



MACLEAY VALLEY SPORTS STRATEGY

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Prepared by
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Executive Summary

The Macleay Valley Sports Strategy is a holistic plan which attempts to take an ‘all of sport’ approach in the Kempsey Shire Local Government Area (LGA). It has been developed in consultation with local sporting bodies and other stakeholders in local sport. Whilst it is focused on the facilities and services offered by Kempsey Shire Council (KSC), it seeks to consider all needs and issues in the Macleay Valley that affect local sport. It aims to:

- Outline Council’s role in the local sport sector
- Define Council’s working relationship with other sporting organisations
- Establish common communication with sporting organisations
- Identify key issues relating to sport
- Establish processes (strategies) for dealing with sport related issues now and into the future

For practical purposes, the Strategy is separated into three main parts. These parts and a brief description of each are outlined below.

- Part A - Research and Analysis
 - Identifies and analyses all key information that will direct the formation of the strategy
- Part B - Strategic Framework
 - This is effectively ‘the strategy’ council will use in response to sport related issues and demands, this includes
 - Outlining the approach and structure employed by Council to deal with sport related issues
 - Identifying the system and methods which Council will use to determine priorities for sport related service provision
 - This part will remain relatively constant over a 5 to 10 year period
- Part C - Assessment and Action Plan
 - This is a flexible ‘working part of the document’ for Council to utilise in considering funding and resource allocations for the provision of sport related services
 - It is effectively the result of using the strategic framework set out in Part B to assess inputs (research etc.) identified in Part A
 - It produces a series of programs with specific actions for the next 1 - 4 years
 - It is intended to be reviewed and updated at least once per year, during Council’s development of their Operational Plan to reflect relevant progress/changes

Key findings and recommendations for the study are outlined under the main headings as follows.



Analysis Summary (Part A)

The following points summarise key issues and needs identified from the analysis set out in Part A:

- Provision of areas for sport
 - Supply analysis and indicative utilisation levels show that, in general, there is no need for additional fields, however,
 - South West Rocks requires approximately 6Ha of additional sport areas by 2036
 - This area should be located as close as possible to the current complex and other community sports facilities located in the precinct
 - Some funding for the acquisition and embellishment of space is provided for in the S94 plan
 - Utilisation and participation levels in Fredericton should be monitored to determine if further supply is needed (this should be met by supply in Kempsey and Smithtown/Gladstone)
 - The facility quantity, quality and renewal of sports assets needs to be improved, in particular,
 - Sports Lighting
 - Playing surface
 - Amenities
 - A hierarchy of sports facilities should be established to guide facility development and levels of service
 - The need/supply of indoor sports facilities needs to be addressed
- Communication/information
 - Improve linkages/communication between Council and sporting groups
 - Collect/improve data in relation to facility inventory, facility utilisation, club information
- Resources/Funding
 - Establish internal structure/resources to deal effectively with sport issues/needs
 - Establish approach to optimise allocation of resources and acquisition of funding
- Sporting Events
 - Consultation indicated that there may be more opportunity for large sporting events to be held in the LGA



Strategic Summary (Part B)

Part B sets out the structure which guides the preparation of this action plan. This includes the intended strategic approach and implementation framework.

Strategic Approach

Fundamental points for the strategic approach include:

- Principles
 - A holistic approach to local sport services
 - Providing Council assistance on a fair and equitable basis
- Intended Service System, Structure and Roles
 - Focus on resources management
 - Development
 - Administration and management
 - Secondary focus in assisting the provision of support service
 - Definition of five sporting group types and corresponding level of service
 - Definition of project roles to be played by Council (provider, partner, leader, collaborator, facilitator)
- Strategic priorities
 - Provision of new and renewed facilities
 - Additional grounds in South West Rocks
 - General renewal and upgrade of lighting and amenity facilities
 - Supply of indoor facilities
 - Development and implementation of a sportsground hierarchy to guide service provision and develop one high level sporting complex for the LGA
 - Communication/information with stakeholders
 - Resources and funding support
- Facility hierarchy
 - Three category based levels identified and subject facilities categorised
 - Local - nine facilities (Baker Drive, Sea Street Sports Field, Smithtown Oval, Willawarrin Rodeo Ground and Sports Fields, South West Rocks Netball Courts, Biralee Oval, Gladstone Oval, Frederickton Sports Fields Joe Donovan Sporting Complex)
 - District - four facilities (South Kempsey Ovals, South West Rocks Sporting Complex, Kemp Street Sports Fields and Services Club Park)
 - Sub-regional - one facility (Verge/Eden Sports fields including Verge 1 and Netball Courts)
 - Sport specific hierarchy developed to identify focus facilities for each sport
- Priority Criteria - range of assessment criteria based on
 - Strategic context
 - Economic and environmental sustainability
 - Social equity
 - Infrastructure provision and club sustainability



Framework and Process

The implementation framework includes:

- Facility Planning Program
 - Facility investigation / feasibility studies (investigation of possible locations, concept designs, master plans etc.)
 - Facility planning & design (detailed planning and design of final facility)
 - Funding strategies (identifying and targeting funding sources [Council, state and federal funding and private sector])
- Facility Delivery Program
 - Capital expenditure funding/programming (capital expenditure program is prepared which prioritises projects being considered for full or part funding by Council; preparation or assistance with preparing funding applications/ submissions)
 - Project management - coordination of construction/implementation works etc.
- Operations Planning and Policy
 - Policies/Procedures
 - Regulation measures
 - Bookings
 - Fees and Charges
 - Land management
 - Leases/Licences
 - Plans of Management
 - Promoting availability and use of facilities
- Asset Management Program
 - Maintenance and safety/security management
 - Asset renewal
- Sport Development Program
 - Coordinator/facilitator/promoter of education programs
 - Facilitator/partner/promoter to host major sporting events
 - Promote sport and physical activity participation



Key Recommendations (Parts B and C)

1. To effectively apply the strategic framework outlined in Part B, Council would need to endorse the following recommendations:
 - a. Adopt the strategic approach as outlined in section B2 including:
 - i. Service structure
 - ii. Definition of groups types
 - iii. Definition of roles
 - iv. Identified strategic issues/priorities
 - v. Facility hierarchy
 - vi. Priority criteria
 - vii. Program structure
 - b. Review the current organisational structure to facilitate coordination and implementation of the strategy.
 - c. Allocate a professional officer resource to the ongoing implementation and revision of the strategy including liaison with community, regional and state sporting organisations.
 - d. Establish a small grants program utilising revenue raised through the proposed sports levy.
 - e. Allocate internal resources and target external funding in accordance with the strategic approach and towards the implementation of resulting actions (further detailed in Part C).
 - i. Available internal funding (e.g. section 94 funds, small grants program etc.) should be used as leverage to access matching (or better) external funding
 - f. Utilise analysis of demand developed by this study to guide requirements for future development contribution schemes.

2. To begin implementation of strategy actions, it is further recommended that Council endorse the programs developed in Part C, being:

a. Facility Development

Facility Planning Program

Project Id.	Priority	Location(s)	Project(s)	Planning Task(s)	Indicative KSC Resources Required
1723	1	South West Rocks (Trial Street)	Develop new sports facility and upgrade existing sports complex into District facility	<ul style="list-style-type: none"> • Asses specific requirements/needs • Develop site masterplan with existing facility 	<ul style="list-style-type: none"> • Staff: 160 hours • Funding: \$25,000
1746	1	Verge/Eden and Verge 1	Develop into sub-regional facility (upgrade/provide surface, lighting, amenities, car parking)	<ul style="list-style-type: none"> • Develop site masterplan 	<ul style="list-style-type: none"> • Staff: 160 hours • Funding: \$25,000
	2	Various	New/upgraded/ renewed Sports lighting	<ul style="list-style-type: none"> • Sports lighting audit and needs assessment 	<ul style="list-style-type: none"> • Staff: 120 hours • Funding: \$50,000
1717	2	South Kempsey Ovals	Sports lighting	<ul style="list-style-type: none"> • Assess scope as part of lighting audit • Prepare lighting design and cost 	<ul style="list-style-type: none"> • Staff: 40 hours
1715	2	Services Club Park	Surface improvement	<ul style="list-style-type: none"> • Prepare design and cost 	<ul style="list-style-type: none"> • Staff: 40 hours
1740	2	Unknown	Develop downhill and pump tracks	<ul style="list-style-type: none"> • Assist with site information • Assist with liaison with state authorities 	<ul style="list-style-type: none"> • Staff: 200 hours



Project Id.	Priority	Location(s)	Project(s)	Planning Task(s)	Indicative KSC Resources Required
1741	2	Unknown	Indoor sports courts	<ul style="list-style-type: none"> • Prepare needs analysis/feasibility assessment 	<ul style="list-style-type: none"> • Staff: 200 hours • \$50,000
	2	Various	Investigate and develop options for improving equine eventing facilities	<ul style="list-style-type: none"> • Establish current facility use/limitations • Identify user, demographics • Establish the case for improved facilities to support grant applications 	<ul style="list-style-type: none"> • Staff: 40 hours

Facility Delivery Program

Project Id.	Priority	Location(s)	Project(s)	Cost (\$'000)	Cost Basis
1723	1	South West Rocks	Develop new sports facility and upgrade existing sports complex into District facility	3,600	Provisional Sum
1746	1	Verge/Eden and Verge 1	Develop into sub-regional facility (upgrade/expand surface, lighting, amenities, car parking)	2,000	Provisional Sum
	2	Various	New/ upgraded/ Sports lighting	100	Provisional Sum
1717	2	South Kempsey Ovals	Sports lighting	250	Provisional Sum
1715	2	Services Club Park	Surface improvement	75	Provisional Sum

b. Operations and Asset Management

Operations Planning and Policy Program

Priority	Project(s)	Description	Indicative KSC Resources Required
1	Establish sports council	<ul style="list-style-type: none"> • May include a single sports council for the shire with a sub-committee for Kempsey and South West Rocks if appropriate/required 	<ul style="list-style-type: none"> • Staff: 80 hours
1	Develop appropriate levels of service for maintenance and renewal	<ul style="list-style-type: none"> • Based on the facility hierarchy 	<ul style="list-style-type: none"> • Staff: 200 hours
1	Prepare and implement a sports levy and booking process	<ul style="list-style-type: none"> • Establish basis for fees • Establish booking procedures • Link to small grants program • Ensure more accurate data is captured in relation to field utilisation 	<ul style="list-style-type: none"> • Staff: 480 hours
1	Sports lighting audit	<ul style="list-style-type: none"> • Audit of sports lighting systems against relevant standards to establish maintenance and asset management program 	<ul style="list-style-type: none"> • Staff: 160 hours • Funding: TBA
2	Collect additional data for the facility inventory	<ul style="list-style-type: none"> • Include data from future facility audits 	<ul style="list-style-type: none"> • Staff: 40 hours p/a
2	Amenity facility audit	<ul style="list-style-type: none"> • Audit of amenity facilities against relevant standards to establish maintenance and asset management program 	<ul style="list-style-type: none"> • Staff: 480 hours • Funding: TBA
2	Sportsgrounds Asset Management Plan	<ul style="list-style-type: none"> • Preparation of sportsgrounds asset management plan <ul style="list-style-type: none"> ○ This should reflect the strategic approach and priorities outlined in this study 	<ul style="list-style-type: none"> • Staff: 320 hours • Funding: TBA
2	Investigate leases and licences policy	<ul style="list-style-type: none"> • Audit existing arrangements, identify appropriate options and prepare draft policy 	<ul style="list-style-type: none"> • Staff: 200 hours



Asset Management Program

Priority	Location(s)	Project	Cost (\$'000)
1	Various	Annual sports light renewal program	150
1	Various	Annual amenities renewal program	150
1	Netball Courts - Kempsey	Resurface courts	100
1	Verge/Eden	Eden 1 renew synthetic cricket pitch surface	5
1	Verge/Eden	Eden 2 renew synthetic cricket pitch surface	5
2	Various	Annual irrigation renewal program	50
2	Various	Annual drainage improvement program	50
3	South West Rocks Tennis	Resurfacing of two tennis courts	30
3	South West Rocks Tennis	Replacement of all court fencing	10
4	Gladstone	Resurface top court	15
5	Baker Drive	Replace netball posts	10
5	Baker Drive	Repair to storage area	2.5
5	Frederickton Sports Fields	Refurbish the amenities block	20

c. Sport Development

Sport Development Program

Project(s)	Description	Indicative KSC Resources Required
Education and capacity building	<ul style="list-style-type: none"> Identify external resources and education programs Promote and facilitate opportunities 	<ul style="list-style-type: none"> Staff: 80 hours In-kind venue access
Event support	<ul style="list-style-type: none"> Develop and implement criteria for supporting events including: <ul style="list-style-type: none"> Event bids/submissions Event funding In-kind event support 	<ul style="list-style-type: none"> Staff: 200 hours
Promote sport participation	<ul style="list-style-type: none"> Support association and club promotion and membership programs 	<ul style="list-style-type: none"> Staff: 120 hours

3. To ensure the programs, projects and actions advocated by the strategy remain up to date, it is recommended that Council review Part C of the strategy on an annual basis utilising:

- Part A and B information (including existing background data and any subsequent changes)
- Data/information collected and developed from further planning or research
- New industry/research data
- Contemporary needs expressed by sporting organisations
- Review of resourcing and funding availability/limitations

As noted in this report, one of the primary issues in relation to the implementation of this strategy is that of staff resources. Considering the current structure and resource levels, it is unlikely that the strategy could be successfully implemented without some form of change occurring.



Introduction

The Macleay Valley Sports Strategy is a holistic plan which attempts to take an ‘all of sport’ approach in the Kempsey Shire Local Government Area (LGA). It has been developed in consultation with local sporting bodies and other stakeholders in local sport. Whilst it is focused on the facilities and services offered by Kempsey Shire Council (KSC), it seeks to consider all needs and issues in the Macleay Valley that affect local sport. It aims to:

- Outline Council’s role in the local sport sector
- Define Council’s working relationship with other sporting organisations
- Establish common communication with sporting organisations
- Identify key issues relating to sport
- Establish processes (strategies) for dealing with sport related issues now and into the future

For the purpose of this study, sport is defined as “A human activity capable of achieving a result requiring physical exertion and/or physical skill which, by its nature and organisation, is competitive and is generally accepted as being a sport”¹.

However, it is acknowledged that informal or unorganised sport is an emerging trend which will require monitoring and assessment in conjunction with reviews of this strategy and other strategic planning documents such as the PAMP and Bike Plan as well as broader Management Plans for community land.

About the Strategy

For practical purposes, the Strategy is separated into three main parts. These parts and a brief description of each are outlined below.

