL LEVEL CLASSIFICATION		STATE LEVEL CLASSIFICATION
FACILITY GAPS	FACILITY GAPS	SATISFACTORY	FACILITY GAPS
Alfredton Recreation Reserve (CR, UR, NF)	City Oval (CR, OS)	Romsey Park	Northern Oval (Eureka Stadium) (CR, NF)
Alfredton Recreation Reserve 2 (UR, MP, NF, NL, NC)	Eastern Oval (CR, NL)	Victoria Park	
Buninyong Recreation Reserve (UR, NL)	CE Brown Reserve (CR, UR, NF)		
CE Brown Reserve 2 (CR, NF)	Clarke Oval (CR, UR, NL)		
Russell Square (CR, UR)	Gardiner Reserve (CR, UR, NF)		
Western Oval (CR, UR, NF, NL, NC)	Princes Park (CR, UR, NL)		
Dick Fleming Oval (UR, MP, NF, NL, NC)	Doug Lindsay Reserve (CR)		
Marty Busch Recreation Reserve (UR, FL, NL)	Macpherson Park Oval 1 (CR, UR, NF)		
Mount Clear Recreation Reserve (CR, UR, MP, NF)	Macpherson Park Ovals 2 & 3 (CR, UR, MP, NF)		
Northern Oval 2 (CR, UR, NF, NL, NC)			
Learmonth Reserve (UR)			
White Flat (CR, UR, NF, NL, NC)			
Carisbrook Recreation Reserve (CR, NL)			
Hedges Oval (CR, UR, FL, NF, NL, NC)			
Talbot Recreation Reserve (FL, NL)			
Deledio Reserve (CR, UR, FL, NL)			
Jubilee Oval (CR, UR, NF, NL, NC)			
Skipton Recreation Reserve (FL, NL)			
Laurie Sullivan Oval (CR, UR, NL, NF)			
Trentham Reserve (CR, NF)			
Bull Milgate Oval (CR, UR, NL)			
Newlyn Recreation Reserve (CR, UR, FL, NL)			
Arnolds Creek Recreation Reserve Ovals 1 & 2 (NL)			
Blackwood Drive Recreation Reserve Ovals 1 & 2 (CR)			
Ian Cowie Recreation Reserve (CR)			
Diggers Rest Recreation Reserve (CR, UR, NF)			
Melton Recreation Reserve (CR, UR, NF)			

FACILITY IMPROVEMENT CODES

The following abbreviations have been applied to facilities where there is a gap in facility amenities, highlighted under IMPROVEMENT REQUIRED. This is according to outcomes of facility audits conducted in April/May 2015.

CR – Change Rooms
OS – Oval Surface Condition
FL – Football Lighting
NL – Netball Lighting

UR – Umpire Rooms
MP – Main Pavilion
NF – Netball Facility
NC – Netball Court








Note 1: Improvements to change rooms and umpire rooms may refer to either the condition of the rooms or that the rooms do not cater for female participants.

Note 2: Improvements to Main Pavilion may refer to either the condition of the pavilion or that the pavilion is below the minimum size recommended in the AFL Preferred Facilities Guidelines.

Note 3: Facility improvements are based on **preferred minimum provision** from the AFL Preferred Facilities Guidelines and Netball Victoria Facilities Manual. It is recognised that project partner LGAs have their own strategic planning documents that determine facility investment. Guidelines are provided only to support and inform these.

Note 4: The Ararat Storm Youth Girls Team is based at Alexandra Oval in Ararat, however this venue was not audited.

LGA COLOUR CODE

	Ballarat		Mitchell
	Central Goldfields		Moorabool
	Corangamite		Mount Alexander
	Golden Plains		Northern Grampians
	Hepburn		Pyrenees
	Hume		
	Macedon Ranges		
	Melton		

CURRENT FACILITY CLASSIFICATION AND IDENTIFIED GAPS (CONTINUED)

LOCAL LEVEL CLASSIFICATION		REGIONAL LEVEL CLASSIFICATION
FACILITY GAPS	SATISFACTORY	FACILITY GAPS
Eric Boardman #1 & 2 (CR, UR, NF, NL)	Newstead Recreation Reserve	Darley Park (CR, UR, NL)
Eric Boardman #3 (NF, NL, NC)	Goldfields Recreation Reserve	Camp Reserve (UR, NL)
Salesian College #1, 2 & 3 (CR)		
Linton Recreation Reserve (CR, UR)		
Rokewood Recreation Reserve (CR, UR)		
Smythesdale Recreation Reserve (CR, NL)		
Gilbert Gordon Reserve (CR, UR, NF, NL)		
JD Clifford Reserve (CR, UR, MP, FL, NF, NL, NC)		
Lancefield Park (CR, NF, NL)		
Racecourse Reserve (CR, UR, NF, NL)		
Riddells Creek PS (CR, UR, MP, NL, NC)		
Riddell Creek Recreation Reserve (CR, UR, NF)		
Sankey Reserve (CR, UR, MP, NF, NL, NC)		
Tony Clarke Reserve (CR, NL)		
Romsey Park (NL)		
Greenhill Reserve (FL, NL)		
Harley Hammond Reserve (CR, FL, NF, NL)		
JJ Clancy Reserve (CR, FL)		
LB Davern Reserve (FL)		
Ballan Recreation Reserve (CR, NF, NL)		
Bungaree Recreation Reserve (CR, NL)		
Darley Hub (CR, UR, MP, NF, NL, NC)		
Dunnstown Recreation Reserve (CR, UR, NL)		
Gordon Recreation Reserve (CR, UR, NL)		
Maddingley Park (CR, UR, NL)		
Maddingley Park #2 (CR, UR, MP, NF, NL, NC)		
Wallace Recreation Reserve (CR, UR, NL)		
Bill Woodful Reserve (UR, NF)		
Campbells Creek Recreation Reserve (CR, UR, FL, NF, NL)		
Harcourt Recreation Reserve (UR)		
Avoca Public Reserve (CR, NL)		
Lexton Reserve (CR, UR, OS, NL)		
Natte Yallock Recreation Reserve (CR, NL)		
Snake Valley Recreation Reserve (CR, NL)		
Waubra Recreation Reserve (CR, OS)		
Navarre Sports Complex (CR, UR)		

FACILITY IMPROVEMENT CODES

The following abbreviations have been applied to facilities where there is a gap in facility amenities, highlighted under **IMPROVEMENT REQUIRED**. This is according to outcomes of facility audits conducted in April/May 2015.

CR – Change Rooms

UR – Umpire Rooms

OS – Oval Surface Condition

MP – Main Pavilion

FL – Football Lighting

NF – Netball Facility

NL – Netball Lighting

NC – Netball Court

Note 1: Improvements to change rooms and umpire rooms may refer to either the condition of the rooms or that the rooms do not cater for female participants.

Note 2: Improvements to Main Pavilion may refer to either the condition of the pavilion or that the pavilion is below the minimum size recommended in the AFL Preferred Facilities Guidelines.

Note 3: Facility improvements are based on **preferred minimum provision** from the AFL Preferred Facilities Guidelines and Netball Victoria Facilities Manual. It is recognised that project partner LGAs have their own strategic planning documents that determine facility investment. Guidelines are provided only to support and inform these.

Note 4: The Ararat Storm Youth Girls Team is based at Alexandra Oval in Ararat, however this venue was not audited.

LGA COLOUR CODE

Ballarat	Mitchell
Central Goldfields	Moorabool
Corangamite	Mount Alexander
Golden Plains	Northern Grampians
Hepburn	Pyrenees
Hume	
Macedon Ranges	
Melton	

PROPOSED FUTURE FACILITY HIERARCHY

LOCAL LEVEL CLASSIFICATION			REGIONAL LEVEL CLASSIFICATION	STATE LEVEL CLASSIFICATION
Alfredton Recreation Reserve	Eric Boardman #1 & 2	Avoca Public Reserve	City Oval	Northern Oval (Eureka Stadium)
Alfredton Recreation Reserve 2	Eric Boardman #3	Lexton Reserve	Eastern Oval	
Buninyong Recreation Reserve	Salesian College #1, 2 & 3	Natte Yallock Recreation Reserve	CE Brown Reserve	
CE Brown Reserve 2	Linton Recreation Reserve	Snake Valley Recreation Reserve	Clarke Oval	
Russell Square	Rokewood Recreation Reserve	Waubra Recreation Reserve	Gardiner Reserve	
Western Oval	Smythesdale Recreation Reserve	Goldfields Recreation Reserve	Romsey Park	
Dick Fleming Oval	Gilbert Gordon Reserve	Navarre Sports Complex	Princes Park	
Marty Busch Recreation Reserve	JD Clifford Reserve		Doug Lindsay Reserve	
Mount Clear Recreation Reserve	Lancefield Park		Victoria Park	
Northern Oval 2	Racecourse Reserve		Camp Reserve	
Learmonth Reserve	Riddells Creek PS		Macpherson Park	
White Flat	Riddell Creek Recreation Reserve		Darley Park	
Carisbrook Recreation Reserve	Sankey Reserve			
Deledio Reserve	Tony Clarke Reserve			
Hedges Oval	Romsey Park #2			
Jubilee Oval	Greenhill Reserve			
Talbot Recreation Reserve	Harley Hammond Reserve			
Skipton Recreation Reserve	JJ Clancy Reserve			
Bull Milgate Oval	LB Davern Reserve			
Laurie Sullivan Oval	Ballan Recreation Reserve			
Trentham Reserve	Bungaree Recreation Reserve			
Newlyn Recreation Reserve	Darley Hub			
Arnolds Creek Recreation Reserve	Dunnstown Recreation Reserve			
Blackwood Drive Recreation Reserve	Gordon Recreation Reserve			
Ian Cowie Recreation Reserve	Maddingley Park			
Diggers Rest Recreation Reserve	Maddingley Park #2			
Melton Recreation Reserve	Wallace Recreation Reserve			
	Bill Woodful Reserve			
	Campbells Creek Recreation Reserve			
	Harcourt Recreation Reserve			
	Newstead Recreation Reserve			

LGA COLOUR CODE

	Ballarat
	Central Goldfields
	Corangamite
	Golden Plains
	Hepburn
	Hume
	Macedon Ranges
	Melton
	Mitchell
	Moorabool
	Mount Alexander
	Northern Grampians
	Pyrenees



3. KEY FINDINGS

CURRENT PARTICIPATION FOOTBALL

- Across the Goldfields region there were 15,382 registered football participants in Season 2015. Of these, 60% (9,105 players) were registered to an AFL Goldfields Commission based club. Refer Figure 04 on the following page for analysis of all football participation by LGA and player category (age group) in the Goldfields region.
- Melton has the largest projected population growth of all project partner LGAs and currently supports 12% of all Goldfields region registered football participants. This is the third highest registration percentage after Hume (16%) and Ballarat (13%).
- Melton and Hume LGA penetration rates sit below the region average across all age cohorts and are more aligned with Western Metropolitan region penetration rate averages (approximately 7% for junior and 1% for senior age cohorts). Penetration rates for the Western Metropolitan region are the lowest of all the metropolitan regions.
- Significant population growth in the 5-39 age cohort to 2026 is also projected for Hume (+27,000), Mitchell Shire (+14,000), Ballarat (+10,800) and Moorabool (+3,000).
- This growth is being planned for but may fall short where planning and new facility development does not keep pace with participation increases.
- Junior and female participation are recognised as the two most significant growth areas for football.
- 279 females participated in football within AFL Goldfields Commission based clubs in 2015 (3% of total players numbers) spread between junior, youth girls and women's teams. A further 147 females participated in NAB AFL Auskick Centres, an increase of 12% from Season 2014.
- The region's average for female penetration is at 0.4% of the region's female population aged 5-39. This reflects the State regional female penetration average of 0.4%.
- Ballarat experienced the second highest growth in senior women's participation of any regional / rural centre in Victoria, increasing team numbers from 1 to 4 teams in the last 2 years.
- The highest number of AFL Goldfields Commission based club participants play football within the Riddell District FNL (33%) followed by Ballarat FNL (29%), Central Highlands FNL (24%) and Maryborough & Castlemaine District FNL (14%).
- Riddell District Football Netball League also experienced the greatest participation growth from Season 2014 with a 5% increase in player numbers, spread across all age cohorts, except the 5-9 age cohort.
- Central Highlands FNL (-8%) and the Maryborough & Castlemaine DFNL (-7%) suffered participation decreases between Seasons 2014 to 2015, but they were limited to senior player registrations, with growth across all junior and youth age cohorts.
- From 2014 NAB AFL Auskick participation decreased across Victoria from 48,010 to 46,322. Participation increased however across the AFL Goldfields region by 6% to 3,356 participants, with 4 new NAB AFL Centres opening in 2015. AFL Goldfields continues to expand this program with an additional 6 Centres opened in Season 2016 to support participation growth.
- The Goldfields region junior and youth average penetration rates of 18% are reflective of the Victorian country average penetration rate of 19%. These penetration rates are significantly higher across some individual project partner LGAs (refer Figure 05 on the following page).
- The Goldfields region average senior football penetration rate of 7% is slightly below the Victorian country average penetration rate of 10%. Senior participation however is set to increase with implementation of the AFL Goldfields Female Strategy and dedicated female "Come and Try" Programs.

KEY HIGHLIGHTS

- ▶ Goldfields region penetration rates are reflective of State averages
- ▶ Significant population growth anticipated for Melton, Ballarat, Hume and Mitchell LGAs
- ▶ NAB AFL Auskick and junior participation growing across the Goldfields region
- ▶ Female participation 4% of total player numbers
- ▶ Significant growth in senior women's participation in Ballarat
- ▶ AFL Goldfields Female Strategy will see an increase in female players

FIGURE 04 | GOLDFIELDS REGION ALL FOOTBALL PARTICIPANT REGISTRATIONS BY PLAYER CATEGORY AND LGA (2015)

LGA	5-9	10-14	15-19	20-39	40+	Total
Ararat	2	112	136	250	15	515
Ballarat	116	869	665	393	2	2,045
Central Goldfields	54	146	145	250	21	616
Corangamite	6	194	287	300	6	793
Golden Plains	78	270	162	268	12	790
Hepburn	40	183	234	234	10	701
Hume	193	915	623	697	61	2,489
Macedon Ranges	131	640	436	402	19	1,628
Melton	158	727	497	506	32	1,920
Mitchell	47	440	336	210	3	1,036
Moorabool	73	383	366	312	5	1,139
Mount Alexander	51	185	139	213	19	607
Northern Grampians	4	166	145	212	7	534
Pyrenees	30	137	137	256	9	569
TOTAL	983	5,367	4,308	4,503	221	15,382

FIGURE 05 | GOLDFIELDS REGION AVERAGE FOOTBALL PENETRATION RATES BY AGE COHORT AND LGA (2015)

LGA	5-9	10-14	15-19	20-39
Ararat	0%	16%	23%	10%
Ballarat	2%	14%	9%	1%
Central Goldfields	8%	24%	23%	12%
Corangamite	1%	18%	26%	10%
Golden Plains	5%	16%	11%	6%
Hepburn	4%	22%	35%	9%
Hume	1%	7%	4%	1%
Macedon Ranges	4%	20%	15%	4%
Melton	1%	7%	6%	1%
Mitchell	2%	15%	12%	2%
Moorabool	3%	19%	17%	4%
Mount Alexander	6%	18%	14%	7%
Northern Grampians	1%	23%	22%	10%
Pyrenees	8%	35%	38%	22%
REGION AVERAGE	3%	18%	18%	7%

Source: AFL Victoria registered participant data (2015)

KNOWN PARTICIPATION NETBALL

- Across the Goldfields region, there were 13,653 registered netball participants in Season 2015. Of these, 28% (3,849 players) were registered to an AFL Goldfields Commission based club and 25% (3,452 players) were registered to a netball Association.
- Discounting participant numbers from the Central Highlands FNL, AFL Goldfields club based netball increased by 12% (413 players) from Season 2014.
- Central Highlands FNL registrations were impacted by online registration processes (refer to Appendix 2 *Study Limitations* for further detail) and imply a participation decrease of 67% (317 participants). This is not reflective of actual participant numbers and needs to be discounted when analysing overall netball participation trends.
- Overall, the growth in AFL Goldfields club based netball between Seasons 2014 and 2015 was across all program types with the most significant growth in junior participation (34%) followed by Senior participation (20%) and then the introductory program of NetSetGO (17%).
- The highest number of participants play netball within the Ballarat FNL (44% of regional total), followed by Riddell District FNL (32%) and the Maryborough Castlemaine District FNL (24%).
- The Ballarat FNL had 43 All Abilities netball participants in Season 2015, making up 3% of all player participation within this League. This is indicative of the efforts made by Netball Victoria to expand participation opportunities through School Clinics which then connect students into local clubs.
- Of all known Association netball participation across the Goldfields region, the highest rate of participation is based in the City of Hume (28%) followed by Macedon Ranges (25%) and Moorabool and Ballarat (both 16%).
- The municipality of Ballarat supports the highest rate of netball participation across the Goldfields region with 17% of all registrations, followed by Hume and Macedon Ranges (both 13%) and Melton (12%).
- The Goldfields region average netball penetration rate of 4% is slightly above the rural and regional Victorian average penetration rate of 3.2%. These penetration rates are significantly higher across some individual project partner LGAs and player categories (refer Figure 07 on the following page).
- 3.9% of all netball participants across the Goldfields region are male, with all project partner LGAs having at least one male netball participant in 2015. The highest male participation is in Melton LGA with 121 players, followed by Macedon Ranges Shire (87 players), Hume (80 players), Ballarat (64 players) and Mount Alexander Shire (34 players).
- Goldfields region male netball participation is across all age categories with highest participation in the 20-39 age cohort (34%) followed by the 10-14 age cohort (25%). Interestingly, 6% of all players in the 40+ age cohort are male (63 participants) in the Goldfields region, indicating the growing acceptance of the sport beyond its traditional female participant base.
- Netball Victoria has divided the State into 6 zones to better resource regional areas. The Central Highlands Zone, most relevant to this Strategy, incorporates the Ballarat FNL, Central Highlands FNL, Maryborough Castlemaine District FNL, Mininera FNL and Ballarat, Wendouree, Ballan and Clunes Netball Associations.
- Initial findings from the Netball Victoria *State-wide Facilities Strategy* have identified that the Central Highlands Zone has the lowest netball court provision rate of all Netball Victoria Zones. All Victorian Zones also have at least one venue with 8+ courts, again with the exception of the Central Highlands Zone.
- Whilst Ballarat LGA has the highest rate of netball participation across the Goldfields region, it has the fourth lowest Netball Victoria membership rate and the second lowest court provision rate in Rural and Regional Victoria. A comparative analysis from the NV Statewide Strategy also identifies an undersupply of netball courts within Melton and Moorabool LGAs.
- Participation projections based on population growth and current penetration rates combined with Netball Victoria sport development programs will see an anticipated 24% growth in netball participation across the Region or 3,225 players by 2026. Strategies to address facility provision and accommodate this growth is crucial to continuing to support netball's expansion.

KEY HIGHLIGHTS

- ▶ Current participation growth across all netball program types
- ▶ Region has low netball court provision
- ▶ 24% growth in participation anticipated to 2026
- ▶ Facility provision to accommodate growth needs to be addressed

FIGURE 06 | GOLDFIELDS REGION ALL NETBALL PARTICIPANT REGISTRATIONS BY PLAYER CATEGORY AND LGA (2015)

LGA	5-9	10-14	15-19	20-39	40+	Total
Ararat	18	71	116	122	32	359
Ballarat	174	732	500	764	127	2,297
Central Goldfields	61	142	121	157	28	509
Corangamite	183	287	256	248	69	1,043
Golden Plains	60	226	145	125	25	581
Hepburn	27	120	84	99	29	359
Hume	154	455	352	624	207	1,792
Macedon Ranges	319	543	385	325	219	1,791
Melton	141	471	373	521	107	1,613
Mitchell	153	389	258	316	89	1,205
Moorabool	105	247	220	228	91	891
Mount Alexander	48	214	168	103	67	600
Northern Grampians	41	104	109	113	33	400
Pyrenees	24	71	63	40	15	213
TOTAL	1,508	4,072	3,150	3,785	1,138	13,653

FIGURE 07 | GOLDFIELDS REGION AVERAGE NETBALL PENETRATION RATES BY AGE COHORT AND LGA (2015)

LGA	5-9	10-14	15-19	20-39
Ararat	3%	10%	19%	5%
Ballarat	3%	12%	7%	3%
Central Goldfields	9%	23%	19%	7%
Corangamite	17%	27%	23%	8%
Golden Plains	4%	13%	10%	3%
Hepburn	3%	15%	13%	4%
Hume	1%	3%	3%	1%
Macedon Ranges	10%	17%	13%	3%
Melton	1%	5%	4%	1%
Mitchell	6%	14%	9%	3%
Moorabool	5%	12%	10%	3%
Mount Alexander	5%	20%	17%	3%
Northern Grampians	7%	14%	16%	5%
Pyrenees	6%	18%	18%	3%
REGION AVERAGE	6%	14%	13%	4%

Source: Netball Victoria registered participant data (2015)

PROJECTED PARTICIPATION FOOTBALL

- The estimated Goldfields region population aged 5–39 (typically the key football playing age) in 2015 was 317,432. By 2026 the region's population within this age cohort is forecast to increase by 30% to 412,965.
- The majority of this growth will be in the municipalities of Melton, Hume, Mitchell and Ballarat.
- Melton's 5-39 year old population forecast is expected to increase by approximately 34,900 followed by Hume (27,600), Mitchell (14,000) and Ballarat (10,800).
- Population growth in the 5-39 year age cohort is expected for most project partner LGAs ranging from 1% growth in Central Goldfields and Pyrenees municipalities to a remarkable 75% in Mitchell Shire.
- Four LGAs are expected to see a decrease, Ararat (-90), Mount Alexander (-115), Northern Grampians (-180) and Corangamite (-500).
- **Based on maintaining current (2015) individual LGA penetration rates, it is anticipated that the number of football participants to 2026 will increase by 3,497 to 18,879 in the Goldfields region, an estimated 23% increase (refer Figure 08 page 33).**
- The greatest participation growth is projected across introductory and junior programs (5-9 age cohorts and 10-14 age cohorts) with a 27% increase in participation predicted in both programs. This is an estimated 270 additional players in football introductory programs and 1,467 players in junior player participation. Senior player participation is anticipated to increase by 20% (910 players) and then youth participation (15-19 age cohort) with 18% growth (790 players).
- Growth in introductory program participation is being supported through AFL Goldfields implementing new Under 9 competitions in Melton, Darley and Bacchus Marsh and the opening of new NAB AFL Auskick Centres.
- AFL Goldfields are further expanding participation opportunities in junior and senior female competitions and Come and Try Programs.
- Should this participation offering result in a 1% increase of individual LGA penetration rates, there would be an additional 189 football players, requiring access to potentially up to a further 2 grounds across the region by 2026.

PROJECTED PARTICIPATION NETBALL

- Based on maintaining current (2015) individual LGA penetration rates, it is anticipated that the number of netball participants will increase by 24% to 16,876 in the Goldfields region by 2026.
- Participation growth is anticipated across all age cohorts ranging from an estimated 18% (553 players) in the 15-19 age cohort to 25% (956 players) in the 20-39 age cohort.
- The highest LGA growth is anticipated for Melton, Mitchell, Macedon Ranges, Ballarat and Hume municipalities.
- Population forecasting predicts minor decreases in participation for Ararat, Mount Alexander, Northern Grampians and Pyrenees Shires. More significantly is the predicted 10% loss of players in Corangamite Shire by 2026. Netball Victoria will need to monitor participation in these LGAs and work closely with clubs to support sustainability, reduce the impact on small communities and ensure competition structures enable participation opportunities.
- *The Sport Facility Provision Research Report 2016* developed by Victoria University identifies facility provision and access as key factors impacting on sports participation. A comparative analysis from the NV Statewide Strategy identifies an undersupply of netball courts within Ballarat, Melton and Moorabool LGAs.
- A comprehensive review of netball facility provision is required in the Netball Victoria Central Highlands Zone to accommodate anticipated participation growth, harness sports development opportunities being implemented by Netball Victoria and highlight options to manage projected participation decline in some LGAs.

FIGURE 08 | FOOTBALL PARTICIPANT NUMBERS BY 2026 ACROSS ALL GOLDFIELDS REGION LGAS

- PROJECTED CHANGE FROM SEASON 2015 BY AGE COHORT
- PROJECTED CHANGE WITH A 1% INCREASE IN PARTICIPATION

LGA	5-9	10-14	15-19	20-39	40+	CHANGE FROM 2015	+1% GROWTH
Ararat	0	-1	-6	-6	1	-12	-7
Ballarat	25	255	96	88	0	+464	+489
Central Goldfields	1	20	-7	-3	2	+13	+19
Corangamite	-1	-23	-40	-4	0	-68	-61
Golden Plains	6	47	39	69	3	+164	+174
Hepburn	-2	10	47	24	2	+81	+89
Hume	80	310	105	170	20	+685	+717
Macedon Ranges	26	127	72	61	4	+290	+309
Melton	74	455	363	203	21	+1,116	+1,146
Mitchell	51	216	123	177	2	+569	+585
Moorabool	17	128	42	74	1	+262	+276
Mount Alexander	-3	-28	-17	14	3	-31	-25
Northern Grampians	0	-31	-24	13	0	-42	-37
Pyrenees	-4	-18	-3	30	1	+6	+12
TOTAL	270	1,467	790	910	60	+3,497	+3686

FIGURE 09 | NETBALL PARTICIPANT NUMBERS BY 2026 ACROSS ALL GOLDFIELDS REGION LGAS

- PROJECTED CHANGE FROM SEASON 2015 BY AGE COHORT
- PROJECTED CHANGE WITH A 1% INCREASE IN PARTICIPATION

LGA	5-9	10-14	15-19	20-39	40+	CHANGE FROM 2015	+1% GROWTH
Ararat	0	0	-5	-3	3	-5	-2
Ballarat	38	215	72	171	29	+525	+553
Central Goldfields	1	19	-6	-2	2	+14	+20
Corangamite	-34	-34	-35	-3	-1	-107	-97
Golden Plains	5	39	35	32	6	+117	+125
Hepburn	-1	6	17	10	4	+36	+41
Hume	64	154	59	152	69	+498	+521
Macedon Ranges	65	108	64	49	48	+334	+354
Melton	66	295	272	210	71	+914	+939
Mitchell	167	191	95	267	46	+766	+785
Moorabool	24	83	25	54	27	+213	+224
Mount Alexander	-3	-33	-20	7	11	-38	-32
Northern Grampians	-5	-19	-18	7	0	-35	-32
Pyrenees	-3	-9	-2	5	2	-7	-6
TOTAL	384	1,015	553	956	317	+3,225	+3,392

Note: Projections on participant numbers by 2026 are based on current individual LGA penetration rates and population growth projections to 2026 as identified in the DPCD Victoria in Future 2012 data release.



SPORT DEVELOPMENT

- A situational analysis of AFL Goldfields clubs completed in 2013 identified club concerns over increasing difficulties in attracting and retaining volunteers. Whilst clubs were confident of their future viability remedial work needed to be undertaken to support volunteers and improve club financial management processes, which included reducing the impact of player remuneration levels.
- AFL Victoria's **Community Club Sustainability Program** provides tools to educate administrators, and particular players, about the impact that match-payments and player demands have on the viability of grassroots clubs. This program is being actively implemented by AFL Goldfields through the introduction of a salary cap and player points system.
- Over 95 nationalities are represented in the Goldfields region and Australian Football is not necessarily the natural sport that new migrants are drawn to. AFL Goldfields Multicultural Programs are focussing on increasing participation within new and emerging communities through dedicated school programs, implementation of Culture Awareness training for clubs and identification of increased support to clubs based in indigenous and multicultural areas.
- Female football is the fastest growing sport in Victoria, AFL Goldfields have established a 6-week junior girl competition across the Ballarat Football Netball League to foster participation and pathways for players into youth girls teams.
- Senior female football is also being accommodated through the partnership of AFL Goldfields with the VWFL to run an open age female competition. AFL Goldfields will access existing VWFL promotion, marketing and competition structures to support the competition with an aim to stand alone by 2017.
- Outcomes from this Strategy and the boom in female participation has led AFL Goldfields to seek to employ a dedicated female football resource in 2017 to oversee the growth and management of the sport in the region.
- Junior pathways are further being expanded with AFL Goldfields launching a midweek Under 9s competition at Arnolds Creek Reserve in West Melton. This program will target first year or entry level children playing under 10 football or NAB AFL Auskick Centre participants who wish to move into competitive football. With modified rules and competition structure the program is expected to expand to include Darley, Bacchus Marsh, Sunbury and Gisborne within the next 12–18 months.

- Recognising the value of umpires to football, AFL Goldfields has committed to increasing umpire numbers by 2% annually through initiatives within its Strategic Plan. This target is being met with 10% growth in umpire numbers since 2013 to over 250 umpires.
- Umpiring development initiatives include increasing umpire payments, formalising existing recruitment and retention programs and expansion of school programs including establishment of school programs in Melton and Bacchus Marsh.
- Club education programs to strengthen positive behaviours towards umpires and reducing reliance on club volunteer umpires provides further opportunities to grow umpire numbers.
- Netball sports development programs in the region will continue to expand on existing Coach Accreditation and Coaching NetSetGO Workshops, Netball Victoria and Melbourne Vixens Community Clinics and School Clinics supported by SEDA. The School Clinics program provides an essential link for new participants from schools into local club or association netball and ensures participants are connected to structured netball competition options during program delivery.
- Rock Up Netball has been piloted at Federation University (Ballarat) and Wendouree Netball Association and incorporates basic netball skills in an inclusive environment for anyone new to netball or returning to the sport. This new program will continue to be offered by Netball Victoria pending support from local Associations and clubs.
- Wendouree Netball Association will be the first in the region to host the Net4Kids themed educational program for boys and girls aged 2.5 to 5 years. Activities focus on gross and fine motor development, language and cognitive function and specific activities that cater to individual needs. Expansion into other Associations is planned once pilot outcomes are reviewed.
- The Netball Victoria Zone Academy provides a concurrent development opportunity for talented players, coaches and umpires to assist them to reach their potential. Pathways to the Academy are being supported in the region through the partnership of the West Victoria Academy of Sport with Netball Victoria in the delivery of an intensive Netball Development Program. This program focuses on skill and personal development and aims to work with the region's best Under 14 netball talent to prepare them for Netball Victoria Zone Academy trials.

EXISTING INFRASTRUCTURE

- **Significant facility investment has occurred historically across the Goldfields region with \$51.7 million worth of community football and netball related capital works projects invested in since 2010. As the main investor into football and netball facilities, 61% of this investment has been sourced through project partner LGAs.**
- In recent years in response to drought planning, LGAs have invested in improved ground provision. Playing oval surfaces across the region are now recognised as being of high quality, which assists carrying capacity capabilities.
- AFL Goldfields facilities are generally of good quality and condition, however gaps exist in the capacity of facilities to cater for diversity or provide appropriate amenities for umpires and netballers. Over a quarter of AFL Goldfields umpire change room facilities are in poor condition and reaching end of life whilst 83% of player change rooms and 61% of umpire change rooms do not provide female friendly player amenities.
- Of those venues with a netball court, 28% do not offer player amenities, including 3 recognised regional level venues, Northern Oval (Eureka Stadium) and CE Brown Reserve 2 (Ballarat LGA), and Gardiner Reserve (Macedon Ranges LGA).
- Investment into essential player and official change room amenities is critical to both support the increasing need to cater for female participation and recognise the value of netball as a major sport in the region.
- Ageing infrastructure and growth in sport, combined with the financial pressures anticipated throughout the local government sector with the introduction of rate capping, will require a shift in how local government approaches infrastructure investment into the future. Rate capping, renewal gaps and investment competition from other sports will all impact on the capacity of project partner LGAs to fund improvements identified in this Strategy.