- Part A - Research and Analysis
 - Identifies and analyses all key information that will direct the formation of the strategy
- Part B - Strategic Framework
 - This is effectively ‘the strategy’ council will use in response to sport related issues and demands, this includes
 - Outlining the approach and structure employed by Council to deal with sport related issues
 - Identifying the system and methods which Council will use to determine priorities for sport related service provision
 - This part will remain relatively constant over a 5 to 10 year period
- Part C - Assessment and Action Plan
 - This is a flexible ‘working part of the document’ for Council to utilise in considering funding and resource allocations for the provision of sport related services
 - It is effectively the result of using the strategic framework set out in Part B to assess inputs (research etc.) identified in Part A
 - It produces a series of programs with specific actions for the next 1 - 4 years
 - It is intended to be reviewed and updated at least once per year, during Council’s development of their Operational Plan to reflect relevant progress/changes

Issues and actions within the Strategy are generally organised into three key areas (these are explained in Part B):

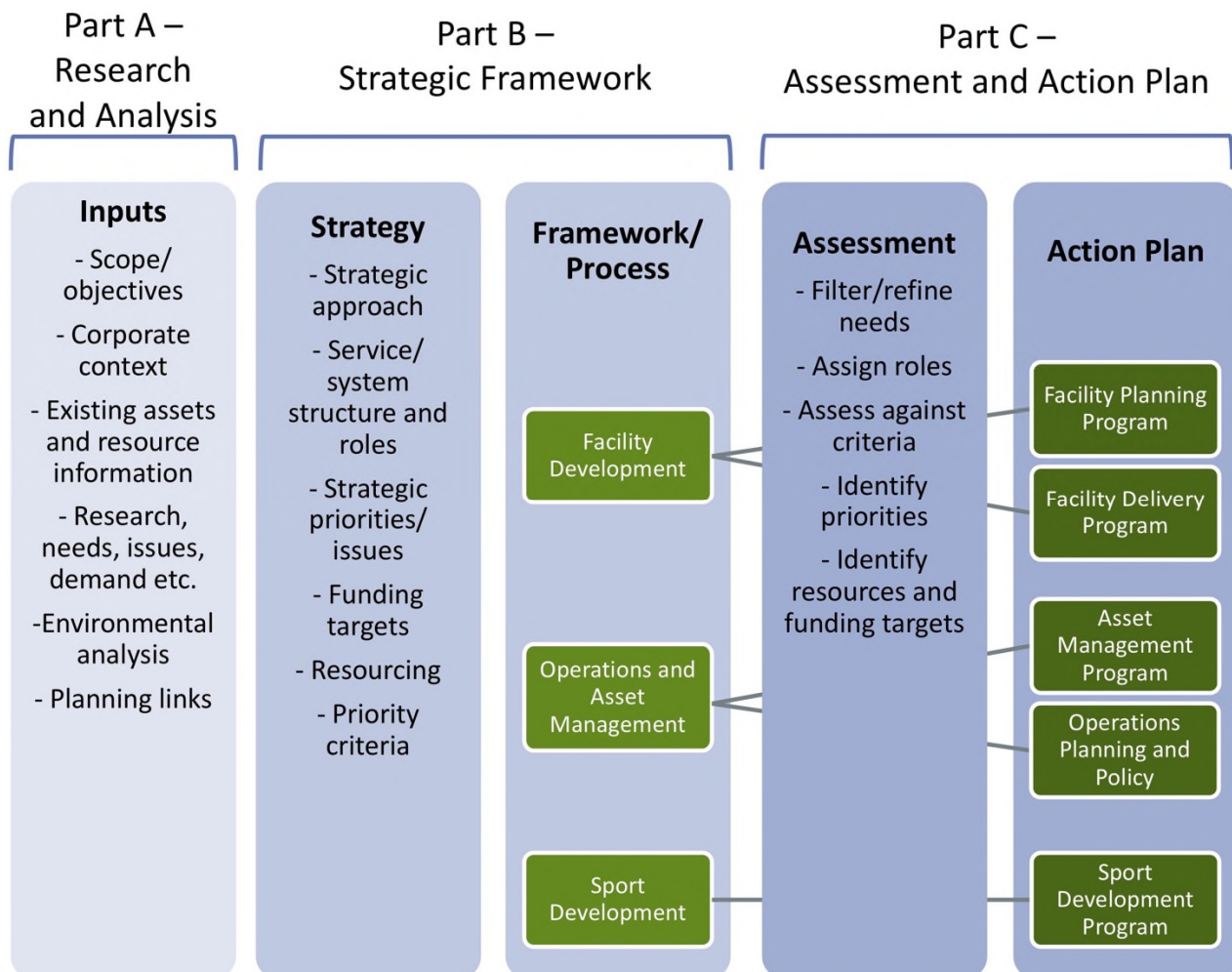
¹ Australian Sports Commission



- Facility Development
- Operations and Asset Management
- Sport Development

The chart below outlines the structure and program areas developed for the strategy.

Figure 1 - Report Structure



Purpose and Project Objectives

However, more specifically the purpose of the strategy is to:

- Provide and improve services to sport because Council understands its importance and benefits to the community in social and economic terms;
- To make service delivery more effective and equitable; and
- Facilitate understanding - clear communication and input from stakeholders

The following objectives have been established for this study:

- Identify
 - the current facilities,
 - infrastructure and services available,
 - the current deficiencies and the gaps in future service provision,



- Provide a prioritised list of future actions for the allocation of resources.
- Develop specific, measurable and provide actions which are achievable
 - Consider and analyse relevant options before reaching a recommendation and include the most up to date industry trends and benchmarks.
- Integrate with Council’s Community Strategic Plan and Delivery plan as well as linking to local and regional planning.

Methodology

The study approach included an analysis of background reports, strategies and plans within Kempsey Shire Council, inspections of sport facilities throughout the region, analysis of the population profile and estimates of current and projected population, a review of sport participation trends, contemporary analysis of the benefits of sport and internal and external consultation process.

This project has been undertaken utilising the methodology outlined below.

Phase	Task
Phase 1: Background Review and Preparation	Project Inception
	Review Research
	Review Current Facility Information
	Demographic Profile and Geographic Spread Impacts
	Sport and Leisure Trends
Phase 2: Research and Analysis	Key Stakeholder Meetings
	Current Use Assessment
	Future Demand and Supply Analysis
Phase 3: Develop Strategic Direction	Opportunity Analysis
	State Sport Interviews
	Develop Issues and Opportunities Review
	Key Findings Meeting
Phase 4: Draft Report	Refine Key Recommendations
	Draft Strategy Report
	Draft Review Workshop
Phase 5: Final Report	Prepare Final Report



PART A - RESEARCH AND ANALYSIS

- Identifies and analyses all key information that will direct the formation of the strategy



A1: Background

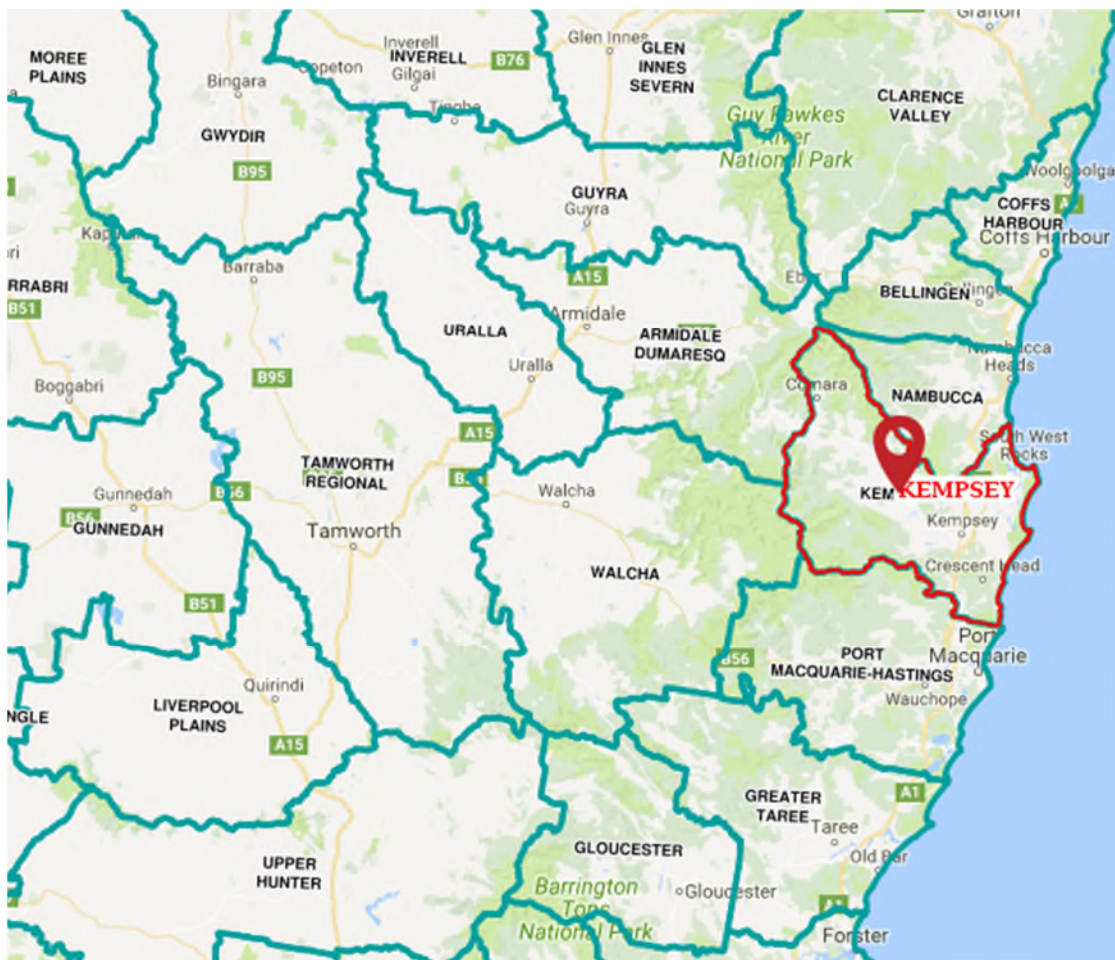
This section of the report provides context to the project including a profile of the KSC area, planning context, sports facility inventory and a summary of existing sports service provision.

Area Profile

The following area has been developed using data and analysis from a Kempsey Shire Council Community Profile Report created and downloaded on 30 September 2016 from the KSC Profile ID website.

Kempsey Shire is located on the Mid North Coast of New South Wales, about 400 kilometres north of Sydney and 400 kilometres south of Brisbane. Kempsey Shire is bounded by Nambucca Shire in the north, the Pacific Ocean in the east, the Port Macquarie-Hastings Council area in the south and the Walcha and Armidale Dumaresq Council area in the west.

Figure 2 - Kempsey Shire Location



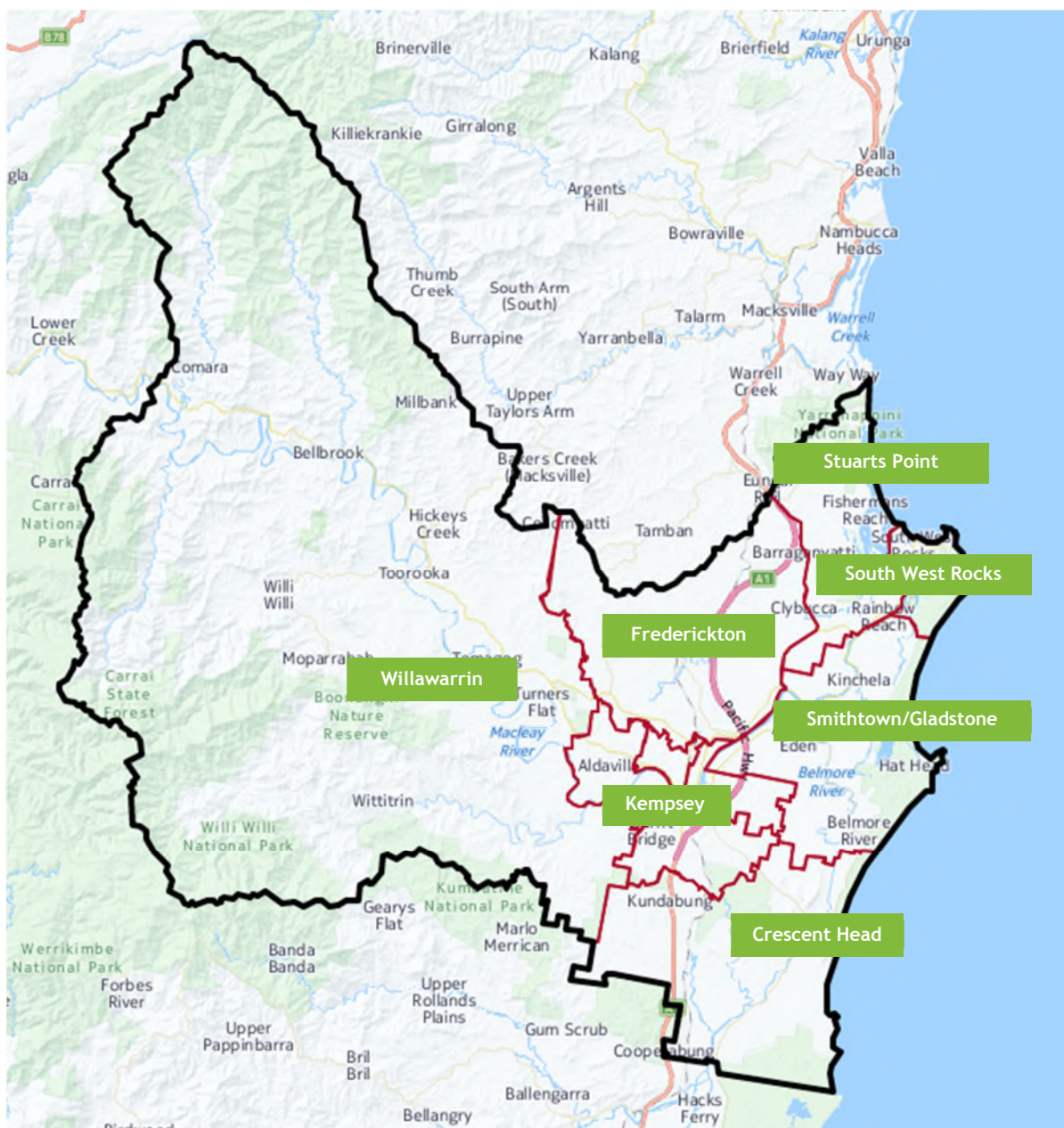
Kempsey Shire is a predominantly rural, with geographically dispersed townships. The Shire encompasses a total land area of nearly 3,400 square kilometres. The largest town is Kempsey, with smaller townships at Crescent Head, Frederickton, Gladstone, Hat Head, Smithtown, South West Rocks and Stuarts Point. There are small villages at Bellbrook, Grassy Head, Jerseyville, Kinchela, Kundabung and Willawarrin. Rural land is used largely for beef & dairy farming and timber production, with tourism, horticulture and fishing also being important industries.

For the purpose of the strategy, planning areas used for population analysis have been adapted to create 'localities' where sports facilities are provided. These are shown in the table below and the following figure.



Locality	Planning Areas
Crescent Head	Crescent Head - Kundabung ²
Frederickton	Frederickton and District
Willawarrin	Rural West - Bellbrook
Smithtown/Gladstone	Smithtown - Gladstone and District
Kempsey	South Kempsey, East Kempsey, West Kempsey - Greenhill, Aldavilla - Euroka - Yarravel
South West Rocks	South West Rocks - Jerseyville
Stuarts Point	Stuarts Point and District

Figure 3 - Kempsey Shire Sport Facility Localities



² It is acknowledged that Kundabung does not function as part of Crescent Head. However, to directly compare official population statistics and land areas, this grouping was required. Ultimately, it has little impact on the overall results.



As at 30 June 2015, Kempsey Shire had an Estimated Resident Population of 29,684 people. This demonstrates an increase of 1,748 people in the ten years from 2005. A summary of key demographic information compared to regional, state and national figures is shown in the figure below.

Figure 4 - Demographic Profile Summary



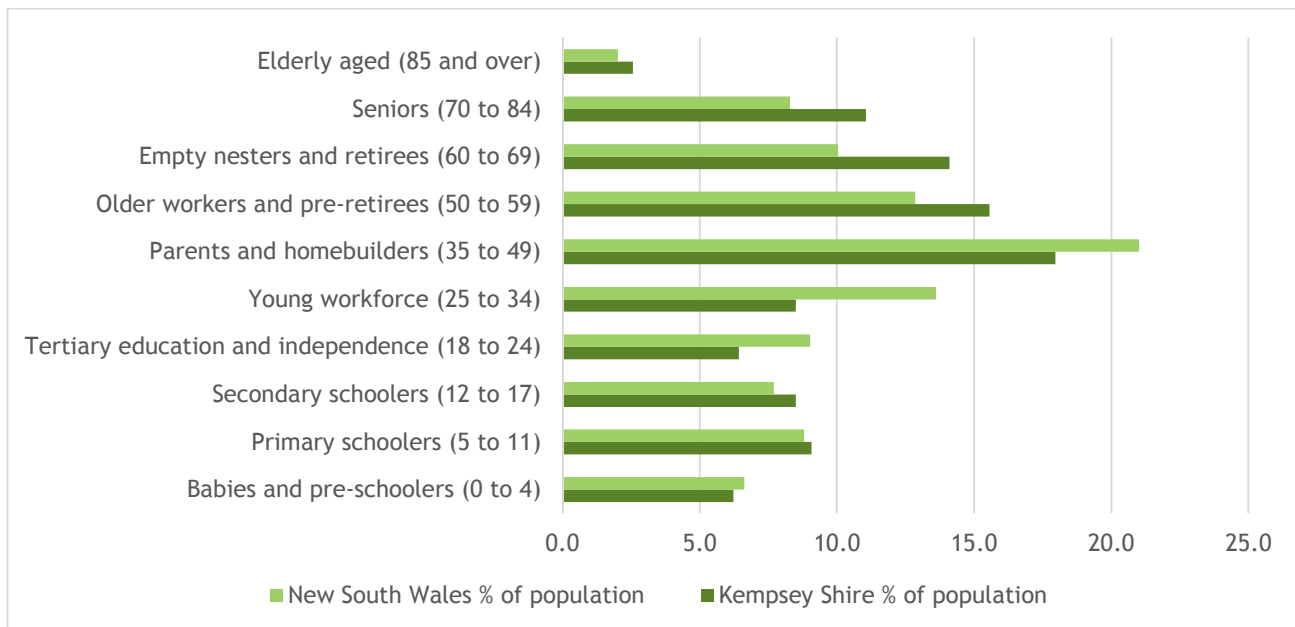
Age Distribution

Kempsey Shire has an older population than New South Wales (NSW) and Regional NSW, with a median age of 45 years compared to 38 years and 41 years respectively. Furthermore:

- The Shire has a greater proportion of residents in older age groups, and a smaller proportion of residents in the ‘parents and homebuilders’, ‘young workforce’ and ‘tertiary education and independence’ service age groups. Kempsey Shire has a similar proportion of residents in the younger age groups (up to 17 years). This is demonstrated in Figure 5.
- From 2006 to 2011, there was an increase in the number of ‘empty nesters and retirees’ and ‘elderly’, and a decrease in the number of ‘parents and home builders’ and ‘primary schoolers’.



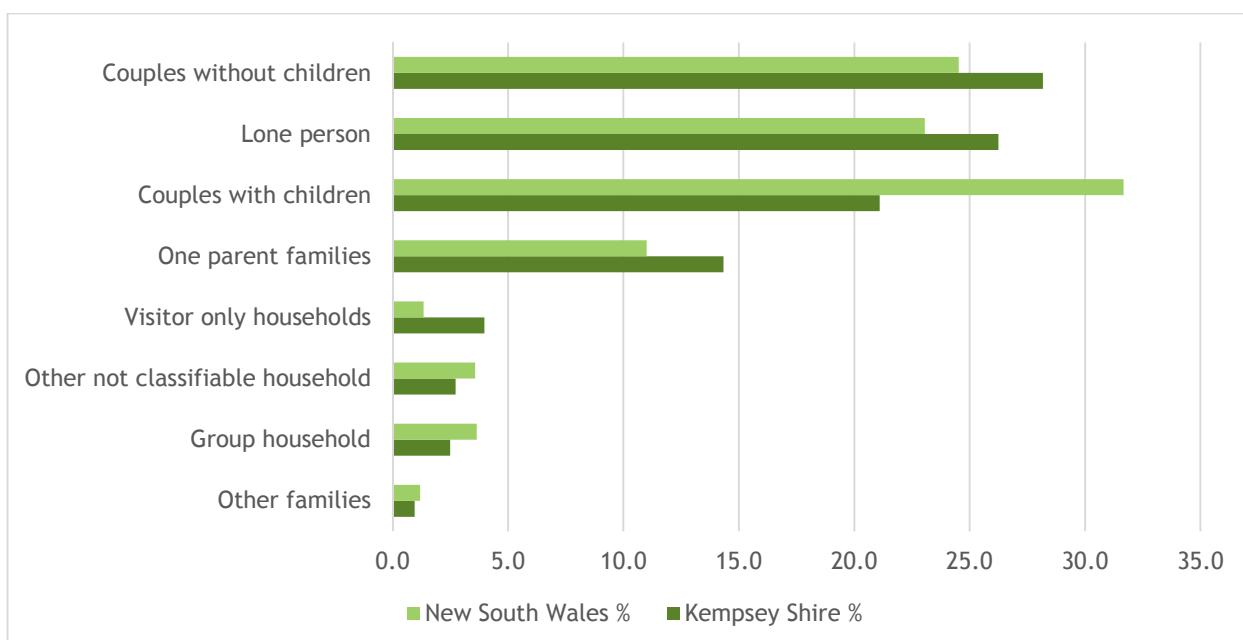
Figure 5 - Service Age Group Distribution - Kempsey Shire compared with New South Wales



Household Composition

The most prevalent household types in Kempsey Shire are ‘Couples without children’ and ‘lone person households’. Kempsey Shire has a higher proportion of these household types compared to NSW. Although ‘couples with children’ represent the third most common type of household in the Shire, the proportion of these households is lower compared to NSW. Furthermore, the Shire has a larger proportion of single parent households compared to NSW. This information is presented in Figure 6.

Figure 6 - Household composition - Kempsey Shire and NSW





Income

Kempsey Shire has a larger proportion of low income households (earning less than \$600 per week) and a smaller proportion of high income households (earning more than \$2,500 per week) compared to NSW and to regional NSW. Furthermore, analysis of equalised³ incomes in the Shire shows that the Shire has a smaller proportion of households in the highest income quartile and a larger proportion of households in the lowest income quartile. In addition, between 2006 and 2011, the lowest income quartile saw the greatest growth.

Projected Population Change

The population of Kempsey Shire is expected to increase to 31,236 people by 2026 and 33,962 by 2036⁴. This represents population growth of 4,701 people over a 20 year period. The greatest change in growth is expected to take place between 2032 and 2036 with an additional 1,416 people expected in this period.

Of the Shire's total population growth over the next 20 years, 50% (2,305 people) will occur in the South West Rocks - Jerseyville area. Kempsey (all suburbs) and Frederickton and district areas will also experience significant growth (22% or 1,034 people and 18% or 846 people respectively).

Table 1: Projected population growth by small area

Area	2016	2026	2036	Change	% Total Growth
Crescent Head - Kundabung	2,185	2,255	2,487	302	6%
Frederickton and District	2,194	2,750	3,049	855	18%
Rural West - Bellbrook	2,556	2,552	2,655	99	2%
Smithtown - Gladstone and District	2,356	2,324	2,322	-34	-1%
Kempsey (all suburbs)	13,216	13,637	14,263	1,047	22%
South West Rocks - Jerseyville	5,310	6,257	7,660	2,350	50%
Stuarts Point and District	1,444	1,461	1,526	82	2%
Total	29,261	31,236	33,962	4,701	100%

This illustrates that the majority of future demand, based on population growth, will be driven by the South West Rocks area, followed by Kempsey and Frederickton. Council officers also noted that Stuarts Point and District may also experience higher levels of growth due to planned infrastructure provision (e.g. expansion of water and waste water systems).

Projected Change to Age Distribution

The most significant expected change to the age profile of Kempsey Shire is an increase in seniors (70-84 years), empty nesters and retirees (60-69), and the elderly (aged 85 and over). Around 3,800 additional residents (2,500 of these being seniors), in these age service groups are expected to live in the Shire by 2036 accounting for 88% of the total anticipated growth in the Shire. These figures are detailed further in

³ "Equalised Household Income puts all households on an equal footing independent of household size and composition to enable a true comparison between areas and over time. It is an indicator of the income resource available to a household of standard size and is the best measure of the changing economic fortunes of households living in Kempsey Shire." Profile ID, <http://profile.id.com.au/kempsey/equalised-household-income-quartiles?BMID=40&reportFormat=PDF>.

⁴ Source: Forecast ID and Kempsey Shire Council.



Table 2.



Table 2: Projected Change to Age Distribution to 2036, Kempsey Shire

Service Age Group	2011	2026	2036	Change 2011-2036
Age group (years)				
Babies and pre-schoolers (0 to 4)	1,838	1,769	1,898	60
Primary schoolers (5 to 11)	2,651	2,695	2,912	261
Secondary schoolers (12 to 17)	2,462	2,249	2,420	-42
Tertiary education and independence (18 to 24)	2,003	2,034	2,160	158
Young workforce (25 to 34)	2,562	2,757	2,908	346
Parents and homebuilders (35 to 49)	5,209	4,695	5,194	-14
Older workers and pre-retirees (50 to 59)	4,496	4,011	4,235	-261
Empty nesters and retirees (60 to 69)	4,023	4,674	4,729	707
Seniors (70 to 84)	3,151	4,889	5,665	2,513
Elderly aged (85 and over)	733	1,007	1,334	602
Total persons	29,128	30,779	33,457	4,329

This demonstrates that there will be an increase in all age cohorts, but most notably in the ‘empty nesters’ and ‘seniors’ groups. Given that these groups do not have high participation rates in organised sport activities, demand for sports facilities should remain relatively static into the future.

Planning Context

In order for the Sports Strategy to effectively link with the KSC planning and delivery frameworks, a review of relevant plans has been completed.

Corporate Planning

Council’s corporate planning suite includes its 20 year community strategic plan, 4 year delivery program and 1 year operating plan. Together these documents set out long, medium and short term priorities and actions. These documents have been reviewed to identify existing links to the provision of sport services. Pertinent points from each plan area shown below:

- Community Strategic Plan
 - Councils Community values are
 - Being healthy, being social, being safe and being wealthy
 - Key value relevant to sport
 - Being healthy
 - Having health that allows people to do the things they enjoy
 - Having health that does not limit people from earning a living
 - Not suffering from ill health
 - Living a long and fulfilling life
 - Living in a healthy environment
 - The environment being in a healthy state.
 - Key related strategy
 - Plan for and provide infrastructure that encourages and allows for active lifestyles (HS-02)



- This strategy is targeting the need to have infrastructure in place that encourages and promotes healthy life choices.
- Delivery Program
 - *Long term project:* One high level sporting facility
 - *Program:* Provide sporting fields and facilities
 - Provide and maintain sporting fields and sporting facilities
 - Increase the self-funding of sporting facilities over time
 - Identify improvements seen as valuable to sporting community
- Operating Plan - objectives
 - HD-02-02 - Maintenance of a wide range of sporting facilities across the valley and adopted budget allocations
 - HD-02-04 - Review of how best to provide quality public spaces (relevant actions below)
 - Liaise with user groups of sporting facilities to discuss the opportunities for the creation of partnerships with Council to reduce the operational cost of providing the sporting facility
 - Explore the possibility of an options for sporting facility consolidation and seek feedback from user groups on it implementation
 - Develop options for increasing the self-funding of sports fields over time to a level of 20%

Open Space and Sport Planning

There are no formally adopted plans relating to open space and/or sports planning available, however, some draft documents have been reviewed including:

- Open Space and Civic Maintenance Levels of Service
 - Identifies proposed service level categories for sportsgrounds as ‘District’, ‘High Use’ and ‘Low Use’ (these have not been formally adopted nor have sports areas been assigned a relevant category)
- South West Rocks Draft Sport and Recreation Plan
 - Fundamental review of facilities and participation in the South West Rocks area to identify the need for future sports fields area based on land area to population ratio and identified potential sites to address the identified demand.
- Development Contributions (s94) Plans
 - South West Rocks Section 94 Contribution Plan (2008)
 - Identifies the acquisition of 4 Ha of open space valued at \$2.4M at Trial Street (whilst it does not specify what amount of this space would be utilised for active versus passive the works schedule identifies sport related improvements for the site)
 - Identifies \$7.7M in embellishment works for open space, with \$1.8M identified for Trial Street
 - Section 94 Contributions Plan for Outdoor Recreation (2001)
 - Identifies funding requirements on a shire wide basis for acquisition and embellishment of outdoor recreation. It does not specify what proportion is allocated to sport related improvements.



Sports Facility Inventory

Council provides a total of 16 sportsground sites with estimated developed area of 49ha (average of 3Ha/site). The full inventory is shown in Appendix 1. Council also provides four swimming centres (Kempsey, Gladstone, South West Rocks and Crescent Head), but does not provide any indoor sports facilities. Whilst specific sport needs of swimming clubs will be considered by this strategy, the overall provision and management of aquatic facilities should be the subject of a separate study.

Sport specific facilities within Council’s sportsgrounds inventory cater for the provision of the following:

- Netball - 14 hard courts, 9 grass courts
- Football (soccer) -13 full size fields, 16 junior/small sided game fields
- Cricket - 9 synthetic pitches, 2 turf pitches, 11 synthetic nets
- AFL - 2 fields
- Tennis - 8 courts
- Croquet - 1 green [shared area]
- Campdraft - 1 arena and yards
- Rugby (League/Union) - 7 full sized fields
- Baseball/Softball - 5 diamonds
- Athletics - 1 permanent grass track and 1 temporary grass track
- Touch - 2 fields

The sportsgrounds are distributed throughout the LGA, however, as shown by the table and figure below, the bulk of facilities and playing area (55%) provided in the Kempsey area.

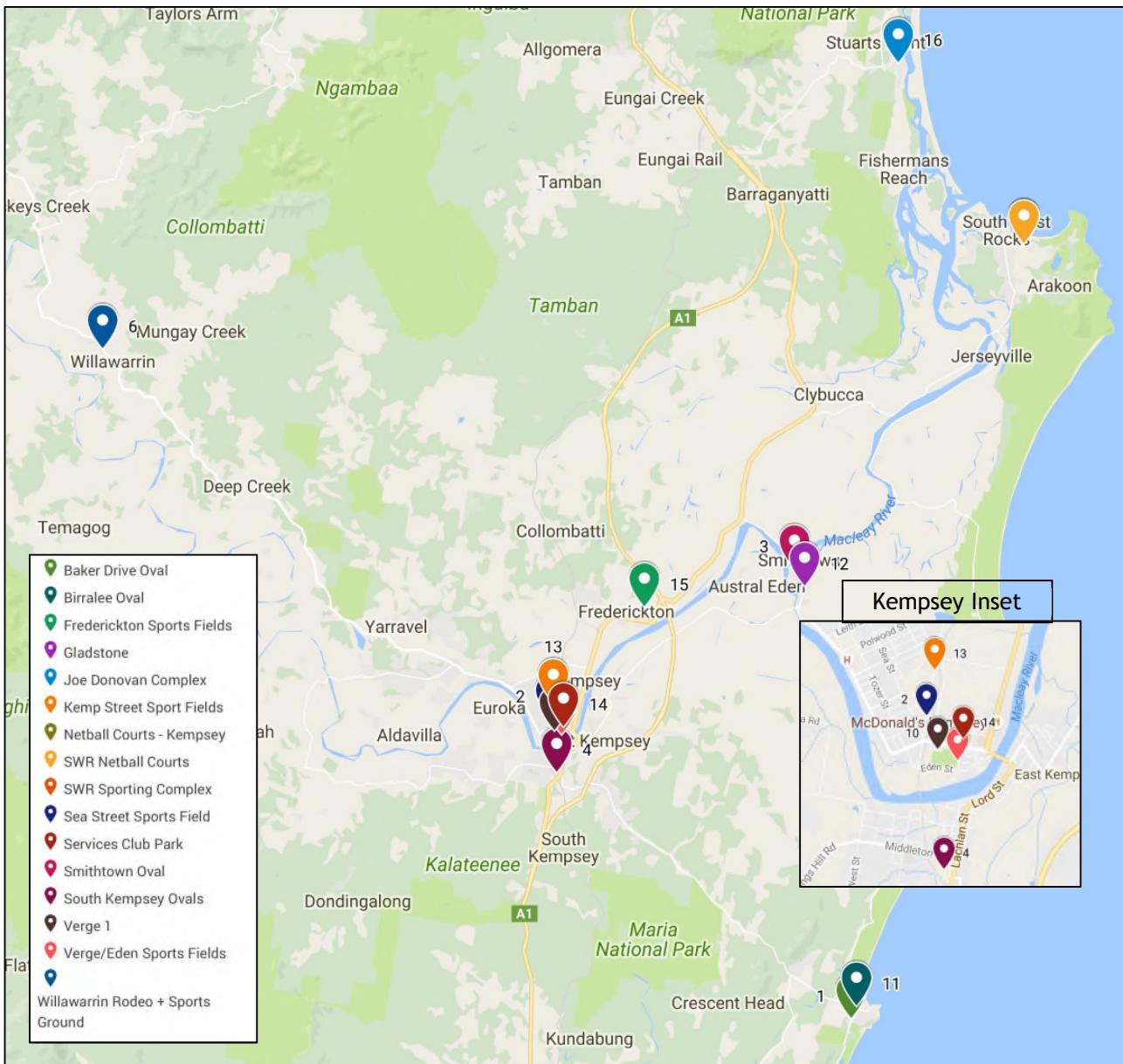
Table 3: Summary of Sportsground Provision by Area

Locality	Number of Facilities	Approx. Developed Area (Ha)	Planning Areas
Crescent Head	2	4	Crescent Head - Kundabung ⁵
Frederickton	1	2.5	Frederickton and District
Willawarrin	1	4.2	Rural West - Bellbrook
Smithtown/Gladstone	2	4.5	Smithtown - Gladstone and District
Kempsey	7	26.6	South Kempsey, East Kempsey, West Kempsey - Greenhill, Aldavilla - Euroka - Yarravel
South West Rocks	2	4	South West Rocks - Jerseyville
Stuarts Point	1	3.2	Stuarts Point and District
LGA	16	49	Kempsey Shire

⁵ It is acknowledged that Kundabung does not function as part of Crescent Head. However, to directly compare official population statistics and land areas, this grouping was required. Ultimately, it has little impact on the overall results.