- To date, other infrastructure renewal investors have included clubs, AFL, AFL Victoria, Chambers of Commerce, State and Federal Government, other facility users and private investment through land developers. Continuing to foster these existing relationships whilst identifying alternate funding sources will be essential to meet future facility upgrades and renewal requirements.
- Lighting is recognised as a way to assist carrying capacity by spreading training wear across grounds. Over a third of all facilities have no lighting or lighting less than the recognised minimum training standard and of these 25% support a senior football club. Except Northern Grampians Shire, all project partner LGAs have at least one venue where there is no lighting or lighting is less than the minimum standard.
- Consideration of lighting to night competition level is also important. This level of lighting provides opportunity for expansion of competition structures and supports growth in participation, particularly female participation which does not necessarily play on the traditional game day of Saturday. Currently Moorabool and Pyrenees Shire Councils do not have any venues in their municipalities with this level of lighting.
- The economic benefits of football are known. However, League finals are significant events in their own right and provide additional net economic benefit estimated at almost \$250,000 to a host municipality.
- AFL Victoria independently assessed the economic impact of the 2015 V-Line Cup and Youth Girls Championships to the Latrobe City and estimated that the benefit to the local economy exceeded \$1.9M.
- Generally amenities required to enable hosting of finals include site fencing, four change rooms, two umpire change rooms, 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.
- The Region's leagues are pushed to find venues that meet all finals requirements. Of the recognised 9 finals venues (classified as Regional venues), 8 lack appropriate change room provision for umpires or players and 3 offer no netball change facilities. The region's LGAs are attempting to address these gaps. Eureka Stadium and CE Brown Reserve 2 have redevelopment works underway. Future design work at City Oval and change room upgrades at Clark Oval and Gardiner Reserve are projected, however works are dependent on external funding and/or budget approval processes before being commissioned.



4. THE STRATEGY



VISION

Through strong collaboration and partnerships, plan for facilities that provide a sustainable, inclusive and vibrant football and netball community across the Goldfields region.





STRATEGIC FRAMEWORK

The following table presents the recommended strategic framework and structure required to achieve the vision for football and netball facilities in the AFL Goldfields Region. The PCG have worked together to develop the Strategy based on this framework. Four priorities have been identified to guide future facility provision and will be underpinned by regional strategies and actions that can be implemented at the local level. These are consistent with AFL Victoria’s *Growing the Heartland Strategy*.

VISION FOR THE GOLDFIELDS REGION

“THROUGH STRONG COLLABORATION AND PARTNERSHIPS, PLAN FOR FACILITIES THAT PROVIDE A SUSTAINABLE, INCLUSIVE AND VIBRANT FOOTBALL AND NETBALL COMMUNITY ACROSS THE GOLDFIELDS REGION”

PRIORITY 1 EXISTING FACILITIES

Objective: Increase the quality and functionality and maximise the use and carrying capacity of existing facilities.

PRIORITY 2 NEW FACILITIES

Objective: Plan and develop new facilities in key growth areas across the region.

PRIORITY 3 BUILD CAPACITY

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

PRIORITY 4 ENHANCE RELATIONSHIPS

Objective: Continue to enhance the relationship between football, netball and government partners in the planning, provision and investment into facilities and programs.

► STRATEGIC DIRECTIONS
(Defined for each Objective)



PRIORITY 1

Increase the quality and functionality and maximise the use and carrying capacity of existing facilities

Whilst significant facility investment has historically occurred across the Goldfields region, the gap in preferred local and regional level facility provision continues to widen, as does current funding provision and the capacity of LGAs to meet facility renewal costs. A lack of adequate netball facilities or suitable amenities to cater for female participation also impacts on growth opportunities.

This Priority identifies opportunities to grow netball and football through improved lighting provision, access to alternate venues, supporting female participation and collaboration between project partners to ensure facility upgrade priorities are addressed.

AFL Victoria has outlined a desire for existing facilities to meet preferred minimum provision as outlined in the *AFL Preferred Facilities Guidelines*. Added to this, lighting fields to minimum training standards (50 lux level) is identified as a key priority and a core component of any successful club facility.

Netball Victoria preferred facility planning guidelines include minimum court run off expectations, court conditions and player facilities and amenities to a level that ensure a safe and playable environment for players, umpires and spectators.

The ability of clubs and netball associations to capitalise on participation growth opportunities is impacted by a lack of amenities, particularly in the areas of sports lighting, court condition, netball amenity provision and change-rooms that cater for both male and female participants.

Gaps in lighting provision create lost opportunity for remodelling competition structures to build on current participation and leads to overuse of ovals that are well lit. Prioritisation of lighting upgrades to the minimum lux level should consider facility usage levels based on current player / team numbers, prioritising those venues with high facility usage, those that are recognised finals venues and those that cater for junior and / or female participation.

As was the case with the **G21 and AFL Barwon Strategy**, in order to better determine lighting upgrade priorities for the region, AFL Victoria will work with project partner LGAs to implement formal lux level testing of ovals and netball courts as a key strategic direction from this Strategy.

Lighting upgrades should consider the benefits of LED lights which now meet AFL sized oval lighting requirements. Whilst the installation of LED lights is more expensive than current metal halogen lights, long term savings in maintenance through longer life (estimated at 80,000 hours of lighting), provide benefits to both clubs and LGAs. LED lights also provide dimmable options that ensure uniform lighting around the playing area.

Planning for lighting upgrades should extend beyond core infrastructure to include additional power requirements and associated installation and permit costs. AFL Victoria have a process to assist clubs and LGAs in planning and costing lighting projects that considers these additional requirements.

The upgrade of existing venues should also consider alternate options to oval surface provision such as synthetic surfaces and hybrid turf to further extend carrying capacity and maximise usage options beyond current provision.

Accommodating netball to preferred minimum facility guidelines is lacking across the region. 10% of netball courts are below minimum condition expectations with multiple compliance issues. Investment at the association level has not considered minimum court run off requirements and there is insufficient provision of netball player amenities across the region.

Netball court and amenity gaps highlight the need to recognise the high participation numbers for netball and the value of the sport to the region and provide facilities appropriate to current expectations and future need.

Rationalisation of club facilities may also be required in areas of population decline to meet infrastructure renewal gaps. Options for clubs to relocate and share a multi-purpose community facility would better accommodate sports needs and provide opportunity for increased external funding provision. Facility rationalisation extends to merged clubs who currently expect LGAs to support facility renewal at more than one venue. Moving forward, clubs will need to determine which facility has investment priority based on participation trends and future need.

Planned renewal of facilities is critical. Upgrades of existing pavilions to multipurpose venues to accommodate a wider range of users, particularly in areas of decline, oval resurfacing, lighting improvements and irrigation upgrades to increase carrying capacity, provision of change room amenities that cater for female participation and power upgrades to venues, all provide increased participation opportunities and support club sustainability.

However, LGAs are generally dependent on external funding for project delivery.

Limitations in LGA capacity to meet facility renewal gaps and fund upgrades will increase the need to access alternative venues such as schools.

The establishment in 2016 of the School Building Authority by State Government, with an associated \$50M share community use fund to oversee school infrastructure upgrades, provides opportunity for sport and local government to collaboratively plan and invest in school facilities. This will support participation through shared access options.

Partnerships with schools to improve access and identify mutually beneficial facility projects will be a key focus for AFL Victoria moving forward. AFL Victoria also intends to include school venues accessed for football as part of a national facility audit being rolled out by AFL from 2017. Site audits and understanding current provision at schools will support co-planning and investment of school facility upgrades. This will ensure they are accessible and fit for football and netball through appropriate ground and court provision, lighting and amenities as required.

Funding the development of facility upgrades is becoming increasingly difficult for Councils in the current financial climate. The broad range of services that Councils provide and their limited financial capacity will mean they will continue to rely heavily on state, federal and commercial partnerships to deliver regional level projects.

The financial impact of implementing proposed actions for facility upgrades has not been determined, however it is critical that key stakeholders and potential funding providers adopt a coordinated approach to the scoping and delivery of actions and recognise the need for joint funding and resourcing.

Establishing strategic partnerships and improving collaboration across key sport, government and community stakeholder groups will enable Councils to secure funding for facility renewal and upgrade.



FEMALE PARTICIPATION AND FACILITY PROVISION

Intrinsic to the success of female football is the integration of girls teams within existing club structures at inception, to create pathways and capitalise on the social benefits and volunteer and governance support networks that already exist.

Female football has seen 40% growth state wide since 2015. The State average for female participation in football is 5.5% of total player numbers, with the Goldfields region's rate at 4% of total player numbers.

Female participation across the Goldfields region is developing. By LGA, female participation has grown in Ararat, Ballarat, Central Goldfields, Hume, Macedon Ranges, Melton, Mitchell and Moorabool from 21 to 33 teams in the past year.

The creation of national pathways and the launch of the AFL Women's Competition in 2017, combined with AFL Goldfields targeted female participation programs will continue to promote interest in the game.

The AFL Goldfields Female Strategy 2016 includes "Come and Try Programs", AFL Goldfields overseeing female competitions and appointing a dedicated female participation and resource to grow this sector of the sport.

Expansion of the AFL Goldfields VWFL Open Age female competition into an AFL Goldfields stand alone competition by 2017 will see new teams developed to play alongside Bacchus Marsh, Kyneton, Melton Lake Wendouree, Creswick, Maryborough, East Point and Castlemaine.

Formal competition is also being planned for a Junior Girls competition expanding on the existing Red Onion Creative Ballarat FNL Under 12 Junior Girls Competition, attracting teams from the Darley and Bacchus Marsh areas. This junior competition is being actively fed through 4 female friendly NAB AFL Auskick Centres established in Ballarat.

Providing suitable facilities to accommodate these teams and aligning them to existing club structures will be critical to their sustained success. From a national survey of clubs, participants and volunteers in 2015, the top three barriers to female participation are (in priority order); insufficient numbers to form full teams, lack of female friendly change rooms and amenities and on equal third, lack of female player role models and not enough promotion of female football.



Based on participation and population projections outlined earlier in this Strategy, should female participation increase from 4% to 5% of total player numbers by 2026, an estimated 940 female players would require access to female friendly facilities if they are to be actively supported to participate in football.

Female umpire numbers have increased by 35% since 2013 with 20 female umpires now representing the Ballarat Football Umpires Association.

With significant gaps in change room and umpire room provision, catering for female participation is a key priority for the region if participation opportunities are to be harnessed. Provision of unisex facilities also benefits alternate sports where female participation is on the increase, such as cricket.

The Female Friendly Facilities Grant Program launched by SRV in July 2015 provides a significant opportunity for the Region to target change room upgrades based on existing and projected female participation on a facility by facility basis.



Strategic directions to increase the quality and functionality and maximise the use and carrying capacity of existing facilities:

- | | |
|---|--|
| <p>1.1 Critical: Project partners to prioritise player and umpire change room upgrades for application to SRV Grants Programs, based on current provision and existing and projected female participation to cater for unisex use. Prioritisation of venues to include consideration of identified regional level facilities and amenity requirements to host finals.</p> <p>1.2 Critical: Project partners work collaboratively to identify alternate funding streams to support infrastructure renewal.</p> <p>1.3 Critical: Project partners work collaboratively to bring facilities with no or low lighting up to minimum standards based on facility usage.</p> <p>1.4 AFL Victoria support identification of lighting priorities across the region through implementation of a structured lux level testing program of oval and netball court lighting.</p> <p>1.5 Project partners work collaboratively to upgrade netball courts identified as below preferred minimum condition.</p> | <p>1.6 Sport investigate options for innovative fixturing to support ground capacity planning and participation growth.</p> <p>1.7 AFL Victoria and Netball Victoria continue to foster a working partnership with the School Building Authority to identify opportunities for school facility access that is fit for purpose to support participation growth.</p> <p>1.8 AFL Goldfields encourage cultural change at the Club level to support acceptance of non traditional venues for pre-season training, co-tenancy and sharing of facilities with other football clubs, sporting codes and community groups.</p> <p>1.9 Project partners reference Universal Design Principles as outlined in SRV's <i>Design for Everyone Guide</i> for all new and existing facility upgrades.</p> <p>1.10 LGAs and AFL Goldfields collaborate to identify under utilised facilities and participation opportunities that will grow usage at these venues.</p> |
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PRIORITY 2

Plan and develop new facilities in key growth areas across the Region in line with community demand

Whilst some project partner LGAs are actively planning for population growth and expansion of football and netball into new areas, others are faced with potential participation decline and are instead focused on providing targeted multipurpose facilities that can accommodate a range of users beyond football and netball clubs.

This Priority outlines planning and development opportunities to ensure facility provision aligns to community need and considers design options that encourages broad use, multi-purpose provision and inclusion.

Anticipated population growth will see the establishment of new clubs effectively from the ground-up in growth areas. New infrastructure has been planned and will be created to service these new / emerging clubs. AFL Victoria will play a key role in supporting new club development through implementation of governance processes, facility design advice and identifying funding and investment opportunities including provision of their Club Establishment Fund to new clubs.

The changing football environment led to a need for AFL Victoria to refresh its *Heartland Strategy* in 2016. These changes included the growth in female participation, financial pressures faced by local government with the introduction of rate capping, combined with reduced funding availability and the need to further explore sustainable facility options to maximise access such as synthetic surfaces and school facility use.

The Region's growth LGAs including Macedon Ranges, Melton, Ballarat and Moorabool have planned opportunities for participation growth with 20 greenfield sites identified for development over the next 10-15 years.

Of regional significance and supporting both the AFL Goldfields and AFL Central Victoria Commission areas, is the planned new development of New Gisborne Regional Sports Fields in Macedon Ranges Shire. This project is strategically recognised as a priority in the *Loddon Mallee Region 2016 Investment Prospectus* and will provide additional sporting fields to address current and projected demand, supporting the fast growing southern area of the Shire.

The New Gisborne Regional Sports Fields project will see the installation of a multi-sport facility with two new full size AFL ovals, netball courts and associated amenities to accommodate an additional 30 teams (football and cricket). Land for the complex has been purchased that is close to Gisborne but is also convenient to Riddells Creek, Macedon and Woodend as well as further afield. The first stage is estimated to cost \$7.8M and funding is currently being sought by the Shire to support the project.

In the short term, Melton currently has a recreation reserve under construction in Rockbank North which includes 2 ovals, hard courts and a multipurpose pavilion. A reserve is also planned for Eynesbury comprising 2 ovals, hard courts and multipurpose pavilion. Conversion of hard courts at these sites to netball / multipurpose courts will ultimately be determined by local community demand.

Investment in the region's premier venue, Eureka Stadium will result in an AFL (National) standard facility and an increase in economic benefit to the region through the hosting of Western Bulldogs games. This is the single largest infrastructure project currently being undertaken in the region and includes oval reorientation and reconstruction (reduction in size to the same size as Etihad Stadium), 5000 undercover seat grand stand, lighting upgrade to 300 lux level and video scoreboard. Due for completion in time for the first Western Bulldogs game in Season 2017, the project is expected to result in up to 36,000 visitors to Ballarat each year (2 AFL and 1 NAB Cup match), increasing annual tourism spending by an estimated \$3.6M.

The Ballarat West Growth Zone, located to the west of Alfredton, Delacombe and Sebastopol, will see significant investment in sport and recreation infrastructure in future years to cater for projected population growth for the City of Ballarat. A total of seven new sports fields and facilities are proposed, with a mix of senior and junior fields and differing levels of specification. The development provides opportunity for two potential locations for new senior and junior football netball clubs to be developed.

Moorabool Shire has identified two new development projects for Bacchus Marsh. The Bacchus Marsh Racecourse and Recreation Reserve Project and the Bacchus Marsh Underbank Development. The Bacchus Marsh Racecourse and Recreation Reserve Project will be delivered in two stages. Stage 1 includes a multipurpose sports ground and district level pavilion with further ovals and amenities to be added to the site during Stage 2. The Bacchus Marsh Underbank Development will provide an additional sports ground and pavilion.

Delivery of a \$3.9M junior sports hub in Castlemaine by Mount Alexander Shire is another significant project for the region which includes outdoor netball courts, netball floodlighting to training standards, landscape, car park and path works and a multi-purpose pavilion for netball, junior football and cycling. Stage 1 is due for completion end 2017 with Stage 2 currently in the design phase with construction works anticipated for 2018. Other facility investment planned by Mount Alexander Shire are improvements to netball court and pavilion provision, and change room upgrades that accommodate female participation.

12 new netball courts are also planned for the region. This is, however, outside proposed provision recommendations from Netball Victoria's *State-wide Facilities Strategy*, which when released, will further clarify proposed indoor and outdoor court provision.

The *Strategy* suggests a need for additional planning and consultation with project partner LGAs to better understand future court and amenity requirements so the regions' netball participation needs are adequately planned for.

AFL Victoria and Netball Victoria will play key strategic roles in the establishment of new clubs in the region's growth LGAs. Their input in providing seed funding, guiding governance and financial management processes and identifying potential facility user partners such as cricket in the development of new sites will be essential to club sustainability.

The use of a synthetic multi purpose AFL field should be considered by the regions growth LGAs to provide capacity to cater for growth and existing demand. Pre-season training requirements and participation extending beyond traditional catchment areas with players travelling further distances to attend training. This provides an opportunity to identify a central, dedicated training venue for the region for all clubs to access, preferably within the Ballarat area. This is being explored by Ballarat, Moorabool and Macedon Ranges LGAs. Consideration for a synthetic field to be centrally located to Ballarat would greatly enhance competition structure and pre-season needs and better cater for regional catchments.

Planning and development of any new playing fields and venues will need to maximise shared usage and flexibility to meet changing community needs and should consider the use of new or alternate materials such as hybrid turf and LED lighting. 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.

Provision guidance within the *AFL Preferred Facility Guidelines* also needs consideration, including unisex change rooms, appropriately sized multi use social rooms, Universal Design principles and sustainability best practices. Netball court and facility provision should aim to meet preferred local club level guidelines identified in the *Netball Victoria Facilities Manual 2016*.

Where a new facility is to be considered for Regional level classification, the preferred minimum facility requirements would extend to provision of two ovals (where possible) or capacity to plan for an additional oval into the future, unisex change rooms and umpire rooms, sports lighting at minimum training standard (50 lux) on one oval, a suitably sized pavilion, two netball courts and netball player amenities.

PROJECTED GROUND REQUIREMENTS

AFL Victoria recommend that ideally no more than 7 teams use one natural turf ground at one time, however localised factors such as the ages of those teams and the condition and maintenance regime of the natural turf should be taken in to account at each venue. The estimated growth of 23% in football participation by 2026 equates to the need for an additional 20 grounds under this rule of thumb.

Should the Region track a 1% increase in current LGA penetration rates the demand for grounds would increase to 21 (refer Figure 10).

This highlights the importance of project stakeholders continuing to monitor participation and plan accordingly.

The Sport Facility Provision Research Report prepared by Victoria University earlier this year reinforced that facility provision and access was a key factor impacting on sports participation. The Report provided analysis of football facility provision across the State, finding that LGAs with lower rates of participation tended to have fewer football facilities per head of population LGAs.

When considering oval provision per head of population, project partner LGAs generally ranked below their regional LGA counterparts.

Ballarat ranked the lowest at 46 out of the 48 regional LGAs, followed by Mitchell (41), Mount Alexander (36), Macedon Ranges (32), Moorabool (28) Hepburn (21), Corangamite (20) and Golden Plains (14). Only Pyrenees (4), Northern Grampians (11) and Central Goldfields (13) achieved a ranking in the top 25% of all regional LGAs.

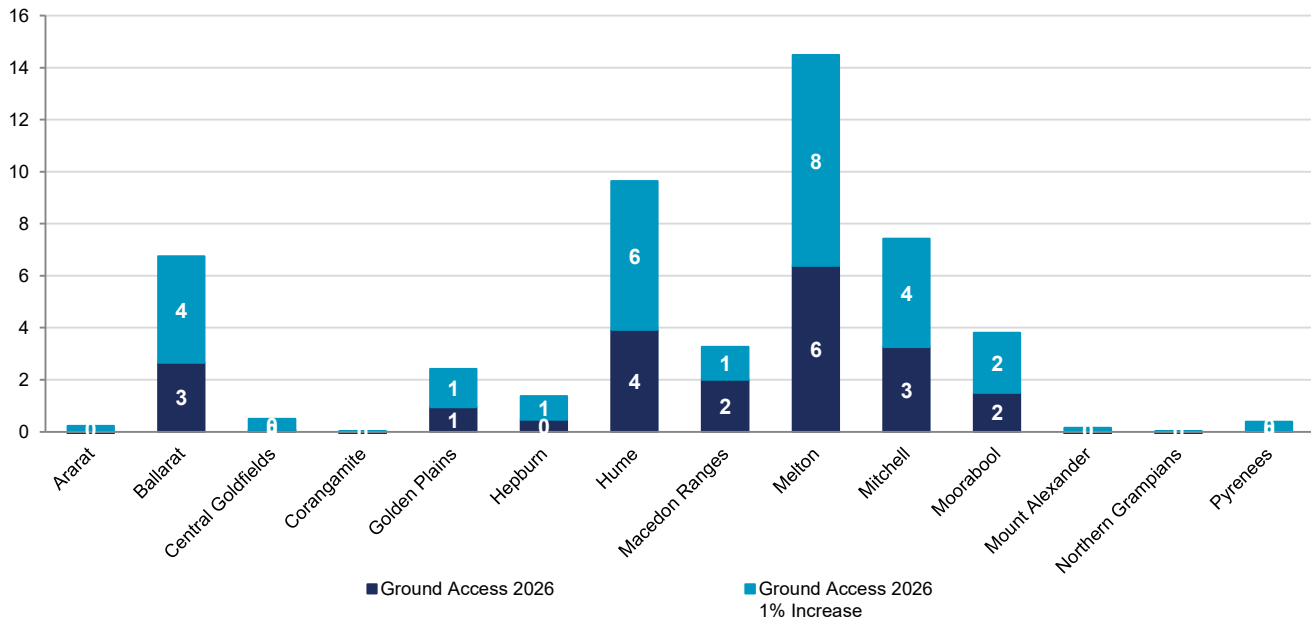
Of the two metropolitan based project partner LGAs, Melton ranked the lowest at 29 out of 31 metropolitan LGAs and Hume ranked 18.

Findings from the Report further highlights that if football participation is to continue to grow in the AFL Goldfields region, matching facility provision to projected participation will be critical.

Across most project partner LGAs planned investment into new projects will meet 2026 projections based on current participation levels. However, any growth outside these projections will result in the need for alternate facility options, greater access to existing facilities for football and netball and/or development of new ovals and netball courts.

Regular State of Play Reporting to this Strategy’s Project Control Group will be essential in monitoring participation and adequately planning for this growth.

FIGURE 10 | PROJECTED GROUND ACCESS REQUIREMENTS BASED ON CURRENT LGA PENETRATION RATES AND WHERE PENETRATION RATES INCREASE BY 1% (2026)





Strategic directions to plan and develop new facilities in key growth areas across the Region in line with community demand:

- | | |
|--|---|
| <p>2.1 Critical: Project partners work collaboratively to undertake a comprehensive review of netball court and facility provision in the Netball Victoria Central Highlands Zone.</p> <p>2.2 Collaboration to continue between AFL Victoria, Netball Victoria and Goldfields region LGAs in the planning of new facilities. Preferred local facility requirements from the <i>AFL Preferred Facilities Guidelines</i> and/or <i>Netball Victoria Facilities Manual 2016</i> to be considered where the facility will cater for football or netball.</p> <p>2.3 Project partners collectively lobby for recognised regional priorities and new developments in this Strategy to gather external funding support and investment.</p> <p>2.4 AFL Victoria, AFL Goldfields and project partner LGAs investigate options for the installation of a synthetic oval for the Region to address high need in Ballarat and Macedon Ranges (New Gisborne). Options should include potential funding models.</p> | <p>2.5 Innovations in facility materials and products to be considered by project partner LGAs to increase carrying capacity and reduce ongoing maintenance costs.</p> <p>2.6 AFL Victoria continue to provide a Club Establishment Fund to provide seed funding for the establishment of new football clubs.</p> <p>2.7 AFL Victoria to maintain a strong relationship with the Victorian Planning Authority (VPA) and growth area LGAs to provide sport specific information, spatial requirements and design expertise to inform all current and future Precinct Structure plans being developed.</p> <p>2.8 Project partners reference principles outlined in SRV's <i>Design for Everyone Guide</i> and <i>Female Friendly Sport Infrastructure Guidelines</i> for all new and existing facility upgrades.</p> |
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PRIORITY 3

Support the capacity building of clubs, their people and their culture

The structure of football and netball across Victoria is changing with female football, male netball, Access All Abilities teams and expansion of programs into CALD communities. Within the Region, ten clubs already support a Youth Girls side with planned expansion of female participation into junior and senior competitions, football programs targeting CALD communities are being implemented at local schools, there has been significant growth in umpiring numbers and program offerings from netball now accommodate participation beyond traditional competition structures.

This Priority outlines initiatives to support clubs to maximise growth in these participation opportunities and ensure club sustainability and capacity.

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 sports environments which are accessible and inclusive. The economic and social value of community football clubs is now well researched and understood and extends to providing a sense of community and belonging, reducing isolation, increasing community pride and improving physical and mental health and wellbeing.

The 2011 review of country football by AFL Victoria Chairman Peter Jackson recognised that volunteers were the key factor in the historical success and sustainability of community football (and netball) in Victoria. This has not changed.

A situational analysis of AFL Goldfields clubs completed in 2013 identified club concerns over increasing difficulties in attracting and retaining volunteers. This was reinforced with club health checks completed with all AFL Goldfields clubs during Season 2015 with 80% indicating they had insufficient volunteer numbers and lacked the capacity to recruit, train and retain volunteers.

In order to both educate and motivate club volunteers AFL Goldfields has provided clubs with access to the *AFL's Club Management Kit* which defines the management base required for clubs. Advocating for an annual increase in the number of clubs who have a strategic plan in place, developing position descriptions, supporting the latest innovations in player welfare and coordinating "Volunteer Forums" or think tanks with the aim of identifying areas where volunteer work loads can be reduced, are also being implemented by AFL Goldfields to support volunteer capacity.

Educating clubs on the value of paid administrators is also essential. From the club health check responses, only 15% of AFL Goldfields clubs were considering paid administrator roles. The employment of a paid administrator may significantly relieve volunteer burden and enhance governance processes. Part time employment, traineeships or shared roles between clubs should be considered with AFL Goldfields providing guidance on recruitment and employment models to clubs.

The situational analysis completed by AFL Goldfields in 2013 also found concern amongst clubs in the disparity of strength of the stronger clubs and lack of competitiveness of weaker clubs.

The structure of football and netball across the region will need to change if the sports are to continue to grow. As identified in the *AFL Goldfields Strategic Plan*, consideration needs to be given to Sunday competitions, offering NAB AFL Auskick over alternate times and venues, changing match schedules for junior games and sharing of players between clubs.

At the junior level, participation trends across clubs vary with several clubs glutted with numbers while others struggle to attract new players. For example Rupertswood FNC registered 180 junior and Gisborne Rookies JFC registered 195 players between Under 10 and Under 16 grades in Season 2015, whilst Harcourt FNC could not field any junior sides. This similarly transitions into seniors with clubs who have weak junior numbers experiencing shortages of players in senior ranks.

This inequity led to AFL Goldfields capping junior player numbers across several junior competitions. The potential to expand capping to include senior player numbers has been included as an initiative for further consideration within this Strategy.

Added to the concern regarding junior player numbers is the problem of standalone NAB AFL Auskick Centres with no direct links to existing clubs. Opportunity exists to capitalise on pathways for players from NAB Auskick into juniors, fielding players to clubs who are lacking in junior numbers.

Concerns regarding player numbers and potential for growth in junior grades was verified by clubs during the club health check process. Clubs were asked to outline options to increase participation. Responses generally related to improved facility provision, introduction of salary cap or points system to discourage mass importation of players and ensuring equity in numbers of players across junior ranks.

The introduction of a salary cap and player points system is currently being implemented by AFL Goldfields. Reducing the financial pressure on clubs to meet player remuneration expectations provides opportunity for clubs to prioritise strategic investment into facility renewal projects over player payments.

Competition equalisation is a priority for AFL Goldfields. The competition and club structure is currently under review and it is the intent of AFL Goldfields to support and retain all existing clubs whilst achieving this equalisation. This review should also consider movement between Divisions to ensure club competitiveness and financial viability.

CHFNL governance processes and the potential for AFL Goldfields to administer this league in the future should also be considered. This would ensure governance consistency across the region and better support stakeholder collaboration, funding, sports development opportunities and prioritisation of facility investment between LGAs, leagues and clubs.

The Region's LGAs provide a variety of opportunities to encourage and promote sport that AFL Goldfields and Netball Victoria could access. LGAs also actively connect into CALD communities which provides options for the sports to use these connections and grow participation by introducing new arrivals to football and netball. Collaboration between football, netball and the Region's LGAs to pool resources, share opportunities and better support each other with sport program delivery should be considered to further support club development and growth opportunities.

The benefits of increasing female participation in football and netball is being actively promoted to clubs by AFL Goldfields and ultimately will impact on facility capacity. Social benefits extend to community connectedness and involvement, social interaction and improved health, fitness and wellbeing combined with the economic benefits at the club level of increased player numbers, additional revenue sources through memberships, catering and social functions and opportunity to attract funding.

Prioritisation of investment into facilities should consider clubs who have or are committed to actively implementing diversity initiatives (female football, female umpires, multi-cultural or indigenous programs or access all abilities teams).

The sustainability of clubs is directly related to both the people involved in running the club and the provision of appropriate facilities. Helping to build the capacity of clubs and facilities to meet current and projected participation demands for football and netball remains a priority. A sustainable club provides a range of opportunities for the community to participate in the sport regardless of age, gender, background or ability.



Strategic directions to support capacity building of clubs, their people and their culture

- 3.1 **Critical: AFL Goldfields, in consultation with Netball Victoria, complete a strategic review of current club structures and work with key stakeholders to assist club sustainability and competition equalisation with consideration of movement between Divisions.**
- 3.2 AFL Goldfields support financial management and governance processes at the club level that ensures strategic planning and includes club investment into future facility upgrades.

- 3.3 AFL Goldfields continue implementation of an annual Club Health Check process to measure club performance, governance and capacity and implement training and support to address identified gaps.
- 3.4 AFL Goldfields investigate to what extent paid administration models would reduce volunteer expectations and support improved governance processes at clubs.
- 3.5 AFL Goldfields, Netball Victoria and Goldfields Region LGAs meet twice yearly to better collaborate on sports development opportunities.



PRIORITY 4

Continue to enhance the relationship between football, netball and government partners in the planning, provision and investment into facilities and programs

State-wide, 87% of football facilities are provided on land owned and/or managed by local government who carry the burden of responsibility for funding the renewal and upgrade of these assets. The financial pressures anticipated throughout the local government sector with the introduction of rate capping, coupled with ageing infrastructure and anticipated growth in sport in some municipalities, requires a shift in how local government approaches infrastructure investment. Reliance on additional funding through State and Federal government, clubs and peak sports bodies and sourcing alternate funding streams will be paramount if funding shortfalls and facility renewal and investment gaps are to be met.

This Strategy formalises steps project partners have taken to balance the conflicting needs of sport and government, by collaboratively planning future investment and facility upgrades at a strategic level. The Strategy provides direction on future investment that is targeted to provide facilities and amenities beyond Club 'desires', to what is actually required to support participation growth for netball and football at both local club level and regional level provision.

Existing collaboration between the region's LGAs and sport must be acknowledged with project partners already actively working together through the establishment of the AFL Goldfields Local Government Reference Group and facility investment made to house the RDFNL and provide AFL Goldfields with a presence in Arnolds Creek (Melton LGA).