Figure 7 - Sports Facility Location Map



Facility Inspections

A rudimentary visual inspection was carried out (July 2016) for each facility with general observations being:

- Generally, the condition of sports facilities are fair⁶ with reasonable grass cover and no apparent evidence of over use (with the exception of South West Rocks Sporting Complex)
 - The highest quality surfaces appeared to be at Smithtown, Gladstone and South Kempsey
 - In several locations (particularly Kemp Street and Services Park), significant ‘grooves’ along line marked areas were noted. This is likely to be due to maintenance practices. It represents a maintenance and safety issue for participants.
- Many amenities buildings area of considerable age and require renewal and/or upgrading to meet contemporary standards

⁶ Ratings: Very Good, Good, Fair, Poor, Very Poor



- Lighting at most venues (where provided) is basic and unlikely to meet required standards (pole height/location, lighting levels, control systems, switchboards)

Non-Council Owned/Managed Facilities

It is acknowledged that there are many other 'public' facilities that are utilised by the community beyond those provided by Council including bowling greens, tennis courts, golf courses etc. Whilst it is beyond the scope of this study to specifically analyse the provision of these facilities, needs arising for their development and use can be considered through the implementation of the strategy. A summary of the 'non-Council' facilities is provided below:

- Golf - 4 courses
- Lawn bowls - 7 clubs
- Tennis - 11 courts (in addition to 8 courts recorded in the inventory)
- Surf Lifesaving - 3 locations/clubs
- Mountain Bike - 2 locations
- Indoor Sport Facilities - 1
- Equestrian Facilities - 1 show jumping and dressage facility and 1 rodeo ground

Existing Service Summary

KSC provides services to the sport sector through the provision of sports fields as outlined above. Some points on the way it currently provides these services are provided below:

- Facility management;
 - There are no dedicated/centralised administration/management resources for the provision of sport services, with responsibility shared amongst several Council officers
 - Council conducts general maintenance of sports surfaces and other infrastructure with additional support provided by sporting groups
 - There is no adopted facility hierarchy to direct resource management
 - There are no adopted service levels which create uncertainty when responding to request for service from clubs and can create inequity between levels of service provided
- In conducting research for this study, there were several gaps in information and data noted including;
 - Incomplete facility inventory (has been updated during preparation of the strategy)
 - Incomplete contact details for sporting groups (has been updated during preparation of the strategy)
 - Lack of accurate utilisation data for sports fields (based on 'blanket bookings' and partial information and therefore does not reflect use)
- Sports field bookings/allocations;
 - Council does not charge for the use of sports fields which reduces costs for sporting bodies but create issues in relation to expectations and service delivery
 - Sporting groups either make blanket bookings for a whole season (no cost implications and to quarantine areas for single club use) or do not book fields (utilised on 'traditional use' basis)

In order to quantify and compare an overall level of service provided throughout the Kempsey Shire, an analysis of sports field area to population for each locality has been prepared as shown in the table below.



Table 4: Area Provision Analysis

Locality	Planning Areas	Approx. Developed Area (Ha)	2016 Pop.	Ha/1000 Pop 2016
Crescent Head	Crescent Head - Kundabung ⁷	4	2,185	1.83
Frederickton	Frederickton and District	2.5	2,194	1.14
Willawarrin	Rural West - Bellbrook	4.2	2,556	1.64
Smith/Glad	Smithtown - Gladstone and District	4.5	2,356	1.91
Kempsey	South Kempsey, East Kempsey, West Kempsey - Greenhill, Aldavilla - Euroka - Yarravel	26.6	13,216	2.01
South West Rocks	South West Rocks - Jerseyville	4	5,310	0.75
Stuarts Point	Stuarts Point and District	3.2	1,444	2.22
Total Area	Kempsey Shire	49	29,261	1.67

This shows that on average, the provision of developed sports field area per 1,000 is 1.67Ha. The localities with the highest provision to population are Stuarts Point (2.22) and Kempsey (2.01) whilst the localities with the lowest provision are South West Rocks (0.75) and Frederickton (1.14). Notably, the provision in South West Rocks is less than half the LGA average.

Sports Facility Provision in Port Macquarie

The Port Macquarie-Hastings LGA plays an influential role in the sport sector within the region. It supplies major facilities including:

- Port Macquarie Regional Stadium - rectangular football field with seating for up to 10,000 utilised to host local, regional and national matches
- Port Macquarie Indoor Sports Stadium - 5 indoor courts (to be completed Dec 2016) with the ability to host basketball, volleyball, netball, futsal, badminton, ultimate disc, handball, lacrosse, polo hockey and lifeball
- Tuffins Lane - major complex offering cricket, rugby union, rugby league, oz tag, dog agility
 - To be replaced by the proposed Hastings Sports Precinct (at Wauchope) which will offer up to 12 full size rectangle fields, 6 cricket pitches, 25 touch/oz tag fields and associated ancillary facilities
- Port Macquarie Hockey - synthetic hockey field
- Stuart Park/Wood Street - major complex offering cricket, rugby union, rugby league, oz tag, little athletics

These facilities are generally maintained to a high standard and cater for major regional, state and national events. For some sports including hockey and basketball they are the primary (or only) facility for participants from the KSC area to utilise for their sport.

⁷ It is acknowledged that Kundabung does not function as part of Crescent Head. However, to directly compare official population statistics and land areas, this grouping was required. Ultimately, it has little impact on the overall results.



A2: Demand Analysis

This section provides an overview of demand for sport services demonstrated through a review of industry trends, consultation with sporting groups, local sport research and demand modelling.

Industry Research and Trends

To provide some context for sport planning in the Macleay Valley, a summary of relevant industry research and trends is presented in the sections below.

Benefits of Sport

Sport is well known to be an important part of Australia's way of life with high participation and spectator levels. Sport also has a significant cultural value at a local level with many residents participating as player, administrator or spectator. Sport is also socially important as it provides a basis for social interaction within the community and therefore promotes a sense of community and community spirit. In doing so, it contributes to community identity, serving as a focal point for engagement, pride, and achievement. The diversity of sports and sporting activities (including social sport and physical recreation) makes it an ideal medium to reach men and women from every age-group, culture, and socio-economic background.

The broader benefits of sport go beyond the personal benefits derived from participation. Sport is a popular focal point for strategies that underpin government policy for community development and social inclusion. A summary of key benefits is provided below⁸:

- **Sport as Social Capital** - because sports can offer such a diverse set of experiences, there is bound to be something that will appeal to almost everyone. Therefore, sports programs have the potential to attract a cross-section of the community, making the sport environment an effective way of building social networks, particularly at the neighbourhood level. As a result, community cohesion and resilience are strengthened.
- **Sport and Building Communities** - the evidence suggests that sports programs offer great potential for building cohesive communities. However, in most cases sport is only one of several ways in which programs and social policies are delivered. Sport alone is not enough, but the contribution of the sport sector is recognised in numerous reports and research has generally identified sport as a key influence on community development.
- **Sport and Wellbeing** - sports participation is linked to improved health status, both physical and mental, as well as long-term preventive health benefits. The notion of 'wellbeing' also extends to improved self-concept, satisfaction, quality of life, and increased opportunities for social interaction.
- **Sport and Social Impacts** - reducing social inequities in Australian society is an aspirational goal of governments. Sport has the potential to address gender, cultural, and disability barriers to a greater extent than many other sectors. Sport also provides an opportunity for persons to 'connect' with others within their community - social connectedness may be defined as the level of an individual's integration into his or her social milieu and the fullness of the resulting associative networks.
- **Sport and Youth** - sports participation is also seen as a means of exposing adolescents to a pro-social environment that fosters basic values; such as fair play, sportsmanship, competitiveness, and achievement. Sports participation may also influence attitudes and behaviours, reducing the impact of negative influences that can lead to anti-social behaviour, and/or experimentation with tobacco, alcohol and illicit drugs. Because sports programs are offered during after-school and weekend time periods, which are often associated with 'at risk' opportunities to engage in negative behaviour, sport offers an attractive way of occupying the time of adolescents to produce a number of positive personal and social outcomes. Sport and physical activity programs provide an effective vehicle through which personal and social development in young people can be positively affected.

⁸ Extract of a research summary prepared by: Dr Ralph Richards, Senior Research Consultant, Clearinghouse for Sport, Australian Sports Commission



As noted by the National Sports Information Centre (*Preventive Health, Sport and Physical Activity*, 2015), participation in physical activity, particularly among children, supports a number of life-long benefits:

1. Development of fundamental motor skills,
2. Improvement of current health and fitness,
3. Contribution to long-term health and the prevention of chronic disease, and
4. Promotion of more inclusive and engaged communities through social interaction.

Regular physical activity, including organised sport and active recreational pursuits, has many known benefits. Increasing the level of physical activity among the population is one of three key elements (along with improved nutrition and healthy lifestyle choices) in the overall preventive health strategy adopted by governments. Improved population health produces immediate and long-term social and economic benefits.

The impact of physical inactivity as a primary and independent risk factor for common diseases is well documented by epidemiological studies. Therefore, the challenge faced by the sports and recreation sectors, as well as the health promotion sector, is to encourage large numbers of people to participate in frequent and sufficient physical activity and to change their lifestyle. This analysis concludes that for every one per cent increase in the proportion of the population who meet the physical activity guidelines, there is a concurrent \$3.6 million annual saving in health care costs.

In its national participation strategy (*Play. Sport. Australia*, 2015) the Australian Sports Commission summarises evidence based research documenting the benefits of sport as follows:

...sport is good for Australians. It makes us a healthier nation both physically and mentally. Sport reduces the incidence of chronic disease, including obesity-related illnesses, diabetes and cardio vascular disease. Physical inactivity is a well-known and growing problem in Australia, with over 13,000 deaths attributed to it annually and more than 45,000 new cases identified each year. Recent research estimates a financial benefit of \$434 million to the economy if physical inactivity could be reduced by 15 per cent by 2018.

Sport also helps to build our confidence and self-esteem, and reduces our crime rates. It helps us to develop stronger communities, bridges cultural boundaries and improves our international relations. Sport improves our academic performance, our social lives and creates an environment where all are equal. Sport is an important economic driver in Australia, with a workforce of over 2.4 million people and generating more than \$12.8 billion in annual income.

Preventative health strategies involving increased physical activity and reduced sedentary behaviour are seen an effective means of both reducing long-term health care costs while improving immediate personal health and promoting social wellbeing. Projects and programs that deliver a 'sufficient' level of physical activity to stimulate health benefits have been shown to be cost effective in returning long-term savings as well as immediate health benefits.

This is particularly relevant to the KSC shire. Figures compiled by Adelaide University's Public Health Information Development Unit found that **Kempsey had the second highest rate of obesity of any local government area**. Almost a quarter of the adult population of Kempsey is classified as obese, with 24.41 of every 100 adults falling into that category.

1.1.1 General Sport Trends

- Many individuals and families are **time poor** and the scheduling of activities at times that are convenient to them is increasingly important.
- There is a desire by many participants to simply **"turn up and play"** with minimal volunteering commitments. Many participants are willing to pay extra for this service which has created some opportunities for commercial provision.
- Participation in organised sport is generally static but there is growing demand for social forms of participation in sport.
- There is a greater demand for **floodlighting** of facilities so that people can participate at times that are convenient to them.



- **Volunteerism is declining** in many sport and recreation organisations. This is placing greater pressure on the remaining volunteer base and may impact on participation levels and/ or costs in future if services that were once provided voluntarily need to be paid for.
- Declining volunteerism is also placing greater pressure on Councils in terms of the way they **manage sports facilities** on their land.
- There is an awareness of the importance of “risk management” and the need for a “whole-of- life” approach to facility development and asset management.
- **Multiple use** of sport and recreation facilities, season overlap and across season usage is becoming more prevalent in response to limited supply in some areas.
- New methods to maximise use of sport and recreation facilities are being explored (e.g. community/ cultural events, off season sports, non- traditional sports).
- **Demographic shift**, especially in larger cities, is changing the patterns of participation in sport and recreation.
- Many sports peak bodies are responding to social and demographic trends by introducing **modified forms** of participation and scheduling.
- Toilets and change rooms are expected to be adequate in size, accessible to playing areas and Disability Discrimination Act (DDA) compliant.

1.1.2 Ausplay Data - NSW

AusPlay NSW participation in sport and physical activity data (October 2015 to September 2016) provides some overall context for participation trends in NSW.

Adult participation:

- Participation rates by frequency:
 - 1+ per week -79%
 - 2+ per week -69%
 - 3+ per week -58%
- Most popular club sports:
 - Football
 - Golf
 - Tennis
 - Cricket
 - Netball

Children’s Participation:

- 54% - at least once per week participation in organised sport and physical activity outside of school hours for children aged 0-14 years
- Most popular club sport - football

1.1.3 Utilisation

One key issue being addressed in many Local Government Areas (LGAs) is that of sportsground capacity. That is, the ability to accommodate the demand from sporting groups and maintain an acceptable playing field quality.

The condition of playing fields will vary considerably based on several factors in relation to weather conditions, field drainage and irrigation, time of the year and usage patterns. However, throughout the sport turf industry there is a recognition that sportsgrounds have a certain capacity regarding use. As a rule of thumb, turf experts



identify a range of 'hours per week' that a sports field can be used and still be maintained in an acceptable condition. Depending on the location and nature of grounds, this can range from 20-25 hours per week and up to 30-35 hours per week during the winter season.

One key factor in determining the number of hours per week that a ground can sustain is the type of use it receives. Higher impact activities such as adult football will create greater wear on fields as opposed to lower impact activities involving young participants. A list of parameters that should be measured on playing fields has been assembled by several industry experts. Those parameters that rank highly on these lists and directly measure playing surface condition include surface hardness, traction (grip/grass cover) and surface evenness.

If issues are identified with one or more of these parameters, the cause may be related to usage levels, environmental conditions and/or maintenance practices. However, usage impacts should not be significant unless they are above the assumed 'field hour' capacity of the ground.

Consultation

Consultation for the study has included discussions and or correspondence with internal and external stakeholders and a group survey. A summary of external consultation is as follows:

- 5 workshops held with sporting groups over 3 nights
 - 10 organisations attended workshops in Kempsey with key points being
 - Needs for better amenities, lighting and maintenance regimes
 - Call for sports council to be re-established to create better link to council
 - Concerns raised regarding communication with Council to resolve issues and address inquiries
 - Assistance with accessing funding including 'grants officer' position
 - 15 organisations attended a workshop in South West Rocks
 - Submitted a summary document of sporting group memberships and needs
 - Demonstrated issues with the capacity and utilisation of the single facility in South West Rocks
 - Identified key need for the provision of additional facilities and potential locations
- Correspondence with relevant state sporting organisations regarding participation and key issues, responses received to key issues are summarised in the table below



Table 5: Summary of State Sport Responses

Sport	Summary of Response
Cricket NSW	<p>Issue/Barriers</p> <ul style="list-style-type: none"> • The main impacting issues for cricket in the region are the maintenance of facilities this includes but not limited to <ul style="list-style-type: none"> ○ Mowing heights for fields long grass makes the ability for juniors to score and enjoy the game very difficult ○ Toilet and shade facilities at grounds are not suitable for large numbers of participants ○ Lack of these facilities makes it impossible for the region to host major cricket events & Access to fields mid-week will assist in increasing participation for entry level programs, field maintenance needs to improve to make this possible <p>Development Needs</p> <ul style="list-style-type: none"> • Quality Fields and surfaces are paramount for the growth of Cricket in the region • Having two turf wickets at the one facility would be a significant improvement to assist the region to grow and attract higher level competition • A Clubhouse that supports numerous sports at the Ovals in the centre of town will assist all sports to grow and prosper
AFL NSW/ACT	<p>Issue/Barriers</p> <ul style="list-style-type: none"> • Facility constraints (see below) impacting on retention of members <p>Development Needs</p> <ul style="list-style-type: none"> • Training lights for South Kempsey Oval will complete a project that has been 2 years in the making. An amenities block with canteen and office is complete but only used on match days due to no training lights. Training is conducted at Gladstone Oval with lights but no change rooms and travel severely limits attendance at training and club cohesion.
Netball NSW	<p>Issue/Barriers</p> <ul style="list-style-type: none"> • Limited/poor facilities at Macleay Netball Association prevent the MNA/Netball NSW from holding large regional events such as Regional State League Rounds and Schools Cup Final Days in Kempsey • Courts and amenities are inadequate <p>Development Needs</p> <ul style="list-style-type: none"> • No Indoor Sports Stadium in the Macleay region, which impacts the opportunity for North Coast Academy of Sport Squad Trainings, Regional Netball Education Sessions, Coaching Clinics and other Netball Development Opportunities • South West Rocks Netball Club has identified the need for new lighting for training during the winter season



Sport	Summary of Response
Football Mid-North Coast (FMNC)	<p>Issue/Barriers</p> <ul style="list-style-type: none"> Lighting is a major issue, a major growth areas of our sport is Over 35's, played at night. Our numbers are currently constrained by a shortage of lit fields. The best wet weather ground we have is Eden St, which lacks lighting for scheduling rain affected catch up games <p>Development Needs</p> <ul style="list-style-type: none"> Change room and utilities are not at a satisfactory level to cater for the current player level at Eden Street. FMNC has no suitable facility for our High Performance Squads who continue to have to travel to Port Macquarie and Taree.

Macleay Valley Sport Profile

In order to develop a profile of sports participation, organisation and management in the Macleay Valley, data was collected from State Sporting organisations and a survey of local sporting bodies was conducted.

Sport Participation Profile

The table below presents a profile of sport participation data for Kempsey Shire (where available) based in information received from State Sporting Organisations. This is compared to participation data for NSW sourced from the most recent ABS sport participation releases for both adults and children. This data was extrapolated to generate a percentage of the whole population.

Table 6: Sport Participation Profile

Sport	Junior	Senior	Total	Participation Rate - Local	Participation Rate - NSW
Football	N/A	N/A	950	3.25%	5.52%
Rugby League	363	137	500	1.71%	2.00%
Australian Football	72	36	108	0.37%	0.57%
Rugby Union	98	68	166	0.57%	0.85%
Netball	337	157	494	1.69%	1.53%
Cricket	370	315	685	2.34%	1.54%
Athletics	N/A	N/A	186	0.64%	0.33%
Baseball	N/A	N/A	69	0.24%	N/A
Touch	N/A	N/A	104	0.36%	0.88%
Hockey	N/A	N/A	N/A		0.11%
Softball	N/A	N/A	N/A		N/A
Croquet	-	76	76	0.26%	
Total			3,338		

Although not available for all sports, several including football, rugby union and Australian football noted static membership numbers over the past 3 years. Cricket and netball noted slight increases over the same period.

Interestingly, Kempsey Shire participation rates are generally lower than state averages except for netball, cricket and athletics.



Club and Association Survey

Surveys were sent to all groups listed on Council’s database with 31 surveys completed with almost half of these (14) from South West Rocks organisations. Respondents were generally community based sporting clubs but also included a service club, a licensed club and a school. A full summary of the survey findings is shown in Appendix 2. Key findings are outlined below.

Membership trends for 2013 and 2016 reported by survey respondents are shown in the table below.

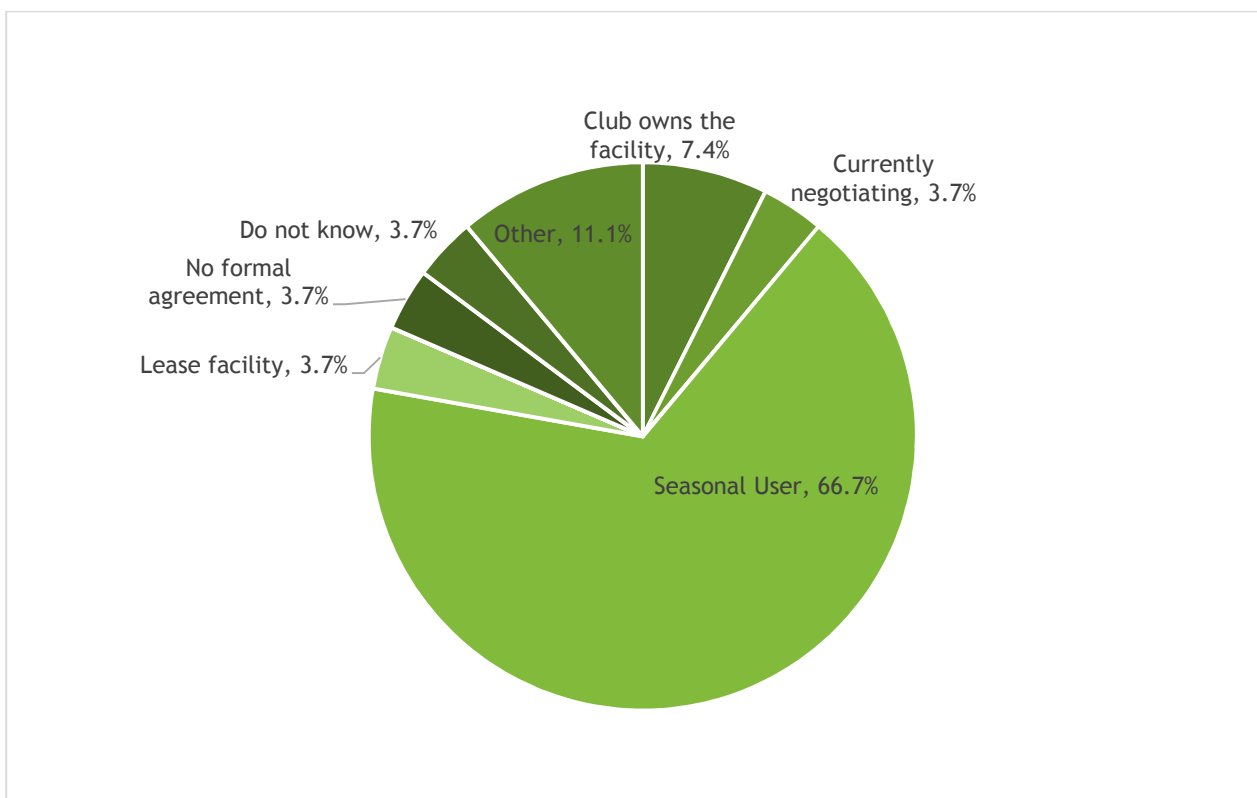
Table 7: Membership Trends

Category	2013	2016	Change	Change %
Female - Senior	493	610	117	23.7%
Female - Junior	367	407	40	10.9%
Female - Volunteers	129	198	69	53.5%
Male - Senior	1,543	1,806	263	17.0%
Male - Junior	641	717	76	11.9%
Male - Volunteers	204	255	51	25.0%
Total	3,377	3,993	616	18.2%

Interestingly, this shows an increase in both female and male volunteers and increases in participation by senior members. This contrasts with industry trends which show declining or static numbers for these two categories.

Survey respondents were asked to identify the form of tenure for their main facility. The responses to this question are shown in the figure below.

Figure 8 - Current usage arrangements for the main facility used



This demonstrates that the majority of respondents to the survey access their main facility via a seasonal allocation.



Respondents were also asked, to identify their level of use at their main facility to assist in determining utilisation levels of Council facilities. However, there was only one facility where adequate responses were received to enable accurate data to be collected. This was the South West Rocks Sporting Complex, where combined utilisation by sporting groups equated to approximately 43 hours per week. This is well above industry standards identified earlier (circa 25-35 hours per week).

Respondents were asked to rate the standard and suitability of the main facility they used. Responses to these questions are presented below.

Standard of the main facilities used

Answer Options	Very Good	Good	Adequate	Needs some improvement	Needs a lot of improvement	Response Count
Main (home) venue	9	1	2	5	9	26

Meets Competition Requirements (where applicable)

Answer Options	Yes	No	Not Applicable	Response Count
Main (home) venue	15	8	2	25

Responses to the ‘facility standard’ are evenly split between positive (adequate or better) and negative (improvement required), whilst most respondents identified their main facility as meeting competition requirements.

Survey respondents were asked to identify which entities contributed to the maintenance of both ground and built facilities. The results for these questions are presented in the figures below.

Figure 9 - Ground maintenance tasks at main (home) facility

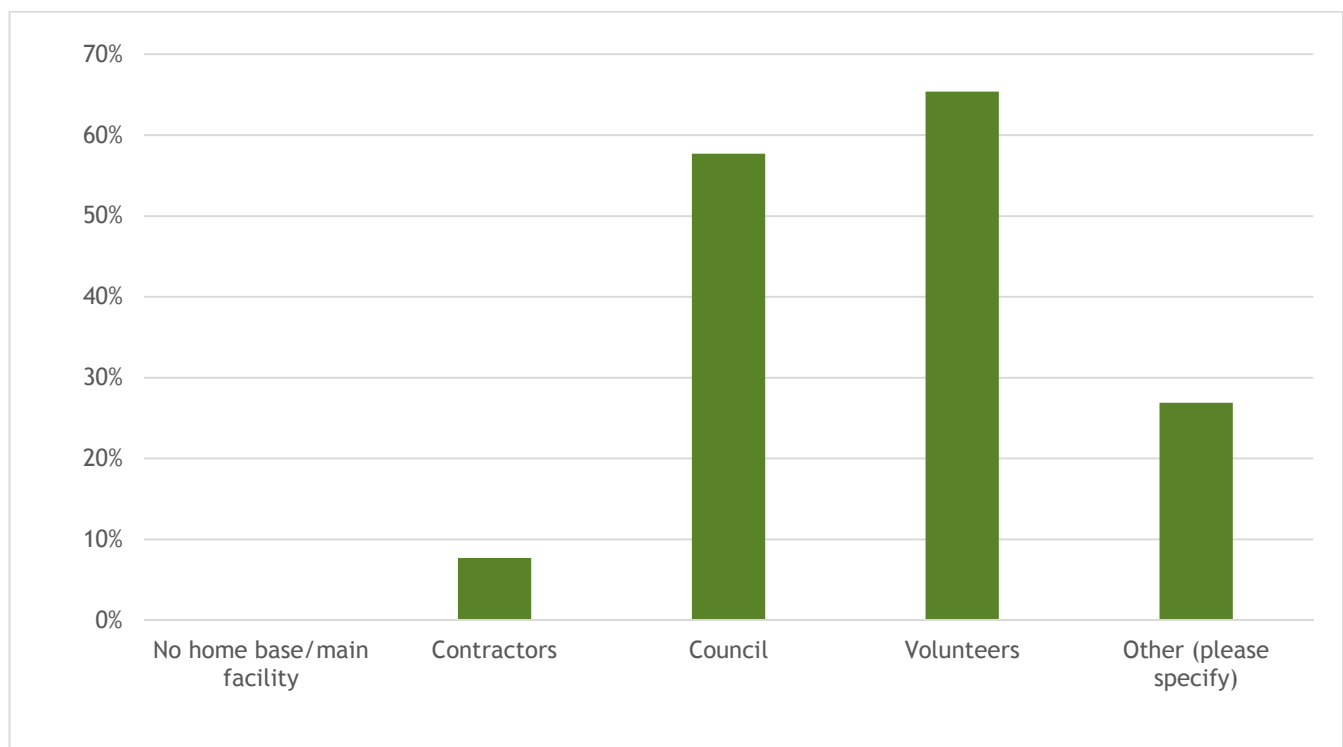
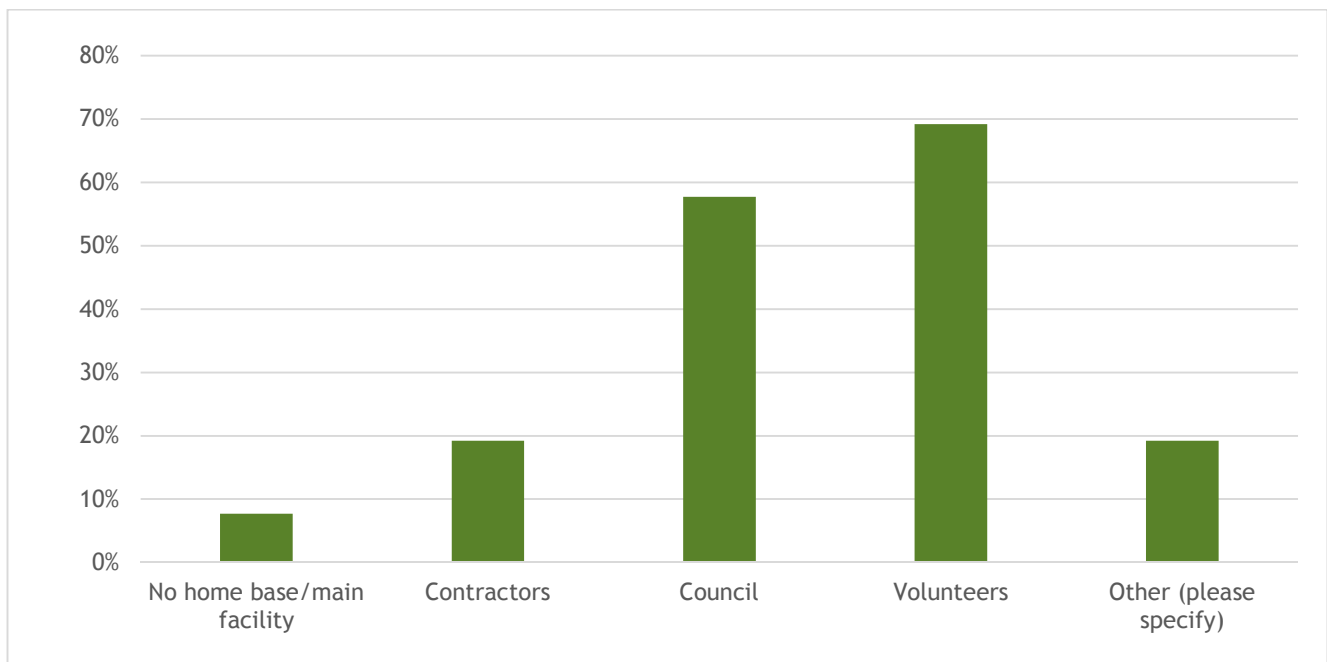




Figure 10 - Building/facility maintenance tasks at main (home) facility



These results show that, sporting groups have indicated that there is a high level of both Council and volunteer involvement in maintenance of facilities.

Survey respondents were asked a series of questions to gauge the level of improvements undertaken recently and to identify future improvements needed to address demands and issues. In regard to recent capital works, respondents reported that:

- The total value of capital work in last three years equated to \$1,641,485
 - \$1,284,235 (78%) of these works were on facilities that are not provided by Council
- The total club contributions towards these works was estimated at \$1,325,259 or 81%.

This shows a high level of funding for improvements from sporting organisations. Although, as noted, many of these improvements took place on facilities that are not provided by Council.

Survey respondents were asked to nominate their top ten improvement priorities for the next ten years and, for their top three, nominate estimated project costs and likely funding. A cumulative summary of top three priorities is shown in the table below.