Formed in recognition of football's dependence on local government to support competition and growth strategies and provide access to quality facilities, the AFL Goldfields Local Government Reference Group is the key consultative group for issues affecting football that relate to local government functions and services in the region. The Group provides input into AFL Goldfields strategies and objectives and acts as a forum for LGAs to raise issues that may be impacting on football. Importantly the Group also supports AFL Goldfields with the design and implementation of community health and social participation programs to engage Clubs and community.

AFL Victoria's *Heartland Strategy* recommends co-location of football stakeholders to invoke professionalism, collaboration and support participation levels through enhanced volunteer support. The Strategy also encourages working with other sports (particularly cricket and netball) to explore opportunities to co-locate regional personnel through the identification of new administration facilities, Regional Administration Centres (or RAC).

This has already been achieved in the region through the partnership of AFL Goldfields and Melton City Council with the housing of the RDFNL at Arnolds Creek. This new \$3.5M facility provides the RDFNL with 'state of art' headquarters, and AFL Goldfields with an "eastern base," whilst retaining the official RAC at Saxon House in Ballarat. Importantly, it provides AFL Goldfields with a presence in a key growth area with a current low participation base, ensuring that as new sides are established in Arnolds Creek, Toolern and Eynesbury they are aligned to RDFNL Clubs. This again exemplifies work undertaken by the regions LGAs to collaborate with sport and strategically plan investment and capitalise on opportunities in partnership.

Continuing to collaboratively plan facility renewal based on participation trends and projections will maximise facility usage, strategically direct new developments and support football participation growth into the future. Collaboration will extend beyond current project partners to include other government sectors including Sport and Recreation Victoria, VicHealth and the Department of Education and Training.

Whilst large investment has been made into development at the Region's premier facility, Eureka Stadium, this funding hasn't necessarily trickled down to community level facilities. State Government have made a further 4 year commitment to the Country Football Netball Program (CFNP), the key infrastructure renewal funding source that supports LGA investment shortfalls. LGAs, however will be challenged to meet infrastructure renewal gaps into the future if CFNP is not extended beyond this period.

AFL Victoria continues to support investment into its sport through increased staff resources at the regional level, implementation of its *Heartland Strategy* which has seen the roll out of regional planning across the State and subsequent facility development and renewal into known facility gaps and specific funding programs including the Country Football Netball Program and the Football Infrastructure Program. Ongoing partnerships and collaboration with Netball Victoria on facility planning, CFNP provision and regional planning combined with relationships established with Cricket Victoria, further ensures that facility investment considers multi-users and supports participation development across a number of sports.

The ongoing implementation of the AFL Victoria's Community Club Sustainability Program across the region, through the introduction of a salary cap and player points system provides opportunity to educate clubs on the value of re-directing funds into facility investment and supporting renewal, particularly where investment is required beyond core amenity provision.

For football and netball to continue to grow and maximise participation, and for LGAs to continue to understand the sports needs, promote healthy and active communities and maximise facility usage and investment outcomes, the collaboration between sport and the Region's LGAs must continue.

The introduction of rate capping in 2016 will require LGAs to become more efficient and effective when determining service delivery and investment priorities. This Strategy provides an opportunity for project partner LGAs to strategically invest in facilities based on known core amenity gaps, current and projected participation and a collaborative and planned approach to facility development that can collectively meet government, football, netball and community stakeholder objectives.

It is recognised that LGAs have a strategic commitment to providing for all sport and recreation in their area. Competition for funding is high between sporting codes and projected increases in participation in some areas, balanced against planning for potential population decline and supporting sport sustainability in other municipalities.

LGA investment could be further supported by State Government with provision of alternate funding models that consider the capacity of LGAs to combine existing multiple applications, provision of alternate funding streams between minor and major facility upgrade investment (a funding category between \$100,000 and \$500,000) and support of investment that recognises current participation and supports 'retention and stability' of participation not just participation growth.

The importance of retaining club involvement is clearly identified in AFL Victoria's *Value of a Community Football Club Study* (refer Appendix 5). This *Study* recognised the social, health and wellbeing benefits provided through club involvement, justifying consideration of infrastructure investment that ensures club sustainability beyond participation growth expectations. AFL Victoria's *Heartland Strategy* review will consider a new priority that partners with the Victorian Government to maximise availability in funding and flexibility within funding programs and categories.

Continued LGA support of the AFL Victoria Local Government Forum and the AFL Goldfields Local Government Reference Group, initiating regular State of Play Reports and continuation of this Strategy's Project Control Group through Strategy implementation is essential to guarantee initiatives remain current and reflect the strategic direction for the Region.



Strategic directions to continue to enhance the relationship between football, netball and government in the planning and provision of facilities and programs:

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| <p>4.1 AFL Goldfields Project Control Group to review AFL Goldfields Regional Strategy initiatives on a quarterly basis to guarantee a collaborative and strategic approach to facility planning and investment.</p> <p>4.2 AFL Goldfields Local Government Reference Group to continue to act as a further consultative process for football and LGAs in the region.</p> <p>4.3 AFL Goldfields LGAs continue to support AFL Victoria Local Government Forum held every two years.</p> | <p>4.4 Initiate annual football and netball State of Play reports, ensuring collective understanding and progress of participation, sports development and facility improvement activities.</p> <p>4.5 AFL Goldfields to encourage representatives with government experience to join the AFL Goldfields Commission as opportunities become available.</p> <p>4.6 AFL Goldfields to encourage a review with LGAs as infrastructure funding applications are received from Clubs.</p> |
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5. STRATEGY IMPLEMENTATION



STRATEGY IMPLEMENTATION

Implementation of identified facility priorities, planning, sports development and partnership objectives will require collaboration, investment and a commitment of human resources from AFL Goldfields, 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 accommodate a range of sports in facility renewal and development, will require football and netball to continue to advocate for and on behalf of their sports in the Region.

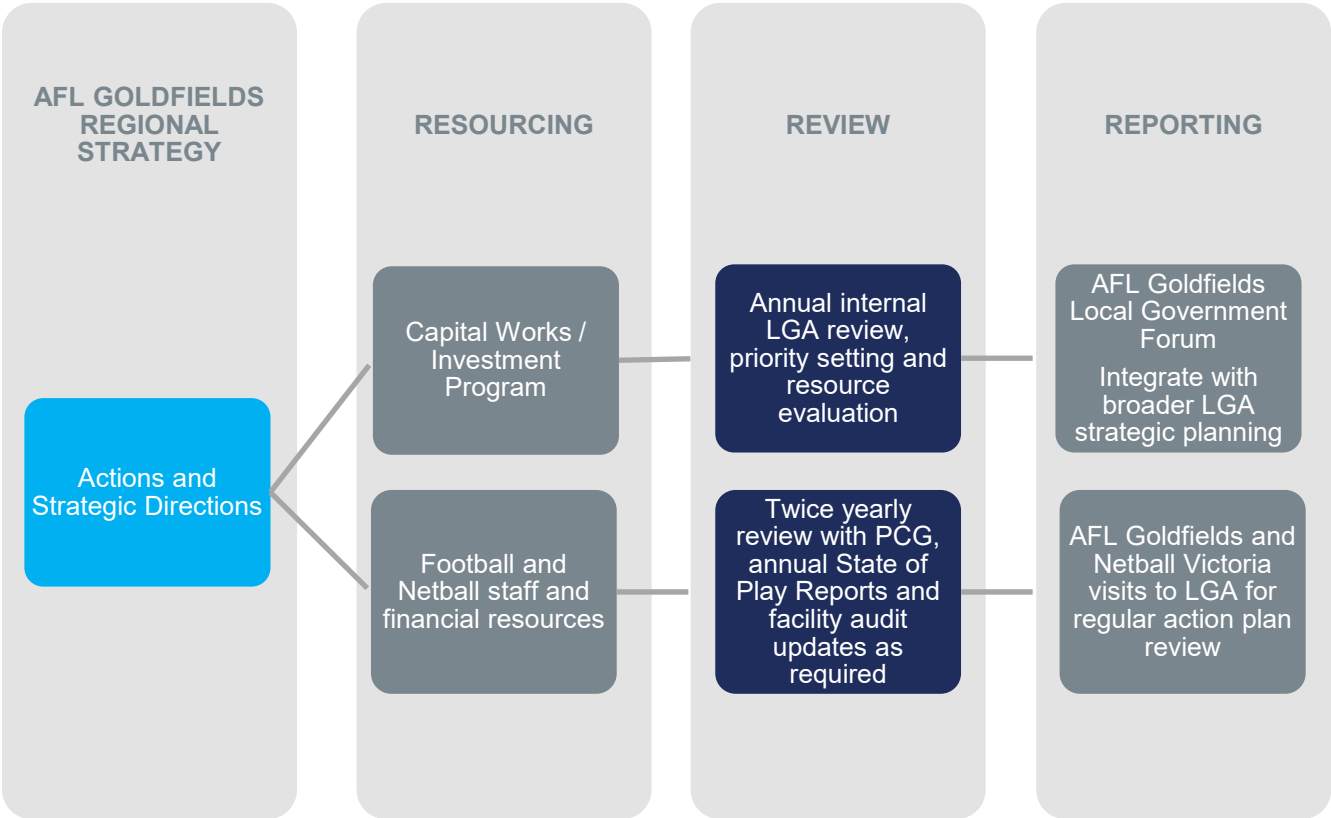
Identification of funding streams beyond traditional funding partners and a coordinated approach to accessing funding will be critical to strategic outcomes. The Region's LGAs and AFL Goldfields should look to implement a planned approach to State Government for funding provision, particularly relating to the Female Friendly Facility Program and Regional Level facilities.

Other funding options available to achieve facility improvements will be the Country Football Netball Program, AFL Victoria Female Facilities Change Room Fund that sits parallel to the State Government funding specific for improving change room upgrades to better provide for female participants, LGA Capital Works Programs, Club contributions and the AFL Victoria Football Development Fund to fill the gap in infrastructure renewal generally overlooked by other funding bodies. Non traditional funding partners such as Community Bank Programs, commercial investment and sponsorship should also be investigated.

Implementation objectives are set out in a priority framework. However, annual goal and target setting will be required by Strategy partners. Formal evaluation of the Strategy by the project partners will be required 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 priorities of each project partner within the Region.



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.





CRITICAL ACTIONS

The AFL Goldfields Regional Strategy has been prepared to guide the development of football and netball within the Goldfields Region. It addresses a range of issues and provides clear direction regarding future infrastructure provision to grow participation throughout the Region. 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 the sport are met in the short, medium and longer-term, **five Critical Actions** have been identified. These Critical Actions are high priorities and 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 Critical Actions in the short and medium term.

CRITICAL ACTION #1



Project partners to prioritise change room upgrades for application to SRV Grants Programs, based on current provision and existing and projected female participation to cater for unisex use.

CRITICAL ACTION #2



Project partners work collaboratively to undertake a comprehensive review of netball facility provision in the Netball Victoria Central Highlands Zone.

CRITICAL ACTION #3



Project partners work collaboratively to bring facilities with no or low lighting up to minimum standards based on facility usage.

CRITICAL ACTION #4



AFL Goldfields, in consultation with Netball Victoria, complete a strategic review of current club structures and work with key stakeholders to assist club sustainability and competition equalisation.

CRITICAL ACTION #5



Project partners work collaboratively to identify alternate funding streams to support infrastructure renewal.

KEY STAKEHOLDER IMPLEMENTATION RESPONSIBILITIES

AFL GOLDFIELDS

AFL Goldfields will play a lead role in Strategy implementation and continued collaboration with project partners. AFL Goldfields will need to drive the review of existing club and competition structures that support club sustainability, support infrastructure projects, identify funding opportunities and coordinate sport development related initiatives through directing the Region's staff work plans and priorities. AFL Goldfields commitment to continued delivery of football and netball in a changing environment is critical.

AFL Goldfields will need to participate in facility planning and provide information and advice to LGAs on participation trends, strategic directions and goal setting.

Implementation of female football and introductory and junior program expansion will continue to be core development opportunities for AFL Goldfields to expand participation and grow their base.

LOCAL GOVERNMENT

Project partner LGAs have a core responsibility to support sport and recreation and infrastructure planning, improvement and sport development initiatives across all sports, including football and netball. 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. LGAs are encouraged to facilitate three-way communication between AFL Goldfields and Clubs and adopt Strategy objectives and priorities, utilising them as the basis for future planning regarding facility provision.

CLUBS AND NETBALL ASSOCIATIONS

Clubs and netball associations will continue to remain the deliverers of football and netball services to their communities. Specific to Strategy implementation will be their commitment to adapting to the changing environment of sport, implementing policies and processes from their State and Regional bodies, harnessing participation opportunities and supporting facility renewal through planning and direct investment.

AFL VICTORIA

AFL Victoria will play a support role in Strategy implementation through provision of advice on facility requirements that meet the sports' needs, identifying new developments in sports infrastructure materials and technology that improves facility investment outcomes and continuing to take a leadership role in sourcing funding that supports 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, sourcing alternate funding streams and providing a Club Establishment Fund for new clubs in growth areas will also be essential to grow participation.

NETBALL VICTORIA

Like AFL Victoria, Netball Victoria will generally play a support role in Strategy implementation. The comprehensive review of netball facility provision in the region will have to be led by Netball Victoria, however, if current and future netball need is to be fully understood, planned for and met.

Netball Victoria will have a role in assisting grass roots netball growth and development, supporting competition and club structure reviews and ensuring state wide strategies for netball are implemented. 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 / FEDERAL GOVERNMENT

Government will play a key support role in the funding of strategic initiatives. It will also be responsible for ensuring continued focus is provided on the delivery of Strategy actions for greater benefit of the Goldfields metropolitan community. As a funding partner, SRV's Community Infrastructure Team plays a 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 participation through embracing participation opportunities provided by sport and supporting facility access and investment where gaps in provision exist.



OBJECTIVE IMPLEMENTATION PLAN

DELIVERING THE AFL GOLDFIELDS REGIONAL 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, programs, activities and service provision.

DELIVER

On the ground delivery of Strategic Directions, activities and services to the Goldfields community.

SUPPORT

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

The AFL Goldfields Strategy has been developed to provide Strategic Directions that are practical and realistic.

Many Strategic Directions will require further stakeholder consultation. To ensure key actions 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:

CRITICAL ACTION

A Strategic Direction that has a serious impact on ongoing service delivery and without achievement other Strategic Directions cannot be progressed or will be severely 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.