Table 8: Summary of Priority Improvements

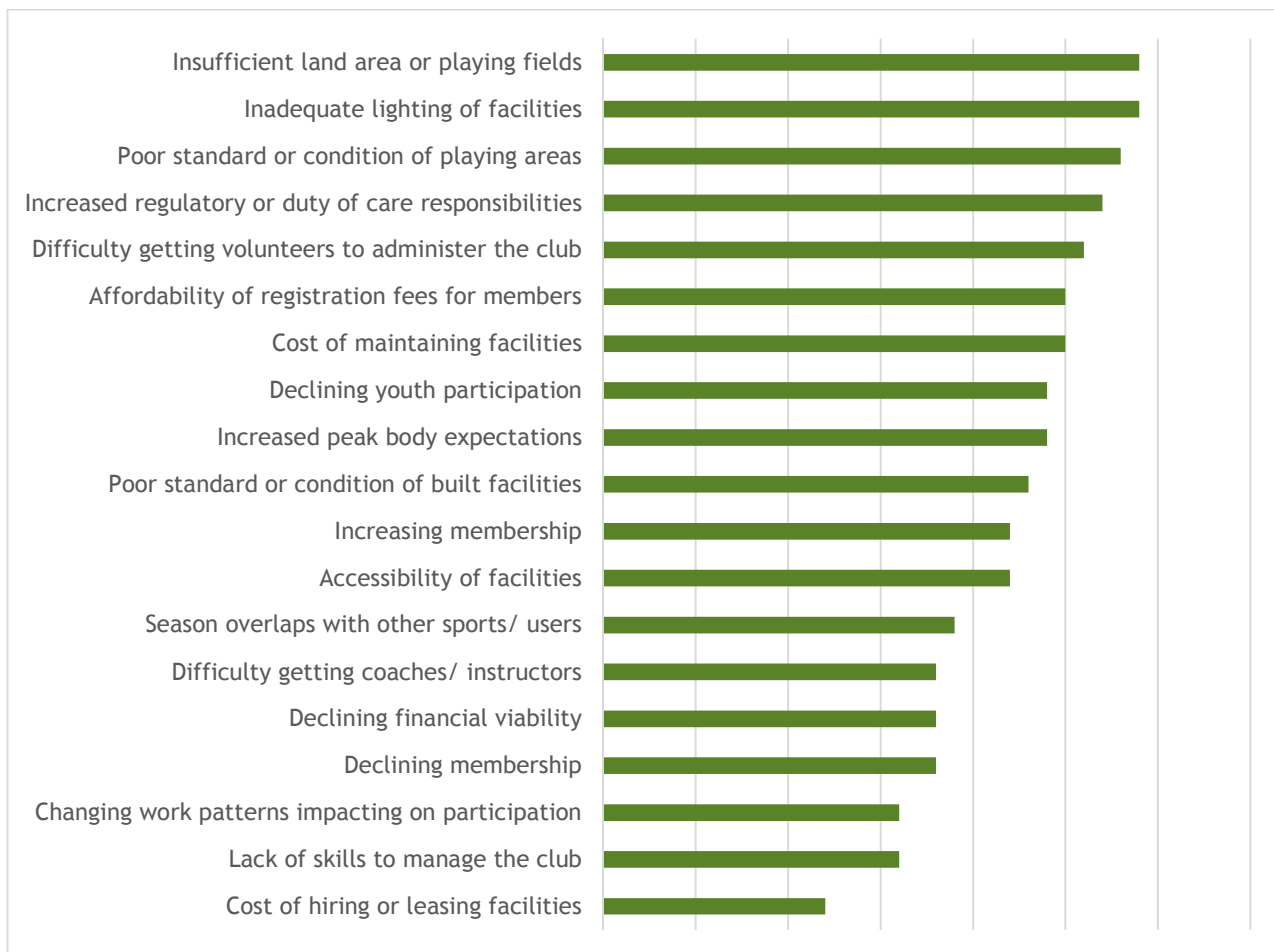
Club Priority Developments	Estimated Project Cost	Proposed Club Funding
Cumulative Total of No.1 Priorities	\$3,304,535	\$598,000
Cumulative Total of No.2 Priorities	\$895,000	\$285,000
Cumulative Total of No.3 Priorities	\$885,000	\$534,000
Total	\$5,084,535	\$1,417,000

As illustrated above, the total value of top three priorities identified by respondents equates to over \$5m with approximately \$1.4M in organisation funding proposed. This means substantial ‘external’ funding would be required for these projects to proceed.

To gain an understanding of key issues facing sporting bodies in the Macleay Valley, respondents were asked to rate the importance of selected issues. From responses received an ‘average rating’ for each issue has been calculated and is illustrated in the figure below.



Figure 11 - Rating of Issues Impacting on Sporting Organisations



As shown by these results, respondents have identified the ‘insufficient playing areas’ and ‘inadequate lighting’ as the top two issues impacting on their operation. These are followed by ‘poor condition of playing areas’ and ‘duty of care responsibilities’.

Demand Assessment

Developing sport land demand standards is often important for councils to ensure there is suitable quality and quantity of land for sport. Standards can be expressed in several ways, the most common being:

- Land percentage standard (e.g. 5% of residential developable land)
- Land population standard (e.g. 1.5ha per 1,000 head of population)
- Field population standards (e.g. 1 AFL oval per 15,000 head of population).

General guidelines for sports field areas range from 1.3ha/1,000 population to 2.0ha/1,000 population. By way of comparison, Port Macquarie-Hastings Council has a provision of approximately 1.5ha/1,000 population.

Future Population Provision Analysis

In order to set benchmarks and establish the need for the provision of additional sports facilities in the future, an initial analysis has been prepared assuming no more land will be acquired for the development of sportsgrounds managed by KSC. These areas are then compared to population forecasts for 2016, 2026 and 2036. The result of this analysis is presented in the table below.



Table 9: Planning Area Provision Analysis

Locality	Planning Areas	Approx. Developed Area (Ha)	2016 Pop.	Ha/1000 Pop 2016	2026 Pop.	Ha/1000 Pop 2026	2036 Pop.	Ha/1000 Pop 2036
Crescent Head	Crescent Head - Kundabung	4	2,185	1.83	2,255	1.77	2,487	1.61
Frederickton	Frederickton and District	2.5	2,194	1.14	2,750	0.91	3,049	0.82
Willawarrin	Rural West - Bellbrook	4.2	2,556	1.64	2,552	1.65	2,655	1.58
Smithtown/ Gladstone	Smithtown - Gladstone and District	4.5	2,356	1.91	2,324	1.94	2,322	1.94
Kempsey	South Kempsey, East Kempsey, West Kempsey - Greenhill, Aldavilla - Euroka - Yarravel	26.6	13,216	2.01	13,637	1.95	14,263	1.86
South West Rocks	South West Rocks - Jerseyville	4	5,310	0.75	6,257	0.64	7,660	0.52
Stuarts Point	Stuarts Point and District	3.2	1,444	2.22	1,461	2.19	1,526	2.10
Total Area	Kempsey Shire	49	29,261	1.67	31,236	1.57	33,962	1.44

This demonstrates that the level of provision in the higher growth areas of South West Rocks and Frederickton will slip further below that of other areas and significantly below the overall Shire average and standard industry benchmarks. This is particularly pertinent in South West Rocks. Although lower levels are also forecast for Frederickton, its connection with facilities and areas in Kempsey mean that the under supply would have less impact.

Outside of these areas and on an overall (Shire wide) basis there does not appear to be significant issues with the level of sportsground provision even with population growth and no additional land provided. Therefore, the issue is related more to distribution rather than overall provision. That is, areas with higher levels of supply could be rationalised whilst those with lower levels need to be considered for further land acquisition.

Participation Based Demand Analysis Model

Demand for facilities can be estimated using available participation data and modelling of field or court capacity required to service that participation. OPG have developed a Demand Analysis Model based on participation data and a set of assumptions for facility/ field capacity, utilisation rates and a mix of lit and unlit fields.

The Demand Analysis Model uses the following information to produce both anticipated participation of a given population and the amount of land required to accommodate that population. In brief, it uses the following inputs:

- Population data within age cohorts
- Participation data
- Area needed for specific playing fields/ courts
- Capacity of playing fields/ courts to accommodate numbers of players
- Likely peak demand hours
- The mix of lit and unlit fields/ courts.



None of these sources are used as a stand-alone basis for the final estimate. Rather they form a set of data points that enable triangulation to a more refined prediction. The following are some key points in relation to the model for this study:

- Participation data used is sourced from survey returns from local sports associations and/or data supplied by state sporting organisations for the KSC area. Any issues with individual sports participation rates are not of particular concern when modelling the data for overall field sports participation. The aggregated participation data is more robust for the purposes of projection. To explain, while we can be less certain about exact numbers playing a particular sport such as Australian Football, we can be reasonably confident that participation in field sport as a whole will continue. So, though the land requirements to service field sport can be projected with some confidence, the actual configuration of the land (in terms of types of fields) is less certain the further ahead projections are made.
- In a forward planning context, it is therefore important to consider the overall land needed and to obtain suitable areas of a size and shape that allows for a range of configurations over time. The Demand Analysis Model is focused on formal sport participation. It does not include an allowance for informal sporting or active recreation areas. In summary, the modelling tool, while relying on assumptions about utilisation and capacity and externally reported participation, provides an alternative to traditional models based on ratios of land to population.
- The application of the Demand Analysis Model for this study focused on field sports (athletics/ track and field, baseball, cricket, Australian football, rugby league, rugby union, soccer (football), touch football, hockey, softball and netball). Given the number of junior fields currently marked across the Council sites and within full size rectangular and oval fields, the most appropriate method of projection is to focus on the overall land available and the proportion of that land which is dedicated to the actual playing surface.
- Future population estimates developed in consultation with Council officers have been used to calculate the demand for the 2036 period. The current supply of sport land within Kempsey Shire has been provided by Council.
- Ancillary facility needs (e.g. for buffer space, club facilities, amenities, some parking) required to make areas functional has been incorporated into the overall area calculation per facility. This means that while actual playing surface may be 1 Ha, the actual land needed is greater to allow space for parking, ancillary facilities and buffers.
- Based on test analysis of a number of locations across Qld, NSW and ACT, Otium Planning Group (OPG) has found that generally for field sports the additional ancillary area required is approximately 70% of actual playing space.

The table below presents the results calculated by the Demand Analysis Model for 2016, 2026 and 2036 against the current area supplied by Council.

Table 10: Kempsey Shire - projected land required based on Participation Demand Analysis Model

Area	2016	2026	2036
Calculated Demand (Ha)	39.0	41.7	45.3
Existing Supply (Ha)	49.0	49.0	49.0
Surplus (Deficit) (Ha)	10.0	7.3	3.7

This shows that, overall, KSC provides enough land area to meet long term population forecasts. One component of this area is driven by demand for indoor court sports which the model predict could require an area of up to 5000m² or the equivalent of 3-4 courts plus ancillary areas.

Whilst, in an overall sense, it appears KSC has enough land for the provision of sport, from the planning analysis above it is noted that South West Rocks already had relatively low levels of provision and that future growth will exacerbate this further. Therefore, the participation model was calibrated for this area alone.



Table 11: SWR - projected land required based on Participation Demand Analysis Model

Area	2016	2026	2036
Calculated Demand (Ha)	6.9	8.2	10.1
Existing Supply (Ha)	4.0	4.0	4.0
Surplus (Deficit) (Ha)	(2.9)	(4.2)	(6.1)

This suggests that, additional land will be required in the South West Rocks area to meet demand in the short (2.9Ha in addition to current supply), medium (1.3Ha in addition to 2026 demand) and long term (1.9Ha in addition to 2036 demand).

Demand Summary

The following table presents a summary of considerations for each planning area

Table 12: Planning Area Demand Summary

Locality	Planning Areas	Approx. Developed Area (Ha)	2036 Pop.	Ha/1000 Pop 2036	Consideration
Crescent Head	Crescent Head - Kundabung	4	2,487	1.61	No additional supply required
Frederickton	Frederickton and District	2.5	3,049	0.82	Monitor population and utilisation
Willawarrin	Rural West - Bellbrook	4.2	2,655	1.58	No additional supply required
Smithtown/ Gladstone	Smithtown - Gladstone and District	4.5	2,322	1.94	Could investigate rationalisation
Kempsey	South Kempsey, East Kempsey, West Kempsey - Greenhill, Aldavilla - Euroka - Yarravel	26.6	14,263	1.86	Maintain provision as regional centre and to compensate for Frederickton provision
South West Rocks	South West Rocks - Jerseyville	4	7,660	0.52	Identify and pursue options for future provision of up to an additional 6Ha to address shortfall
Stuarts Point	Stuarts Point and District	3.2	1,526	2.10	No additional supply required, future development may occur with infrastructure upgrades
Total Area	Kempsey Shire	49	33,962	1.44	

The provision of a further 6Ha of sports land in the South West Rocks Planning Area by 2036 would increase the ratio of Ha/1000 population to 1.32 bringing it close to the average KSC ratio and within the typical range for benchmark provision. Without any rationalisation in other areas, this would bring the overall KSC ratio up to 1.6Ha/1000 population.

As noted in the consultation findings and the analysis above, overall there is no need for the provision of additional facilities for most sports. Of course, the South West Rocks Area is a notable exception to this. As is the need for some indoor sports facilities.

In relation to the gap identified for South West Rocks, this additional space should be acquired as close to the existing facility as far as practical to reinforce the establishment of the locality as a district facility and support management efficiencies and effectiveness for the provision of community sport. This is supported by previous assessments and the South West Rocks Section 94 Plan which identifies Trial Street as a proposed site for open space acquisition and embellishment including sports facilities.

The provision of facilities and layout plan should aim to provide more and (where possible) dedicated spaces for each sport to address the current shortfall and cater for future growth and the possible additional of new sports currently not provided for. For example, the short term addition of 1 new oval could enable football



(soccer) & rugby league to be separated in winter and athletics & cricket to be separated in summer and possibly allow for the introduction of AFL.



A3: Part A - Key Issue Summary

The following points summarise key issues and needs identified from the analysis set out in previous sections:

- Provision of areas for sport
 - Supply analysis and indicative utilisation levels show that, in general, there is no need for additional fields, however,
 - South West Rocks requires approximately 6Ha of additional sport areas by 2036
 - This area should be located as close as possible to the current complex and other community sports facilities located in the precinct
 - Some funding for the acquisition and embellishment of space is provided for in the S94 plan
 - Utilisation and participation levels in Frederickton should be monitored to determine if further supply is needed (this should be met by supply in Kempsey and Smithtown/Gladstone)
 - The facility quantity, quality and renewal of sports assets needs to be improved, in particular,
 - Sports Lighting
 - Playing surface
 - Amenities
 - A hierarchy of sports facilities should be established to guide facility development and levels of service
 - The need/supply of indoor sports facilities needs to be addressed
- Communication/information
 - Improve linkages/communication between Council and sporting groups
 - Collect/improve data in relation to facility inventory, facility utilisation, club information
- Resources/Funding
 - Establish internal structure/resources to deal effectively with sport issues/needs
 - Establish approach to optimise allocation of resources and acquisition of funding
- Sporting Events
 - Consultation indicated that there may be more opportunity for large sporting events to be held in the LGA



PART B - STRATEGIC FRAMEWORK

- This is effectively ‘the strategy’ council will use in response to sport related issues and demands, this includes
 - ➔ Outlining the approach and structure employed by Council to deal with sport related issues
 - ➔ Identifying the system and methods which Council will use to determine priorities for sport related service provision



B1: Strategic Approach

This section outlines the principles, roles, structure, strategic priorities and criteria that will guide Council's involvement in sport projects and initiatives.

Principles

Local government has a significant role to play in the provision of services related to sport. The other sectors which have significant roles in providing services are the commercial sector and the state and federal government sectors. However, perhaps the most crucial sector is the community sector which consists of the thousands of volunteers that run and organise local sport, without which most sports would perish.

At a local level the community and local government sectors typically 'fill the void' by providing programs (community) and facilities (local government and community) for sports not viable or supported by other sectors. Therefore, this usually leads to a closer liaison or relationship with 'community' sporting bodies that use Council facilities.

Whilst it is likely that Council's principle role will continue in this way; KSC would like to take a more holistic approach to local sport to identify how it can/will work with all sectors involved with providing services to sport and facilitating associated benefits for local sport and the community in general.

To this end, it is hoped that the following can be identified and addressed in some capacity:

- Issues that need to be addressed in local sport
- Issues Council can assist on
- To what extent Council can assist
- How and when Council will assist
- What processes are involved in accessing assistance

Furthermore, it is hoped that this will establish a basis for providing Council assistance on a fair and equitable basis to all sectors of the local sporting community.

Service System, Structure and Roles

To provide some structure and context to the provision of sport services, all identified needs were examined and grouped regarding the type of service they require. When this was carried out two key service areas (with a further two sub-service areas) were identified:

1. Resource Management
 - i. Development - needs which require services to establish or improve physical resources/infrastructure e.g. new or improved facilities
 - ii. Administration/Management - needs which require services for the administration of physical resources/infrastructure e.g. managing/maintaining facilities
2. Service Delivery
 - i. Provision - needs which require services for direct program provision e.g. organising competitions, coaching etc.
 - ii. Support - needs which require services to support direct program provision e.g. education, promotion

In assessing these areas, it was identified that Council already has a significant role in 'resource management' including the development and management of facilities for utilisation by sporting groups. Nevertheless, there are also several other organisations that play a similar role including community based clubs that lease or own

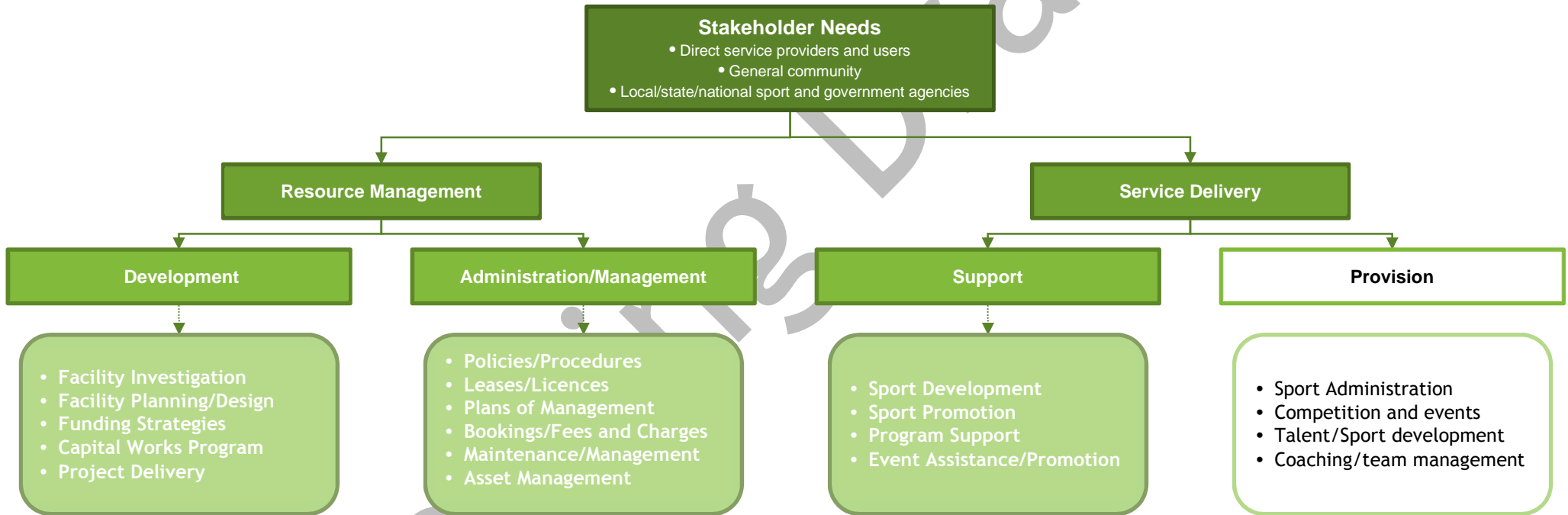


their own facility; other government agencies or licensed clubs which provide facilities to the community; and commercial sport operators.

Conventionally, various clubs, associations and other organisations are responsible for 'service delivery' by providing competitions and other programs. These groups, particularly through their up the line affiliates (state and national sporting organisations), also play a key role in the 'support' component of service delivery. However, Councils are often asked to, or actively seek to, provide support to improve service provision and outcomes delivered by sporting groups. This is an area where KSC could have a more defined role by being more proactive and coordinated in how it responds to these requests. With 58% of adults in NSW participating (from Australian Sports Commission) in sport and recreation this will lead to increase customer service, community satisfaction and relationship between community sporting organisation and Council.

The following figure presents an overview of this system and identifies the types of specific services that are typically provided under each area.

Figure 12 - Sport Service Structure





Using the structure presented above, Council would continue to focus its core service provision around resource management whilst acknowledging and assisting the provision of support services. However, the extent to which these services are provided will vary depending on several factors including the ownership/responsibility for given assets and the ‘type’ of sporting groups involved. When it comes to resource management, the table below can be used for guidance regarding defining and identifying these factors.

Table 13: Sporting Group Types

Sporting Group Type	Description
Group 1	Activity primarily based on council land (owned or managed) with main facility maintenance/management by Council
Group 2	Activity primarily based on council land (owned or managed) with minor or no facility maintenance/management by Council (e.g. tennis clubs, surf clubs)
Group 3	Activity primarily on other public land without external support or revenue (e.g. mountain bike club)
Group 4	Activity on private or leased public land supported by related revenue or community/service organisation (e.g. bowling clubs, golf clubs)
Group 5	Activity within commercial sport facility

The intent of this process being that Council’s level of service would be highest for ‘group 1’ and lowest for ‘group 5’. To develop this further, a range of roles which Council can play on any given issues have been developed (as shown in the table below). This includes description, resource and outcome parameters which help to determine the appropriate role for Council to play.

Table 14: Role Definitions

Role Category	Role Parameters
Provider	<ul style="list-style-type: none"> Description - Council has or assumes the main responsibility for managing the project Resources - Council has bulk of resources and interest invested in project in terms of finance and assets etc. Outcomes/impacts - high level of community interest, significant outcomes for the community, generally seen as Council’s civic responsibility
Partner	<ul style="list-style-type: none"> Description - Council shares responsibility of managing the project Resources - Council has significant amount of resources and interest invested in the project in terms of finance and assets etc. Outcomes/impacts - high level of community interest, significant outcomes for the community, responsibility is shared by another group(s)
Leader	<ul style="list-style-type: none"> Description - Council coordinates responsibility for managing the project Resources - Council has a mid-lower level of resources invested in project in terms of finance or assets Outcomes/impacts - significant interest in terms of outcomes, general community interest, seen as a civic responsibility and is requested to play this role through demonstrated need or direct community request
Collaborator	<ul style="list-style-type: none"> Description - Council plays specific role within a group coordinating responsibility for managing the project Resources - Council has a lower level of resources invested in the project in terms of finance or assets Outcomes/impacts - maintains an interest in terms of outcomes for the community, general community interest, civic responsibility
Facilitator	<ul style="list-style-type: none"> Description - Council provides input, advice and information on how to manage a project Resources - Council has little or no level of resources invested in the project in terms of finance or assets Outcomes/impacts - has an interest in the outcomes for the group(s) involved and its implications on the broader community



Each role indicates the level of resources Council will attempt to allocate (i.e. provider most - facilitator least) and indicates a certain level of sustained commitment, as compared to one off advice. Each level incorporates the aspects of succeeding levels (i.e. provider incorporates characteristics of all levels). By assigning roles to relevant service requests/ needs, Council can clearly articulate its level of commitment to a project/initiative and help to manage expectations of relevant stakeholders.

Strategic Priorities

The principles, service system and roles identified in the previous sections provide significant guidance to the consideration of priorities for Council. In particular, this is achieved by defining its role in the local sport service sector and defining how it will engage with a variety of groups and projects/initiatives.

Strategic Issues

Key strategic issues outlined in Part A help identify and highlight projects and initiatives of greater importance. Relevant points include:

- Provision of areas for sport
 - South West Rocks requires approximately 6Ha of additional sport areas by 2036
 - The facility quantity, quality and renewal of sports assets needs to be improved, in particular,
 - Lighting
 - Amenities
 - A hierarchy of sports facilities should be established to guide facility development and levels of service
 - Develop one high level sports complex for the LGA
 - The supply of indoor sports facilities needs to be addressed
- Communication/information
 - Improve linkages/communication between Council and sporting groups
 - Collect/improve data in relation to facility inventory, facility utilisation, club information
- Resources/Funding
 - Establish internal structure/resources to deal effectively with sport issues/needs
 - Establish approach to optimise allocation of resources and acquisition of funding

Facility Hierarchy

To assist in guiding planning, resource allocation and levels of service, a simple facility hierarchy has been developed. This is made up of three categories:

- Local - basic facility servicing a single area or part of a large area
 - Local community grounds have formal to semi-formal maintained sportsgrounds for a mixture of winter and/or summer sports. The facilities are likely to be of satisfactory to good standard but may not have the required playing surface or ancillary infrastructure of a higher level facility. Toilets and car parking are likely to be available and some reserves may have sports club facilities. Clubs (or council) may have installed floodlights to enable evening training.
- District - major facility servicing larger areas
 - These grounds have maintained sportsgrounds and/or courts for a mixture of winter and/or summer sports. The grounds and courts comply and are maintained to regulations for the sport codes using them. They generally include canteen buildings and multiple amenities buildings catering for the range of sports at the ground. Car parking will be available and the facility will be suitable to attract competition at a local and district level.
- Sub-regional - facility servicing the entire KSC area with the highest quality facilities and levels of service



- These may be considered as a sports complex. They have formally maintained sports field/ovals and/or courts for a mixture of winter and/or summer sports. Although there will be primary users of the grounds, facilities should be as multi-purpose as possible to allow a broad range of uses, particularly for major/high profile events and finals. The fields/ovals and courts comply and are maintained to State regulations for the sport codes using the grounds. Sub-regional sports grounds generally include spectator seating, canteen buildings and multiple amenities buildings catering for the range of sports at the ground. Car parking will be extensive and the facility will be suitable to attract competition at a local, district, regional and (possibly) state level.

These categories are further detailed in the table below.

Table 15: Hierarchy Description

Item	Local	District	Sub-regional
Playing Field			
Facility Standard	- Meet minimum requirements	- Aim for preferred requirements	- Meet preferred requirements including technical areas
Surface	- Satisfactory standard - Natural drainage - No irrigation	- Good standard - Drainage as required - Irrigation system	- High standard - Sub surface drainage system - Irrigation system
Lighting	- Optional	- 50 lux for training only - Min 100 lux for comp fields (or relevant standard)	- Main field - 200 lux - Other fields 100 lux
Amenities/Pavilion			
Toilets/Change	- Toilets shared with public - Toilets shared with players	- Separate change rooms (x2) - Separate public toilets	- 4 x change rooms - Separate public toilets
Officials/Admin	- Optional	- Minimum of single referees change room - Canteen/admin area	- Referees change room - Administration area/office - Medical/treatment room(s)
Social	- Optional	- Optional	- Large multi-purpose room
Other Facilities			
Seating	- Optional	- Basic	Main field: - Some covered viewing/tired seating - Mounded viewing areas
Car Parking	- Case by case assessment	- Case by case assessment	- Case by case assessment
Storage	- Optional	- Areas for essential equipment	- Areas based on specific sport requirements



A recommended hierarchy category has been identified for each of Council’s facilities as shown in the table below. For district and sub-regional facilities, the table also identifies which facilities should be considered the peak/highest level facility for respective sports.

Table 16: Facility Hierarchy by Category

Facility Number	Name	Category	Planning Area(s) Serviced	Identified Peak Facility by Sport
1	Baker Drive Oval	Local	Crescent Head	-
2	Sea Street Sports Field	Local	Kempsey	-
3	Smithtown Oval	Local	Smithtown/ Gladstone	-
6	Willawarrin Rodeo Ground and Sports Fields	Local	Willawarrin	Rodeo/ Campdraft
8	South West Rocks Netball Courts	Local	South West Rocks	-
11	Birrallee Oval	Local	Crescent Head	-
12	Gladstone	Local	Smithtown/ Gladstone	-
15	Frederickton Sports Fields	Local	Frederickton	-
16	Joe Donovan Sporting Complex	Local	Stuarts Point	-
4	South Kempsey Ovals	District	Kempsey, Frederickton, Crescent Head	AFL and Cricket
7	South West Rocks Sporting Complex	District	South West Rocks, Smithtown/Gladstone	Croquet
13	Kemp Street Sport Fields	District	Kempsey, Frederickton, Crescent Head	Baseball and Softball
14	Services Club Park	District	All	Athletics
5	Netball Courts - Kempsey	Sub-Regional	All	Netball
9	Verge/Eden Sports Fields	Sub-Regional	All	Rugby League and Football (main facility for events for all sports)
10	Verge 1	Sub-Regional	All	Rugby League (high profile events for football, rugby union and other field sports)

In part, this hierarchy helps to address the desire in Council’s Delivery Program for “...one high level sporting facility...”. This can be achieved through establishing the Verge/Eden Sports Fields (including netball and Verge 1) as a sub-regional facility. In particular, Verge 1 could be reinforced as the LGAs premier facility as part of this precinct. This way resources can be focused on upgrading Verge 1 to addressing needs that require access to a quality sports surface and support facilities. It could become the focus for all higher level football competitions (i.e. shared as needed by league, football and union).



Given that not all sports are represented in the table above, a further list has been developed arranged by sport to identify key focus facilities for each one⁹ and outline a general strategic direction for development.

Table 17: Facility Hierarchy by Sport

Sport	Focus Facilities	Strategic Direction/Comment
AFL	<ul style="list-style-type: none"> • South Kempsey Ovals 	<ul style="list-style-type: none"> • Continue to develop South Kempsey Ovals as LGA focus, work towards AFL guidelines for 'local/regional level'
Athletics	<ul style="list-style-type: none"> • Primary - Services Club Park • Secondary - South West Rocks Sports complex 	<ul style="list-style-type: none"> • Prioritise for development as LGA focus, work towards athletics guidelines for 'local/regional level'
Baseball	<ul style="list-style-type: none"> • Kemp Street Sports Complex 	<ul style="list-style-type: none"> • Prioritise for development as LGA focus
Basketball (+ other indoor sports)	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • Investigation of facility options (all indoor) recommended
Cricket	<ul style="list-style-type: none"> • Primary - South Kempsey Ovals • Secondary - South West Rocks Sports Complex 	<ul style="list-style-type: none"> • Continue to develop South Kempsey Ovals as LGA focus, work towards cricket guidelines for 'local/regional level'
Croquet	<ul style="list-style-type: none"> • South West Rocks Sports Complex 	<ul style="list-style-type: none"> • Plan for dedicated croquet area
Football (Soccer)	<ul style="list-style-type: none"> • Primary Verge/Eden (Verge 1) • Secondary - Kemp Street 	<ul style="list-style-type: none"> • Develop Verge/Eden as LGA focus, work towards football guidelines for 'local/regional level' • Kemp St. work towards football guidelines for 'local level'
Hockey	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • No current demand
Lawn Bowls	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • Operate as independent clubs
Golf	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • Operate as independent clubs
Mountain Bike	<ul style="list-style-type: none"> • Kalateenee forest and Kempsey Golf Club 	<ul style="list-style-type: none"> • Establish viable option for permanent facilities including pump track
Netball	<ul style="list-style-type: none"> • Verge Street 	<ul style="list-style-type: none"> • Prioritise for development as LGA focus, work towards netball guidelines for 'local/regional level'
Rugby League	<ul style="list-style-type: none"> • Verge/Eden and Verge 1 	<ul style="list-style-type: none"> • Prioritise for development as LGA focus, work towards rugby league guidelines for 'local/regional level'
Rugby Union	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • Operate as independent clubs - high profile games could be held at Verge 1
Rodeo/Campdraft	<ul style="list-style-type: none"> • Willawarrin Rodeo Ground 	<ul style="list-style-type: none"> • Prioritise for development as LGA focus
Softball	<ul style="list-style-type: none"> • Kemp Street 	<ul style="list-style-type: none"> • Prioritise for development as LGA focus
Swimming	<ul style="list-style-type: none"> • Primary - Kempsey Swim Centre 	<ul style="list-style-type: none"> • Prioritise for development as LGA focus
Tennis	<ul style="list-style-type: none"> • Kempsey Tennis Club 	<ul style="list-style-type: none"> • Development should be consistent with Tennis NSW strategies
Touch Football	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • Large scale touch events could be held at Verge/Eden
Water Polo	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • No current facilities conform to specifications - consider in future aquatic needs analysis

⁹ This is not a list of all facilities used by each sport, but a list of key or focus facilities



Priority Criteria

Using information developed in the previous sections and identifying common sport planning considerations, the following assessment criteria has been prepared to assist in evaluating sport projects and initiatives. Each criterion is scored out of 5 with specific items weighted to indicate a higher importance.