PRIORITIES

Priority 1: Increase the quality and functionality and maximise the use and carrying capacity of existing facilities

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
1.1 Project partners to prioritise player and umpire change room upgrades for application to SRV Grants Programs, based on current provision and existing and projected female participation to cater for unisex use. Prioritisation of venues to include consideration of identified regional level facilities and amenity requirements to host finals.	Critical	AFL Goldfields & LGAs	LGAs	AFL Victoria, Netball Victoria & State Government
1.2 Project partners work collaboratively to identify alternate funding streams to support infrastructure renewal.	Critical	AFL Victoria & LGAs	AFL Victoria & LGAs	AFL Goldfields, Netball Victoria & State Government
1.3 Project partners work collaboratively to bring facilities with no or low lighting up to minimum standards based on facility usage.	Critical	AFL Victoria & Netball Victoria	AFL Victoria and LGAs	AFL Goldfields, State Government and Clubs
1.4 AFL Victoria support identification of lighting priorities across the region through implementation of a structured lux level testing program of oval and netball court lighting.	Medium	AFL Victoria	AFL Goldfields	Netball Victoria, LGAs, Clubs and Netball Associations
1.5 Project partners work collaboratively to upgrade netball courts identified as below preferred minimum condition.	Medium	Netball Victoria & LGAs	LGAs	AFL Goldfields, AFL Victoria & State Government
1.6 Sport investigate options for innovative fixturing to support ground capacity planning and participation growth.	Medium	AFL Goldfields	AFL Goldfields	AFL Victoria, Netball Victoria & Clubs
1.7 AFL Victoria and Netball Victoria continue to foster a working partnership with the School Building Authority to identify opportunities for school facility access that is fit for purpose to support participation growth.	Medium	AFL Victoria & Netball Victoria	AFL Victoria & Netball Victoria	LGAs & State Government
1.8 AFL Goldfields encourage cultural change at the Club level to support acceptance of non traditional venues for pre-season training, co-tenancy and sharing of facilities with other football clubs, sporting codes and community groups.	Medium	AFL Goldfields	AFL Goldfields	AFL Victoria, Netball Victoria & LGAs
1.9 Project partners reference Universal Design Principles as outlined in SRV's Design for Everyone Guide for all new and existing facility upgrades.	Ongoing	State Government & LGAs	LGAs	AFL Victoria, Netball Victoria, AFL Goldfields & Clubs
1.10 LGAs and AFL Goldfields collaborate to identify under utilised facilities and participation opportunities that will grow usage at these venues.	Medium	LGAs	AFL Goldfields and LGAs	AFL Victoria & Netball Victoria

PRIORITIES

Priority 2: Plan and develop new facilities in key growth areas across the Region in line with community demand

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
2.1 Project partners work collaboratively to undertake a comprehensive review of netball court and facility provision in the Netball Victoria Central Highlands Zone.	Critical	Netball Victoria & LGAs	Netball Victoria & LGAs	AFL Goldfields, AFL Victoria & State Government
2.2 Collaboration to continue between AFL Victoria, Netball Victoria and Goldfields region LGAs in the planning of new facilities. Preferred local facility requirements from the <i>AFL Preferred Facilities Guidelines</i> and/or <i>Netball Victoria Facilities Manual 2016</i> to be considered where the facility will cater for football or netball.	Medium	AFL Victoria, Netball Victoria & LGAs	AFL Victoria, Netball Victoria & LGAs	AFL Goldfields, Clubs and Netball Associations
2.3 Project partners collectively lobby for recognised regional priorities and new developments in this Strategy to gather external funding support and investment.	Medium	AFL Victoria & Netball Victoria	LGAs	AFL Goldfields & State Government
2.4 AFL Victoria, AFL Goldfields and project partner LGAs investigate options for the installation of a synthetic oval for the Region to address high need in Ballarat and Macedon Ranges (New Gisborne). Options should include potential funding models.	Medium	AFL Victoria, AFL Goldfields & LGAs	LGAs	State Government
2.5 Innovations in facility materials and products to be considered by project partner LGAs to increase carrying capacity and reduce ongoing maintenance costs.	Medium	AFL Victoria & Netball Victoria	LGAs	AFL Goldfields & State Government
2.6 AFL Victoria continue to provide a Club Establishment Fund to provide seed funding for the establishment of new football clubs.	Medium	AFL Victoria	AFL Victoria	AFL Goldfields & LGAs
2.7 AFL Victoria to maintain a strong relationship with the Victorian Planning Authority (VPA) and growth area LGAs to provide sport specific information, spatial requirements and design expertise to inform all current and future Precinct Structure plans being developed.	Ongoing	AFL Victoria	AFL Victoria	LGAs
2.8 Project partners reference principles outlined in SRV's <i>Design for Everyone Guide</i> and <i>Female Friendly Sport Infrastructure Guidelines</i> for all new and existing facility upgrades.	Ongoing	State Government & LGAs	LGAs	AFL Victoria, Netball Victoria, AFL Goldfields & Clubs

PRIORITIES

Priority 3: Support the capacity building of clubs, their people and their culture

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
3.1 AFL Goldfields, in consultation with Netball Victoria, complete a strategic review of current club structures and work with key stakeholders to assist club sustainability and competition equalisation with consideration of movement between Divisions.	Critical	AFL Goldfields	AFL Goldfields	Netball Victoria & Clubs
3.2 AFL Goldfields support financial management and governance processes at the club level that ensures strategic planning and includes club investment into future facility upgrades.	Medium	AFL Goldfields	AFL Goldfields & Clubs	AFL Victoria & Netball Victoria
3.3 AFL Goldfields continue implementation of an annual Club Health Check process to measure club performance, governance and capacity and implement training and support to address identified gaps.	Medium	AFL Goldfields	AFL Goldfields	Clubs
3.4 AFL Goldfields investigate to what extent paid administration models would reduce volunteer expectations and support improved governance processes at clubs.	Medium	AFL Goldfields	AFL Goldfields & Clubs	AFL Victoria & Netball Victoria
3.5 AFL Goldfields, Netball Victoria and Goldfields Region LGAs meet twice yearly to better collaborate on sports development opportunities.	Ongoing	AFL Goldfields	AFL Goldfields, Netball Victoria & LGAs	AFL Victoria

PRIORITIES

Priority 4: Continue to enhance the relationship between football, netball and government partners in the planning, provision and investment into facilities and programs

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
4.1 AFL Goldfields Project Control Group to review AFL Goldfields Regional Strategy initiatives on a quarterly basis to guarantee a collaborative and strategic approach to facility planning and investment.	Medium	AFL Goldfields	AFL Goldfields, AFL Victoria, Netball Victoria and LGAs	Clubs
4.2 AFL Goldfields Local Government Reference Group to continue to act as a further consultative process for football and LGAs in the region.	Medium	AFL Goldfields	AFL Goldfields & LGAs	AFL Victoria, Netball Victoria & Clubs
4.3 AFL Goldfields LGAs continue to support AFL Victoria Local Government Forum held every two years.	Medium	AFL Victoria	AFL Victoria	LGAs
4.4 Initiate annual football and netball State of Play reports, ensuring collective understanding and progress of participation, sports development and facility improvement activities.	Ongoing	AFL Goldfields	AFL Goldfields	AFL Victoria, Netball Victoria & LGAs
4.5 AFL Goldfields to encourage representatives with government experience to join the AFL Goldfields Commission as opportunities become available.	Ongoing	AFL Goldfields	AFL Goldfields	AFL Victoria, Netball Victoria & LGAs
4.6 AFL Goldfields to encourage a review with LGAs as infrastructure funding applications are received from Clubs.	Ongoing	AFL Goldfields	AFL Goldfields	AFL Victoria, Netball Victoria & LGAs

APPENDIX 1 | CASE STUDIES

Ballarat Eastern Oval

Facility
Redevelopment



Club:	East Point Football Netball
Club Council:	City of Ballarat
Project Name:	Ballarat Eastern Oval Redevelopment
Total Project Cost:	\$1M

In 2011 City of Ballarat began the redevelopment process of one of its premier facilities, Ballarat Eastern Oval. The facility is used by four sporting codes in Cricket, Football, Netball and Lawn Bowls. It is home to the Ballarat Cricket Association, Ballarat Bowling Club, Golden Point Cricket Club and the East Point Football Netball Club.

The space is also a popular venue for other community events, such as the annual Ballarat Gift and the facilities are utilised by SEDA Education as a base for their Ballarat sport education and training program.

In 2015 City of Ballarat released the Eastern Oval Facilities Plan, with the key purpose of delivering better infrastructure to meet the needs of the growing population over the next 10 years, increasing participation numbers, to strengthen linkages with the CBD and future redevelopment of the Ballarat Railway Precinct.

The plan identified that works should be completed in 3 stages. Stage 1 consists of high priority changes with a completion timeframe of 0-5 years. Stage 2 redevelopments are of medium priority and should be completed within 5-10 years, and stage 3 priority requirements should be completed in 10+ years.

Eastern Oval has the following facilities:

- AFL Oval / Senior size fully fenced turf playing field with floodlighting and turf cricket pitch
- Single Netball court with asphalt surface
- Bowling club with two grass bowling greens
- Former unused croquet facility
- Community Cricket nets
- Grand stand with undercover seating
- Scoreboard
- The social pavilion is equipped with the following amenities:
 - Social room and function space
 - Kiosk with cooking facilities
 - Home and away club rooms
 - Timekeepers Room
 - Cricket club and umpire room
 - Office space

Facility stakeholders identified a need to improve the appearance and functionality of the reserve infrastructure in order to make the site safer, more accessible and pedestrian friendly.

City of Ballarat have committed \$1m to Stage 1 redevelopments which is currently underway and due to be finished in mid 2016. These upgrades include:

- Construction of a new netball court, lighting, perimeter fence, shelter and spectator viewing terrace
- 6 new cricket practice nets with synthetic pitches with retractable netting to encourage multipurpose use of the space
- Relocation of the lawn bowls to the former croquet green and construction of a new synthetic green for year round use to bowling club members

Transforming Eastern Oval infrastructure into a premier site for sport and recreational activities, with the support of all user groups and state sporting organisations ensures maximum community utilisation and facility sustainability well into the future.

APPENDIX 1 |
CASE STUDIES
Bungaree
Recreation Reserve

LGA investment
into a facility in a
smaller township
with broad usage
potential



The Bungaree Recreation Reserve Committee and its various user groups began planning for a facility upgrade in 2008, with the idea of becoming the central community sporting hub of the township. A detailed Master Plan was presented to the Moorabool Shire Council which included upgrades to the pavilion, multipurpose hard court surfaces and access roads. Council viewed the proposal as the perfect opportunity to upgrade important community infrastructure and boost investment in the area, while further driving opportunities to increase participation in sport.

Club:	Bungaree Football Netball Club
Council:	Moorabool Shire Council
Project Name:	Bungaree Community Facility Redevelopment
Total Project Cost:	\$2.25M



Given the proposed facilities capability for broad community sport and recreation group usage, the project attracted multiple sources of funding, as listed below;

- Moorabool Shire Council - \$1.1m (offset by local land sales)
- Victorian Government Community Infrastructure Program - \$0.65m
- Victorian Regional Development Program - \$0.3m
- Sport and Recreation Victoria, Country Football Netball Program - \$0.1m
- Bungaree Community - \$0.1m

Project funding totalled \$2.25m and would allow Council and the community to collaboratively plan and deliver a state of the art facility with the following features:

- Building A - Comprising of a large function / social room, meeting rooms, commercial kitchen, bar and canteen facilities, storage and toilets.
- Building B - Sports facility comprising of male and female change room facilities, umpires and officials change rooms, gymnasium, first aid room, administration areas, storage rooms and public toilets.

After extensive planning and collaboration, moving the project further forward to the next stage required the community, user groups and Council to develop and maintain a collective long term goal while productively working towards the same common outcome – completion of the community sporting hub upgrade.

The strong, collective, community approach to the project clearly demonstrated community cohesion, which in turn favoured external funding applications and allowed a smooth construction period with minimal disruptions to its multiple user groups.

Since the completion of works in 2013, the community facility has seen a significant increase in usage by sport, recreation and various community groups.

APPENDIX 1 |
CASE STUDIES
Buninyong
Recreation Reserve

Club relocation to
an alternate venue



The Buninyong FNC originally initiated planning for a facility upgrade at their Royal Park venue in 1989, however the project was shelved due to insufficient funding.

In 2003 the Buninyong FNC revived the project after increasing issues with the oval surface condition and the aging state of the pavilion. Another significant issue with the Royal Park reserve was the fact that it did not have a netball court. The Buninyong netballers played and trained each week at an offsite location. Bringing the two sporting codes to the one location was a high priority for the Club.

Club:	Buninyong Football Netball Club
Council:	City of Ballarat
Project Name:	Buninyong Community Facility and Reserve Redevelopment
Total Project Cost:	\$1.85M



The Club, together with the City of Ballarat identified that relocation to another site in Buninyong (401-409 Cornish Street) would be the most viable option for both the club and community moving forward.

The Cornish Street location, adjacent to the existing Buninyong Tennis Club Facility would prove the optimal location for the club to call their new home. This would also centralise sport in Buninyong, bringing it together to the one major precinct. After the alternate building location was decided, Buninyong FNC continued fundraising for the new facility. The Club raised \$300,000 and approached the City of Ballarat for further contributions to the cause.

The City of Ballarat committed amounts totalling \$800,000, and together the Club and Council began planning their application for Victorian State Government funding. They were successful in obtaining a further \$750,000 through the Country Football and Netball Program (Sport and Recreation Victoria), bringing the total amount of funding for the new Cornish Street Facility to \$1.85m.

Works at the new Cornish Street site began in early 2004. The key features of the redevelopment were:

- A new 100 seat capacity pavilion including kitchen/canteen, offices, meeting rooms, an exercise room, male and female change rooms and public amenities.
- Construction of a new netball court
- Construction of a new AFL sized turf oval (with cricket wicket)
- Construction of cricket training nets
- Construction of lighting towers for both the oval and netball court.

Buninyong FNC remained at Royal Park until the works were completed in 2006. The facility is now utilised by community members for functions, children's play groups, fitness classes, meetings, as well as year round shared usage between the Buninyong Football Netball Club and Buninyong Cricket Club.

APPENDIX 2 | STUDY LIMITATIONS

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

The scope of the project was to focus on football and netball infrastructure within the Goldfields Region and provide meaningful analysis on existing and projected regional and local football and netball participation, facility and development information.

Football participant data was provided by AFL Victoria. Analysis was provided for participants within an AFL Goldfields Commission aligned club based on age and gender cohorts.

As AFL Goldfields Commission based participant data does not fully represent participation within the Goldfields region and to enable population and penetration analysis, further analysis was conducted on all known participant data across the Goldfields Region.

Netball participant data for both club based and Association based netball was provided by Netball Victoria. 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 Goldfields 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.

Accordingly, trend data between Association and Club based netball can be affected, dependent on which program a participant registered with first from season to season. There has also been a change in Netball Victoria’s IT management system. Netball Associations have been transitioning onto the new system since 2014.

Central Highlands FNL netball participant data has been further impacted by a change in governance processes and the Netball Victoria online registration process only being utilised since 2015. This resulted in less than a quarter of the Leagues’ registrations being completed online, further affecting trend data and analysis.

Participant data also does not include football and netball school participation.

Population and penetration analysis has been based on population data grouped by recognised player categories. Population and demographic information has been sourced through the DPCD Victoria in Future 2012 data release. This was to ensure consistency in population data between project partner LGAs.

Facility location data and renewal / development investment information was sourced from AFL Victoria and from available LGA and club 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 AFL Goldfields Regional 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 Goldfields, Netball Victoria, associated Leagues and LGAs.	10	
5.	Club supports diversity (for example youth and/or senior female football team, FIDA, AAA, indigenous players or male netball participants).	10	
7.	Club is aligned with or supports NAB AFL Auskick Centre 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 | CRITERIA FOR RATING FACILITY INFRASTRUCTURE AND AMENITIES

The following charts outline the ratings used throughout facility audits to identify strengths and gaps in football and netball facility and amenity provision. Ratings are based on preferred minimum provision from the *AFL Preferred Facilities Guidelines* and Netball Victoria facility planning guidelines.

Ratings shaded in blue indicate that the amenity is below preferred minimum provision for a “local level” facility, and highlights an area for upgrade / renewal.

FACILITY CONDITION RATING CRITERIA - FOOTBALL	
HOME AND AWAY CHANGE ROOM RATINGS	
CHANGE ROOM SIZE (OUT OF 5)	RATING
Greater than 90m2	5
75m2-90m2	4
55m2-75m2	3
45m2-55m2	2
Less than 45m2	1
SHOWER TYPE (OUT OF 6)	RATING
Lockable cubicle – suitable for female use	6
Unlockable cubicle- not suitable for female use	2
Open – not suitable for female use	1
No Showers provided	0
CHANGE ROOM OVERALL CONDITION (OUT OF 10)	RATING
Excellent condition (as new)	10
Good condition (some wear)	8
Moderate (considerable wear but still comfortable for players)	6
Poor (multiple quality issues identified, is reaching end of life)	4
Very Poor (significant quality issues identified, needs immediate attention)	2
UMPIRE CHANGE ROOM RATINGS	
SHOWER TYPE (OUT OF 6)	RATING
Lockable cubicle – suitable for female use	6
Unlockable cubicle – not suitable for female use	2
Open – not suitable for female use	1
No Showers provided	0
SUITABLE FOR FEMALE USERS (OUT OF 10) (lockable shower cubicles, separate change area and pan toilets)	RATING
Yes	10
No	0
UMPIRE CHANGE ROOM OVERALL CONDITION (OUT OF 10)	RATING
Excellent condition (as new)	10
Good condition (some wear)	8
Moderate (considerable wear but still comfortable for umpires)	6
Poor (multiple quality issues identified, is reaching end of life)	4
Very Poor (significant quality issues identified, needs immediate attention)	2

FACILITY CONDITION RATING CRITERIA (CONTINUED)	
PAVILION / SOCIAL ROOM RATINGS	
PAVILION / SOCIAL ROOM SIZE (OUT OF 10)	RATING
Greater than 200m2	10
150m2-200m2	8
100m2-150m2	6
Less than 100m2	4
No social/community room	0
PAVILION / SOCIAL ROOM OVERALL CONDITION (OUT OF 10)	RATING
Excellent condition (as new)	10
Good condition (some wear)	8
Moderate (considerable wear but still comfortable for spectators/players)	6
Poor (multiple quality issues identified, is reaching end of life)	4
Very Poor (significant quality issues identified, needs immediate attention)	2
OVAL AND GROUND AMENITIES RATINGS	
DRAINAGE SYSTEM (OUT OF 4)	RATING
Drainage in good operating and efficient condition	4
Drainage functional but requires improvement	3
Drainage system present but dysfunctional	2
No drainage provided	1
CENTRE CRICKET WICKET PROFILE (OUT OF 6)	RATING
No pitch or drop in wicket	6
Turf wicket well maintained	5
Turf wicket with some coverage and hardness issues	4
Synthetic pitch	4
Turf wicket with issues and poor coverage	2
IRRIGATION SYSTEM (OUT OF 2)	RATING
Automatic irrigation system	2
Hose / manual irrigation	1
No irrigation	0
OVAL SURFACE CONDITION - OVERALL RATING (OUT OF 15)	RATING
Excellent condition (as new)	15
Good condition (some wear)	10
Moderate (considerable wear but still playable)	8
Poor Quality (multiple quality issues identified, oval is reaching end of life)	4
Very Poor Quality (safety concerns identified, oval at end of life and requires attention)	2

FACILITY CONDITION RATING CRITERIA (CONTINUED)	
OVAL AND GROUND AMENITIES RATINGS	
OVAL FENCED (OUT OF 1)	RATING
Yes	1
No	0
SPORTS LIGHTING (OUT OF 15)	RATING
300+ lux	15
150 - 300 lux	12
100 - 149 lux (suitable community football night games)	10
50 - 99 lux (minimum training standard)	8
Less than 50 lux	5
No lighting provided	0
SITE FENCED (OUT OF 1)	RATING
Yes	1
No	0

FACILITY CONDITION RATING CRITERIA - NETBALL	
NETBALL AMENITIES (OUT OF 10)	RATING
Excellent (as new)	10
Good (some wear)	8
Moderate (considerable wear but still comfortable for users)	6
Poor to Very Poor Quality (multiple quality issues identified)	4
Rated poorly by all stakeholders (significant quality issues identified)	2
No netball amenities provided	0
MAIN NETBALL COURT (OUT OF 15)	RATING
Excellent (as new)	15
Good (some wear)	10
Moderate (considerable wear but still playable)	6
Poor (multiple quality issues identified, court is reaching end of life)	4
Very Poor (safety concerns identified, court at end of life and requires attention)	2
No netball court provided	0
SPORTS LIGHTING (OUT OF 15)	RATING
Indoor: 1500 lux (Australian standard for televised matches)	15
Indoor: 750 to 800 lux : International/National Class 2	15
Indoor: 500 to 750 lux (regional / club / local competition level Class 3)	15
Indoor: 300 to 500 lux (low level / training requirement)	15
Outdoor: 200 lux (regional / club / local competition level)	15
Outdoor: 100 lux (low level / training)	10
Outdoor: 50-99 lux (below low level / training requirement)	5
Nil lighting	0

Current Facility Condition Ratings – Ballarat City Council

BALLARAT		Home Change Room			Away Change Room			Umpires			Social Room		Oval and Amenities							FOOTBALL		NETBALL					TOTAL
Reserve	Primary Club / User	Size	Shower Type	Overall Rating	Size	Shower Type	Overall Rating	Shower Type	Female Suitability	Overall Rating	Size	Overall Rating	Drainage	Wicket Profile	Irrigation	Overall Surface Condition	Oval Fence	Lighting	Site Fence	TOTAL	%	Netball Facilities	Lighting	Main Court Condition	TOTAL	%	
Alfredton Recreation Reserve	Ballarat FNC	3	1	6	3	1	6	6	0	4	8	6	4	5	2	15	1	12	1	84	64%	No facility	10	15	25	63%	63%
Alfredton Recreation Reserve 2	Ballarat JFNC	3	6	10	3	6	10	6	0	10	NP		1	4	2	10	0	12	1	84	64%	No facility or courts			0	0%	49%
Buninyong Recreation Reserve	Buninyong FNC	3	2	8	3	2	8	2	0	10	8	8	3	4	2	10	1	10	0	84	64%	10	5	10	25	63%	63%
CE Brown Reserve	Lake Wendouree FNC	2	1	2	1	1	2	2	0	6	6	8	4	6	2	15	1	12	1	72	55%	No facility	15	15	30	75%	59%
CE Brown Reserve 2	Lake Wendouree JFNC	2	1	2	1	1	2	Shares facilities with Northern Oval 2					1	4	0	8	1	5	1	29	22%	No facility	15	15	30	75%	34%
City Oval	Redan FNC	3	1	2	3	1	2	6	10	6	6	6	1	2	2	2	1	8	1	63	48%	4	10	4	18	45%	47%
Dick Fleming Oval	Sebastopol JFNC	3	2	4	2	2	4	2	0	4	No Rooms		4	4	4	10	1	0	1	47	36%	No facilities - use Marty Busch facilities			0	0%	27%
Eastern Oval	East Point FNC	5	1	10	4	1	10	6	10	8	10	8	4	5	2	15	1	10	1	111	84%	8	0	6	14	35%	73%
Marty Busch Recreation Reserve*	Sebastopol FNC	4	2	6	2	2	6	2	0	6	10	6	3	6	0	4	1	0	1	61	46%	10	0	15	25	63%	50%
Mount Clear Recreation Reserve	Mount Clear JFNC	1	1	2	1	1	2	0	0	2	4	2	2	2	2	4	1	5	0	32	24%	No facility	10	15	25	63%	33%
Northern Oval	North Ballarat City FNC	5	1	10	5	1	10	1	0	10	10	10	4	6	2	15	1	12	1	104	79%	No facility	10	10	20	50%	78%
Northern Oval 2	North Ballarat JFNC	2	1	2	1	1	2	2	0	6	8	6	3	5	2	15	1	12	1	70	53%	No facility or courts			0	0%	41%
Russell Square	East Ballarat JFNC	3	2	2	3	2	2	0	0	6	6	8	3	4	2	4	1	8	0	56	42%	10	10	15	35	88%	53%
Learmonth Reserve	Learmonth FNC	5	2	6	4	2	6	2	0	6	10	8	3	6	2	10	1	12	1	86	65%	10	10	10	30	75%	67%
Western Oval	Redan JFNC	3	2	2	1	2	2	2	0	4	10	6	1	5	1	4	0	8	0	53	40%	No facility or courts			0	0%	31%
White Flat	Golden Point Youth Girls	3	2	2	3	2	2	0	0	4	6	6	1	4	1	4	1	8	0	49	37%	No facility or courts			0	0%	28%

NP = amenity is present but rating not provided during audit.

* Upgrades to 2 netball courts were scheduled during the development of this Strategy at Marty Busch Recreation Reserve.

Current Facility Condition Ratings – Central Goldfields Shire Council

CENTRAL GOLDFIELDS		Home Change Room			Away Change Room			Umpires			Social Room		Oval and Amenities							FOOTBALL		NETBALL					TOTAL
Reserve	Primary Club / User	Size	Shower Type	Overall Rating	Size	Shower Type	Overall Rating	Shower Type	Female Suitability	Overall Rating	Size	Overall Rating	Drainage	Wicket Profile	Irrigation Overall	Surface Condition	Oval Fence	Lighting	Site Fence	TOTAL	%	Netball Facilities	Lighting	Main Court Condition	TOTAL	%	
Carisbrook Recreation Reserve	Carisbrook FNC	3	1	4	2	1	2	6	10	4	10	8	1	4	2	8	1	10	1	78	59%	6	5	6	17	43%	55%
Deledio Reserve	Dunolly FNC	1	1	6	1	1	6	2	0	6	6	8	0	4	1	8	1	5	1	58	44%	10	5	15	30	75%	51%
Hedges Oval	Royal Park FNC	3	1	8	1	1	6	2	0	6	4	8	4	5	2	10	1	5	1	68	52%	2	5	2	9	23%	45%
Jubilee Oval	Maryborough Rovers FNC	1	1	4	1	1	4	1	0	4	10	8	1	4	2	8	1	5	1	57	43%	4	5	4	13	33%	41%
Princes Park	Maryborough FNC	3	1	8	3	1	8	6	0	6	6	8	3	4	2	10	1	10	1	81	61%	8	5	15	28	70%	63%
Talbot Recreation Reserve	Talbot FNC	5	2	4	4	2	4	6	10	8	10	6	1	4	0	4	1	5	1	77	58%	4	5	10	19	48%	56%

Current Facility Condition Ratings – Corangamite Shire Council

CORANGAMITE		Home Change Room			Away Change Room			Umpires			Social Room		Oval and Amenities							FOOTBALL		NETBALL					TOTAL
Reserve	Primary Club / User	Size	Shower Type	Overall Rating	Size	Shower Type	Overall Rating	Shower Type	Female Suitability	Overall Rating	Size	Overall Rating	Drainage	Wicket Profile	Irrigation Overall	Surface Condition	Oval Fence	Lighting	Site Fence	TOTAL	%	Netball Facilities	Lighting	Main Court Condition	TOTAL	%	
Skipton Recreation Reserve	Skipton FNC	2	1	6	1	1	6	1	0	6	6	8	4	4	2	10	1	5	1	65	49%	10	5	10	25	63%	52%

Current Facility Condition Ratings – Golden Plains Shire Council

GOLDEN PLAINS		Home Change Room			Away Change Room			Umpires			Social Room		Oval and Amenities							FOOTBALL		NETBALL					TOTAL
Reserve	Primary Club / User	Size	Shower Type	Overall Rating	Size	Shower Type	Overall Rating	Shower Type	Female Suitability	Overall Rating	Size	Overall Rating	Drainage	Wicket Profile	Irrigation Overall	Surface Condition	Oval Fence	Lighting	Site Fence	TOTAL	%	Netball Facilities	Lighting	Main Court Condition	TOTAL	%	
Linton Recreation Reserve	Carngham Linton FNC	2	1	6	1	1	6	6	0	8	8	6	3	4	1	10	1	5	1	70	53%	6	10	10	26	65%	56%
Rokewood Recreation Reserve	Rokewood Corindhap FNC	1	1	2	2	1	4	2	0	6	4	6	3	4	0	10	1	5	1	53	40%	8	10	10	28	70%	47%
Smythesdale Recreation Reserve	Smythesdale FNC	3	1	8	3	1	8	6	10	8	8	8	0	4	2	10	1	5	1	87	66%	8	5	10	23	58%	64%

Current Facility Condition Ratings – Hepburn Shire Council

HEPBURN		Home Change Room			Away Change Room			Umpires			Social Room		Oval and Amenities							FOOTBALL		NETBALL					TOTAL
Reserve	Primary Club / User	Size	Shower Type	Overall Rating	Size	Shower Type	Overall Rating	Shower Type	Female Suitability	Overall Rating	Size	Overall Rating	Drainage	Wicket Profile	Irrigation	Overall Surface Condition	Oval Fence	Lighting	Site Fence	TOTAL	%	Netball Facilities	Lighting	Main Court Condition	TOTAL	%	
Bull Milgate Oval	Clunes FNC	3	1	6	2	1	4	1	0	8	4	6	1	4	2	10	1	12	1	67	51%	10	5	10	25	63%	53%
Doug Lindsay Reserve	Creswick FNC	3	1	10	3	1	10	6	10	10	10	10	2	4	2	4	1	12	1	100	76%	10	10	10	30	75%	76%
Laurie Sullivan Oval	Hepburn FNC	3	1	2	1	1	2	1	0	2	4	4	3	4	2	4	1	5	0	40	30%	4	5	15	24	60%	37%
Newlyn Recreation Reserve	Newlyn FNC	3	1	8	3	1	8	1	0	8	8	8	4	4	1	10	1	5	1	75	57%	6	5	15	26	65%	59%
Trentham Reserve	Trentham FNC	2	1	8	2	1	4	6	10	8	6	4	1	4	1	8	1	12	1	80	61%	4	10	10	24	60%	60%
Victoria Park	Daylesford FNC	5	6	10	5	6	10	6	10	10	8	10	3	4	2	8	1	5	1	110	83%	10	5	2	17	43%	74%

Current Facility Condition Ratings – Hume City Council

HUME		Home Change Room			Away Change Room			Umpires			Social Room		Oval and Amenities							FOOTBALL		NETBALL					TOTAL
Reserve	Primary Club / User	Size	Shower Type	Overall Rating	Size	Shower Type	Overall Rating	Shower Type	Female Suitability	Overall Rating	Size	Overall Rating	Drainage	Wicket Profile	Irrigation	Overall Surface Condition	Oval Fence	Lighting	Site Fence	TOTAL	%	Netball Facilities	Lighting	Main Court Condition	TOTAL	%	
Clarke Oval	Sunbury FNC	5	1	4	3	1	4	NP	0	4	10	10	0	4	2	15	1	12	0	76	58%	6	5	10	21	53%	56%
Eric Boardman Reserve #1 & #2	Sunbury Lions JFNC	4	1	8	4	1	8	1	0	6	10	10	0	6	2	8	1	0	0	70	53%	No facility	5	10	15	38%	49%
Eric Boardman Reserve #3	Sunbury Kangaroos FNC	5	6	6	5	6	6	6	10	8	8	8	3	4	2	10	1	15	0	109	83%	No facility or courts			0	0%	63%
Salesian College #1, #2, #3	Rupertswood FNC	5	2	4	2	1	4	0	10	6	8	6	0	4	0	4	0	0	0	56	42%	8	15	10	33	83%	52%

NP = amenity is present but rating not provided during audit.

Current Facility Condition Ratings – Macedon Ranges Shire Council

MACEDON RANGES		Home Change Room			Away Change Room			Umpires			Social Room		Oval and Amenities							FOOTBALL		NETBALL					TOTAL					
Reserve	Primary Club / User	Size	Shower	Type	Overall	Rating	Shower	Type	Overall	Rating	Shower	Type	Female Suitability	Overall	Rating	Size	Overall	Rating	Drainage	Wicket Profile	Irrigation	Overall Surface Condition	Oval Fence	Lighting	Site Fence	TOTAL		%	Netball Facilities	Lighting	Main Court Condition	TOTAL
Gardiner Reserve	Gisborne FNC	3	1	4	3	1	2	1	0	4	10	10	1	4	2	10	1	10	1	68	52%	No facility	15	15	30	75%	57%					
Gilbert Gordon Reserve	Woodend-Hesket FNC	4	1	4	3	1	4	1	0	2	6	4	4	4	2	15	1	8	0	64	48%	No facility	5	15	20	50%	49%					
JD Clifford Reserve	Macedon JFC	3	1	3	2	2	2	No Rooms			No Rooms		1	2	0	4	1	5	1	27	20%	No facility or courts			0	0%	16%					
Lancefield Park	Lancefield FNC	2	1	4	2	1	4	6	10	8	6	8	4	4	2	10	1	8	1	82	62%	No facility	5	10	15	38%	56%					
Racecourse Reserve	Woodend JFNC	3	1	6	3	1	6	1	0	6	10	8	3	4	2	8	1	10	0	73	55%	No facility	5	15	20	50%	54%					
Riddells Creek Primary School	Riddells Creek JFC	No Rooms			No Rooms			No Rooms			No Rooms		1	4	0	8	1	0	1	15	11%	No facility or courts			0	0%	9%					
Riddells Creek Recreation Reserve	Riddells FNC	4	1	8	3	1	6	1	10	8	10	10	4	4	2	10	1	8	1	92	70%	10	10	15	35	88%	74%					
Romsey Park	Romsey FNC	4	6	10	4	6	10	6	10	10	8	10	4	5	2	10	1	10	1	117	89%	10	15	15	40	100%	91%					
Romsey Park #2	Romsey FNC	3	10	10	3	6	10	6	10	8	Shared with Romsey Park		3	4	2	10	1	0	0	86	65%	No facility or courts			0	0%	50%					
Sankey Reserve	Gisborne Rookies JFC	3	1	4	2	1	4	2	0	4	No Rooms		1	4	2	8	1	8	0	45	34%	No facility or courts			0	0%	26%					
Tony Clarke Reserve	Macedon FNC	3	1	6	1	1	6	6	10	8	6	6	2	4	2	8	1	8	1	80	61%	8	0	6	14	35%	55%					

Current Facility Condition Ratings – Melton City Council

MELTON		Home Change Room			Away Change Room			Umpires			Social Room		Oval and Amenities							FOOTBALL		NETBALL							
Reserve	Primary Club / User	Size	Shower	Type	Overall Rating	Size	Shower	Type	Overall Rating	Female Suitability	Overall Rating	Size	Overall Rating	Drainage	Wicket Profile	Irrigation	Overall Surface Condition	Oval Fence	Lighting	Site Fence	TOTAL	%	Netball Facilities	Lighting	Main Court Condition	TOTAL	%	TOTAL	
Arnolds Creek Recreation Reserve Oval #1	Melton Centrals FNC & RDFNL	2	6		10	2	6		10	6	10	6	10	4	4	2	15	1	8	1	103	78%	8	5	10	23	58%	73%	
Arnolds Creek Recreation Reserve Oval #2	Melton Centrals FNC & RDFNL	2	6		10	2	6		10	6	10	Shared with Oval #1		4	4	2	15	1	8	1	87	66%	Access Arnolds Creek Community Centre			NA	NA	66%	
Blackwood Drive Recreation Reserve Oval #1	Melton JFC	2	1		8	2	1		8	6	10	8	6	8	4	4	2	10	1	8	1	90	68%	8	10	6	24	60%	66%
Blackwood Drive Recreation Reserve Oval #2	Overflow venue	2	1		8	2	1		8	6	10	8	6	8	4	4	2	10	0	0	1	81	61%	Shared with Oval #1			NA	NA	61%
Diggers Rest Recreation Reserve #1 Oval	Diggers Rest FNC	1	2		6	1	2		6	1	0	4	8	6	3	4	2	10	1	5	1	63	48%	4	10	15	29	73%	53%
Diggers Rest #2 Oval	Diggers Rest FNC	No Rooms			No Rooms			No Rooms			No Rooms		3	4	2	8	1	8	1	27	20%	Shared with #1 Oval			NA	NA	20%		
Ian Cowie Recreation Reserve	Rockbank FNC	2	1		6	2	1		6	6	10	6	10	6	4	4	2	15	1	8	1	91	69%	6	10	10	26	65%	68%
Macpherson Park Oval 1	Melton FNC	5	1		6	3	1		6	1	0	4	10	6	3	4	2	10	1	8	1	72	55%	No facility	10	15	25	63%	56%
Macpherson Park Ovals 2 & 3	Not used for AFL from 2016	2	1		6	2	1		6	1	0	6	4	6	3	4	2	10	1	5	1	61	46%	Shared with Oval 1			NA	NA	46%
Melton Recreation Reserve	Melton South FNC	4	1		6	4	1		6	1	0	6	6	8	4	4	2	10	1	10	1	75	57%	No facility	10	15	25	63%	58%

Note: Netball currently accesses the Arnolds Creek Community Centre multipurpose court, social space and change facilities when competing at Arnolds Creek Recreation Reserve. Ratings for Arnolds Creek Recreation Reserve Oval #1 are based on amenities at the Arnolds Creek Community Centre.

Note: Diggers Rest Recreation Reserve does not have a netball facility. Netball is currently accessing temporary change facilities at the Scout Hall. Rating is based on amenities at the Scout Hall.

Note: Diggers Rest #2 Oval is accessed as an overflow facility by Diggers Rest FNC and does not require change room amenities, netball facilities or courts.

Current Facility Condition Ratings – Mitchell City Council

MITCHELL		Home Change Room			Away Change Room			Umpires			Social Room		Oval and Amenities							FOOTBALL		NETBALL				TOTAL	
Reserve	Primary Club / User	Size	Shower Type	Overall Rating	Size	Shower Type	Overall Rating	Shower Type	Female Suitability	Overall Rating	Size	Overall Rating	Drainage	Wicket Profile	Irrigation	Overall Surface Condition	Oval Fence	Lighting	Site Fence	TOTAL	%	Netball Facilities	Lighting	Main Court	Condition		TOTAL
Greenhill Reserve**	Wallan FNC	3	1	10	3	1	10	2	0	4	10	10	4	4	2	10	1	5	1	81	61%	10	0	15	25	63%	62%
Greenhill Oval 2	Wallan JFNC	2	1	6	2	1	6	2	0	4	Shared with main oval		0	4	2	10	0	10	1	51	39%	Shared with main oval			0	0%	30%
Harley Hammond Reserve	Broadford FNC	3	1	8	2	1	8	6	0	8	8	10	4	5	2	15	1	5	1	88	67%	4	10	10	24	60%	65%
JJ Clancy Reserve	Kilmore FNC	3	1	8	2	1	8	6	10	10	8	6	4	6	2	10	1	5	1	92	70%	10	15	15	40	100%	77%
LB Davern Reserve	Wandong JFC	2	6	10	2	6	10	0	0	10	4	10	1	4	2	10	0	5	0	82	62%	8	10	15	33	83%	67%

Note: Female change room and second netball court being built at Greenhill Reserve and are due for completion in 2017.

Current Facility Condition Ratings – Moorabool Shire Council

MOORABOOL		Home Change Room			Away Change Room			Umpires			Social Room		Oval and Amenities							FOOTBALL		NETBALL					TOTAL
Reserve	Primary Club / User	Size	Shower Type	Overall Rating	Size	Shower Type	Overall Rating	Shower Type	Female Suitability	Overall Rating	Size	Overall Rating	Drainage	Wicket Profile	Irrigation	Overall Surface Condition	Oval Fence	Lighting	Site Fence	TOTAL	%	Netball Facilities	Lighting	Main Court Condition	TOTAL	%	
Ballan Recreation Reserve	Ballan FNC	3	1	6	1	1	6	6	10	8	8	8	4	4	2	10	1	8	1	88	67%	2	5	4	11	28%	58%
Bungaree Recreation Reserve	Bungaree FNC	3	1	10	2	1	10	6	10	10	10	10	4	6	2	10	1	8	1	105	80%	10	5	10	25	63%	76%
Darley HUB	Darley FNC	No Rooms			No Rooms			No Rooms			No Rooms		3	4	2	8	1	8	0	26	20%	No facility or courts			0	0%	15%
Darley Park	Darley FNC	5	1	10	3	1	8	2	0	4	8	6	4	2	2	10	1	8	1	76	58%	8	5	10	23	58%	58%
Dunnstown Recreation Reserve	Dunnstown FNC	2	1	8	2	1	8	1	0	6	10	8	4	4	2	8	1	5	1	72	55%	6	5	4	15	38%	51%
Gordon Recreation Reserve	Gordon FNC	2	1	6	2	1	6	1	0	4	4	8	3	6	0	8	1	5	0	58	44%	4	5	6	15	38%	42%
Maddingley Park	Bacchus Marsh FNC	3	1	4	3	1	4	2	0	4	8	6	4	4	2	10	1	5	1	63	48%	8	5	10	23	58%	50%
Maddingley Park No 2	Bacchus Marsh FNC	No Rooms			No Rooms			No Rooms			No Rooms		0	4	1	8	0	0	1	14	11%	No facility or courts			0	0%	8%
Wallace Recreation Reserve	Springbank FNC	3	1	8	3	1	8	6	0	6	8	8	3	4	0	8	1	8	1	77	58%	8	5	15	28	70%	61%

Current Facility Condition Ratings – Mount Alexander Shire Council

MOUNT ALEXANDER		Home Change Room			Away Change Room			Umpires			Social Room		Oval and Amenities							FOOTBALL		NETBALL				TOTAL	
Reserve	Primary Club / User	Size	Shower Type	Overall Rating	Size	Shower Type	Overall Rating	Shower Type	Female Suitability	Overall Rating	Size	Overall Rating	Drainage	Wicket Profile	Irrigation	Overall Surface Condition	Oval Fence	Lighting	Site Fence	TOTAL	%	Netball Facilities	Lighting	Main Court Condition	TOTAL		%
Bill Woodful Reserve	Maldon FNC	3	6	10	2	6	10	1	0	4	8	4	3	4	2	4	1	8	1	77	58%	No facility	5	6	11	28%	51%
Camp Reserve	Castlemaine FNC	2	2	6	2	2	6	6	0	6	10	8	3	5	2	8	1	12	1	82	62%	6	5	6	17	43%	58%
Campbells Creek Recreation Reserve	Campbells Creek FNC	2	2	4	1	2	2	2	0	4	6	6	1	4	2	4	1	5	1	49	37%	No facility	5	2	7	18%	33%
Harcourt Recreation Reserve	Harcourt FNC	1	2	6	1	2	6	6	0	8	10	6	1	4	2	8	1	5	1	70	53%	No facility	15	10	25	63%	55%
Newstead Recreation Reserve	Newstead FNC	2	6	10	2	6	10	6	10	10	4	10	3	4	2	8	1	8	1	103	78%	10	10	10	30	75%	77%

Current Facility Condition Ratings – Northern Grampians Shire Council

NORTHERN GRAMPIANS		Home Change Room			Away Change Room			Umpires			Social Room		Oval and Amenities							FOOTBALL		NETBALL				TOTAL	
Reserve	Primary Club / User	Size	Shower Type	Overall Rating	Size	Shower Type	Overall Rating	Shower Type	Female Suitability	Overall Rating	Size	Overall Rating	Drainage	Wicket Profile	Irrigation	Overall Surface Condition	Oval Fence	Lighting	Site Fence	TOTAL	%	Netball Facilities	Lighting	Main Court Condition	TOTAL		%
Navarre Sports Complex	Navarre FNC	3	1	6	3	1	6	1	0	6	6	8	0	4	2	8	1	8	1	65	49%	6	10	15	31		78%

Current Facility Condition Ratings – Pyrenees Shire Council

PYRENEES		Home Change Room			Away Change Room			Umpires			Social Room		Oval and Amenities							FOOTBALL		NETBALL				TOTAL	
Reserve	Primary Club / User	Size	Shower Type	Overall Rating	Size	Shower Type	Overall Rating	Shower Type	Female Suitability	Overall Rating	Size	Overall Rating	Drainage	Wicket Profile	Irrigation	Overall Surface Condition	Oval Fence	Lighting	Site Fence	TOTAL	%	Netball Facilities	Lighting	Main Court Condition	TOTAL		%
Avoca Public Reserve	Avoca FNC	3	1	10	3	1	10	6	10	10	6	10	1	4	0	8	1	8	1	93	70%	6	5	15	26	65%	69%
Goldfields Recreation Reserve	Beaufort FNC	5	1	10	5	1	10	6	10	10	10	10	3	4	0	10	1	8	1	105	80%	6	5	10	21	53%	73%
Lexton Reserve	Lexton FNC	3	1	2	3	1	2	2	0	6	6	6	1	4	0	4	1	8	1	51	39%	6	5	15	26	65%	45%
Natte Yallock Recreation Reserve	Natte Bealiba FNC	3	1	10	3	1	10	6	10	10	8	10	1	4	0	10	1	8	1	97	73%	6	5	15	26	65%	72%
Snake Valley Recreation Reserve	Carngham Linton FNC	2	1	6	1	1	6	6	10	6	10	6	4	4	0	8	1	5	1	78	59%	6	5	15	26	65%	60%
Waubra Recreation Reserve	Waubra FNC	5	1	4	3	1	4	2	10	6	10	10	4	4	0	4	1	8	1	78	59%	6	10	10	26	65%	60%

Current Facility Provision – Association Netball Facilities

FACILITY	Netball Association	Facility Type	Number of Player Amenities	Number of Courts	Court Type
Wendouree Sports and Events Centre	Wendouree Netball Association	Indoor	2	2	Timber floor on concrete base
Llanberris Netball	Ballarat Netball Association	Indoor	1	6	Synthetic/Acrylic
Bacchus Marsh Leisure Centre	Bacchus Marsh Netball Association	Indoor	3	2	Air thrust/sprung timber floor
Riddells Creek Leisure Centre	Riddells Creek Netball Association	Indoor	1	1	Air thrust/sprung timber floor
Boardman Stadium	Sunbury Netball Association	Indoor	1	4	Air thrust/sprung timber floor
Macedon Ranges Netball Complex	Macedon Ranges Netball Association	Outdoor	1	8	Synthetic (2) and Hot mix asphalt (6)
Wattle Reserve	Maryborough Netball Association	Outdoor	1	6	Synthetic/Acrylic

Current Facility Condition - Association Netball Courts

COURT TYPE	Number of courts	Number that meet the minimum court run off requirements	Court Condition Rating "Moderate" or Above	Court Condition Rating "Poor" or "Very Poor"
Indoor Courts	15	0	13	2
Outdoor Courts	14	14	14	0



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.

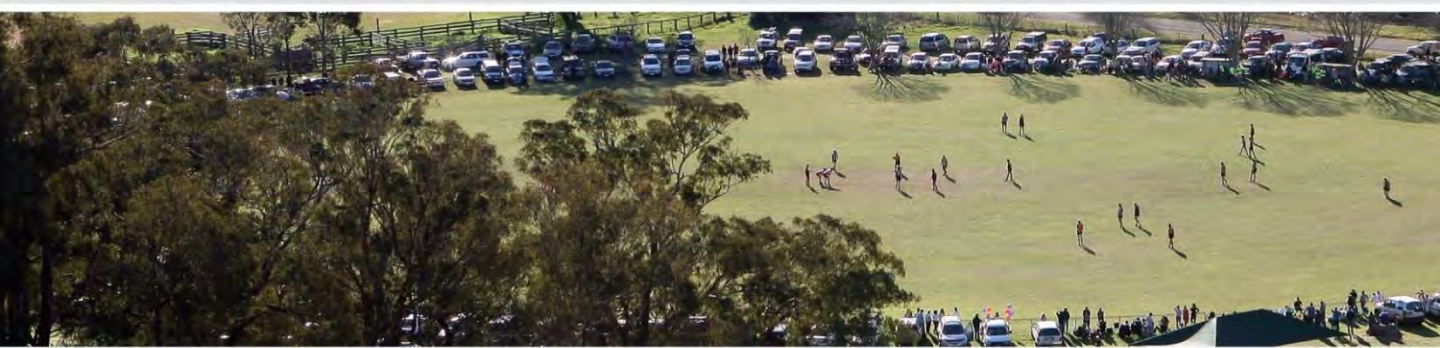
SROI is an increasingly accepted method for undertaking impact assessments, especially for community focussed organisations and has been identified by the Productivity Commission as a comprehensive method for social impact assessment. SROI is based on program logic – the process of identifying the inputs,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

For further information on this project contact:

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www.latrobe.edu.au/cssi



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

Community Activity Reach

- Primary school & school holiday clinics
- Facilitate football activities for disadvantaged and people with a disability
- Volunteers for community activities and individuals in need
- RSL ANZAC Day matches
- Education & awareness campaigns
- Fundraising events for charities and individuals in need
- Participation in local festivals

Social Reach

- Spectators at football games
- Football game day functions
- Attendees Thursday & Saturday night club meals
- Attendees at social functions – club members; extended friends/ family; individuals

Football Club Members

Life members; Committee; Past player; Senior players; Junior player parents; Netballers; Social supporters

Sponsors and Partners

Local business partnerships such as bakery, butcher, hardware, tradespeople, local supermarkets, bank, stock feed, sports suppliers and gyms

Game Day Volunteers

Water carriers; Bar; BBQ; Canteen
Coaching staff and trainers

Committee Members (Volunteers)

President; Vice President; Secretary; Treasurer; Junior; Netball; General members

Players

- Senior football players
- Junior players
- Netball players
- Auskick
- Net Set Go



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