Table 18: Facility Assessment Criteria

Criterion	Weight	Score
Strategic Context		
Alignment with existing plans/ strategies	10	
Activity(ies) have high participation	5	
Consistent with identified strategic issues	10	
Consistent with adopted facility hierarchy	10	
Consistent with identified trends in participation	5	
Consistent with State Sporting Organisation direction	5	
Group type (as identified in the strategy)	10	
Identified as a high need in other council strategies	10	
Economic and Environmental Sustainability		
Existing facility/ area is at capacity	10	
Likely to increase operating efficiency or significantly reduce operating costs	10	
Has high likelihood of partnership funding	5	
Has minimum impact on sensitive environmental areas	5	
Provides likelihood of economic benefit to the region (e.g. events)	5	
Has minimal impact on future council operating expenditure	10	
Social Equity		
Benefits multiple community/ user groups	10	
Area is accessible for informal recreation out of hours	5	
Improves accessibility and/ or participation opportunities for people with disabilities	10	
Infrastructure Provision and Club Sustainability		
Addresses needs in a high growth catchment	10	
Addresses lack of facility provision	10	
Maximises use of an existing facility	10	
Beneficiaries (if a club) have demonstrated financial/ management capacity	5	
Improves the functionality of land (e.g. drainage, lighting, amenities, parking)	5	
Addresses safety/ risk management considerations	5	
Overall Score	180	



Table 19: Other Project Assessment Criteria

Criterion	Weight	Score
Strategic Context		
Alignment with existing plans/ strategies	10	
Consistent with identified strategic issues	10	
Consistent with adopted facility hierarchy	10	
Group type (as identified in the strategy)	10	
Economic and Environmental Sustainability		
Likely to increase operating efficiency or significantly reduce operating costs	10	
Has high likelihood of partnership funding	5	
Provides likelihood of economic benefit to the region (e.g. events)	5	
Has minimal impact on future council operating expenditure	10	
Social Equity		
Benefits multiple community/ user groups	10	
Improves accessibility and/ or participation opportunities for people with disabilities	10	
Infrastructure Provision and Club Sustainability		
Maximises use of an existing facility	10	
Addresses safety/ risk management considerations	5	
Overall Score	105	0



B2: Framework and Process

This section provides a structure for implementing the strategy and subsequent actions that arise.

Program Structure

As noted in section 2.2, Council's core role is and will remain to be related to resource management including development and administration/management. However, it was also acknowledged that Council could provide further assistance to sporting groups through supporting service delivery. Therefore, a structure has been developed to address these areas which will divide projects into three key parts and identify 5 program/delivery areas. These are illustrated by the figure below.

Figure 13 - Program Structure



These three parts are interrelated and serve to cover all aspects of Councils service provision to local sport. Services and activities that fit under each program area are outlined below:

2. Facility Planning Program

- Facility investigation / feasibility studies (investigation of possible locations, concept designs, master plans etc.)
- Facility planning & design (concept, detailed planning and design of final facility)
- Funding strategies (identifying and targeting funding sources [Council, state and federal funding and private sector])

3. Facility Delivery Program

- Capital expenditure funding/programming (capital expenditure program is prepared which prioritises projects being considered for full or part funding by Council; preparation or assistance with preparing funding applications/ submissions)
- Project management - coordination of construction/implementation works etc.

4. Operations Planning and Policy

- Policies/Procedures
 - Prohibitions
 - Bookings
 - Fees and Charges
- Land management



- Leases/Licences
- Plans of Management
- Promoting availability and use of facilities
- 5. Asset Management Program
 - Maintenance and safety/security management
 - Asset renewal
- 6. Sport Development Program
 - Coordinator/facilitator/promoter of education programs
 - Facilitator/partner/promoter to host major sporting events
 - Promote sport and physical activity participation

Implementation Process

It is anticipated that the strategy will direct Council's actions with regard to sport primarily for a 1 - 4 year period. This is to align with Council's Delivery Program. However, it is intended to review the strategy every 12 months to update and, where necessary, amend it to suit contemporary needs and issues of the community and reflect outcomes of Council and/or external funding submissions. This likely to occur in April and October in order to fit timeframes for the preparation of Council's Annual Operational Plan.

Implementation of capital expenditure recommended by the strategy will be facilitated through Council, local sporting bodies, state and federal governments and other relevant funding sources (see section 3.3. for further information). With regard to Council activities, projects requiring capital expenditure will be submitted for consideration in during preparation of the Delivery Program and Annual Operational Plan (this will be done in line with priorities identified in the respective programs above).

It is recommended that Council facilitate input into this process through an appropriate form of stakeholder committee (e.g. sports council). This could include representatives from key sporting associations and organisations along with Councillors and Council staff. That way prioritisation of the programs could be prepared by Council staff in consultation with the Sports Council (and consistent with the strategic framework). A recommendation could then be provided to Council for consideration and adoption.

Funding Options and Resourcing

There are several ways Council could fund capital works associated with the development of community infrastructure like community sports facilities. The exact nature of the project will influence the eligibility and, scope and level of funding that can be achieved. The following information is supplied as a guide that is, to the best of our knowledge, current at the time of writing this report.

Internal/Local Funding

Generally, the starting point for funding priorities will be internal sources from within Council or local sources throughout sporting bodies or their supporters. Some of these are outlined below:

- Council budget - through its integrated planning and reporting framework Council can consider the allocation of funding towards sport projects based on findings of the strategy.
- Section 94 contributions - existing S94 funds which have been obtained for specific developments or are proposed for future developments, are a potential funding source for some recommendations or sport needs identified in the future. There are current allocations within these funds available for sport related improvements.
- Sports Facility Levy/Small Grants Program - Council's operating plan indicates a desire to recover up to 20% of the cost of maintaining sports facilities. However, through project consultation, key issues related to the standard of facilities have been raised. One option to address this, is to use the proposed funding collected through the 20% sports levy to create a fund for a small grants program open to local sporting groups on a dollar for dollar basis towards the renewal or upgrade of facilities (particularly playing surface, lighting and amenities). For some projects, this could also be leveraged for external funding.



- Community fundraising - there are many examples from around Australia where the community has been the catalyst to raising significant amounts of money for specific community projects through community events and grant applications and community co-operatives. Such fund raising also endorses the community support for projects and can influence the availability of other grants and subsidies when applications are lodged and the level of self-sufficiency exhibited in the feasibility research.
- Contributions grant scheme - council could consider introducing a local funding scheme that offer clubs and associations with an opportunity to leverage their own funding/resources. One way this could be achieved is to collect fees for ground usage and reallocate all or some of the fees through an annual dollar for dollar funding scheme aimed at the maintenance/renewal of facilities.
- Special rate variation - funding requirements for sport asset improvements and/or renewals could be included in a specific or general special rate variation (subject to community consultation and state government endorsement)

External Funding

With a shrewd funding strategy, Council and the community can use any internal and/or local funding to leverage external grant opportunities. By partnering with one or two external funding bodies, the local contribution to a project can be reduced to 50% or less. Some of the main external funding opportunities are outlined below.

- Federal Government
 - The Commonwealth Government through GrantsLINK provides a comprehensive website maintained by the Commonwealth Department of Infrastructure, Transport, Regional Development and Local Government offering direct links to existing information on Commonwealth Government grants programs. GrantsLINK © may assist Councils to find suitable and relevant grants for community projects from the many Commonwealth grants that are available. The Community Portal provides information for community groups in Australia including a selection of links to sources of grants and funding.
 - Building Better Regions Fund - this program provides funding for infrastructure projects and community investment that will create jobs, drive economic growth and build stronger regional communities into the future.
 - Stronger communities fund - small capital projects in local communities in each of the 150 Federal Electorates.
- State Government
 - Club Grants (category 1 or 2) - delivers funding to communities across NSW to support healthy lifestyles through increased participation in sport, recreation, arts and cultural activities
 - Liquor and Gaming NSW, Sport and Recreation Grants - funding is available for building, upgrading or the development of community sport and active recreation infrastructure facilities
 - Community Building Partnerships Program - offers grants across the State at an individual State Electorate level for the enhancement of community facilities
 - Local Sport Grant Program - there are four project types within the Program: Sport Development, Community Sport Events, Sport Access and Facility Development
 - Joint Use Projects - the Department of Education has developed a policy which will allow it to consider partnering with Council on the funding of facilities that can be shared by the community and a relevant school.
 - Sport Specific Programs - The Office of Sport administers funding programs for sport specific initiatives. These include the 'Footy Facilities Program' for rugby league projects and the Asian Cup Legacy Fund for football (soccer) projects.
- A range of non-government philanthropic funding programs exist. While generally not appropriate for large capital projects, by working with community groups Council could possibly obtain smaller amounts of funding for specific elements of sport upgrades.

Other Resources

Providing appropriate resources will be key to implementing the strategy and ensuring it is kept up to date and relevant. Ideally, all sporting issues should be dealt with through a central point within Council. This could be achieved through



appointing a specific position within Council's structure. Preferably, this would be connected to all open space and recreation facility services (e.g. parks, beaches, pools, sports fields). This should be done in the context of Council's existing organisational structure or any future review.



B3: Part B - Key Recommendations

To effectively apply the strategic framework outlined in this part, Council would need to implement the following recommendations:

1. Adopt the strategic approach as outlined in section B2 above including:
 - Service structure
 - Definition of groups types
 - Definition of roles
 - Identified strategic issues/priorities
 - Facility hierarchy
 - Priority criteria
 - Program structure
2. Review the current organisational structure to facilitate coordination and implementation of the strategy.
3. Allocate a professional officer resource to the ongoing implementation and revision of the strategy including liaison with community, regional and state sporting organisations.
4. Establish a small grants program utilising revenue raised through the proposed sports levy.
5. Allocate internal resources and target external funding in accordance with the strategic approach and towards the implementation of resulting actions (further detailed in Part C).
 - a. Available internal funding (e.g. section 94 funds, small grants program etc.) should be used as leverage to access matching (or better) external funding
6. Utilise analysis of demand developed by this study to guide requirements for future development contribution schemes.



PART C - ASSESSMENT AND ACTION PLAN

- This is a flexible 'working document' for Council to utilise in considering funding and resource allocations for the provision of sport related services
- It is effectively the result of using the strategic framework set out in Part B to assess inputs (research etc.) identified in Part A
- It produces a series of programs with specific actions for the next 1 - 4 years
- It is intended to be reviewed and updated at least once per year to reflect relevant progress/changes



C1: Analysis and Strategic Summary

This section provides a summary of key points resulting from Part A and B.

Key Analysis Summary

The following points summarise key issues and needs identified from the analysis set out in Part A:

- Provision of areas for sport
 - Supply analysis and indicative utilisation levels show that, in general, there is no need for additional fields, however,
 - South West Rocks requires approximately 6Ha of additional sport areas by 2036
 - This area should be located as close as possible to the current complex and other community sports facilities located in the precinct
 - Some funding for the acquisition and embellishment of space is provided for in the S94 plan
 - Utilisation and participation levels in Frederickton should be monitored to determine if further supply is needed (this should be met by supply in Kempsey and Smithtown/Gladstone)
 - The facility quantity, quality and renewal of sports assets needs to be improved, in particular,
 - Sports Lighting
 - Playing surface
 - Amenities
 - A hierarchy of sports facilities should be established to guide facility development and levels of service
 - The need/supply of indoor sports facilities needs to be addressed
- Communication/information
 - Improve linkages/communication between Council and sporting groups
 - Collect/improve data in relation to facility inventory, facility utilisation, club information
- Resources/Funding
 - Establish internal structure/resources to deal effectively with sport issues/needs
 - Establish approach to optimise allocation of resources and acquisition of funding
- Sporting Events
 - Consultation indicated that there may be more opportunity for large sporting events to be held in the LGA

Key Strategic Summary

Part B sets out the structure which guides the preparation of this action plan. This includes the intended strategic approach and implementation framework.

Strategic Approach

Fundamental points for the strategic approach include:

- Principles
 - A holistic approach to local sport services
 - Providing Council assistance on a fair and equitable basis
- Intended Service System, Structure and Roles



- Focus on resources management
 - Development
 - Administration and management
- Secondary focus in assisting the provision of support service
- Definition of five sporting group types and corresponding level of service
- Definition of project roles to be played by Council (provider, partner, leader, collaborator, facilitator)
- Strategic priorities
 - Provision of new and renewed facilities
 - Additional grounds in South West Rocks
 - General renewal and upgrade of lighting and amenity facilities
 - Supply of indoor facilities
 - Development and implementation of a sportsground hierarchy to guide service provision and develop one high level sporting complex for the LGA
 - Communication/information with stakeholders
 - Resources and funding support
- Facility hierarchy
 - Three category based levels identified and subject facilities categorised
 - Local - nine facilities (Baker Drive, Sea Street Sports Field, Smithtown Oval, Willawarrin Rodeo Ground and Sports Fields, South West Rocks Netball Courts, Biralee Oval, Gladstone Oval, Frederickton Sports Fields Joe Donovan Sporting Complex)
 - District - four facilities (South Kempsey Ovals, South West Rocks Sporting Complex, Kemp Street Sports Fields and Services Club Park)
 - Sub-regional - one facility (Verge/Eden Sports fields including Verge 1 and Netball Courts)
 - Sport specific hierarchy developed to identify focus facilities for each sport
- Priority Criteria - range of assessment criteria based on
 - Strategic context
 - Economic and environmental sustainability
 - Social equity
 - Infrastructure provision and club sustainability

Framework and Process

The implementation framework includes:

1. Facility Planning Program
 - Facility investigation / feasibility studies (investigation of possible locations, concept designs, master plans etc.)
 - Facility planning & design (detailed planning and design of final facility)
 - Funding strategies (identifying and targeting funding sources [Council, state and federal funding and private sector])
2. Facility Delivery Program
 - Capital expenditure funding/programming (capital expenditure program is prepared which prioritises projects being considered for full or part funding by Council; preparation or assistance with preparing funding applications/ submissions)
 - Project management - coordination of construction/implementation works etc.



3. Operations Planning and Policy

- Policies/Procedures
 - Regulation measures
 - Bookings
 - Fees and Charges
- Land management
 - Leases/Licences
 - Plans of Management
- Promoting availability and use of facilities

4. Asset Management Program

- Maintenance and safety/security management
- Asset renewal

5. Sport Development Program

- Coordinator/facilitator/promoter of education programs
- Facilitator/partner/promoter to host major sporting events
- Promote sport and physical activity participation

This process and subsequent programs are set out in the following sub-sections. Indicative estimates for resources (staff and funding) have been developed with KSC staff. These will be refined in future iterations of the relevant programs.



C2: Facility Development

This section considers current facility development needs, assesses needs against the strategic framework and outlines intended planning and delivery programs.

Principal Needs Assessment

Land acquisition and New Facilities

Through Part A, a gap in land provision was identified in South West Rocks (up to 6Ha by 2036) and that this additional space should be acquired as close to the existing facility as is practical to reinforce the establishment of the locality as a district facility and support management efficiencies and effectiveness for the provision of community sport. The provision of facilities and future layout plan should aim to provide more and (where possible) dedicated spaces for each sport to address the current shortfall and cater for future growth and the possible additional of new sports currently not provided for.

A planning process will be required to assess suitable sites and to develop a facility masterplan, however, a new area focused on facilities for rugby league, AFL, athletics and croquet is suggested. This would enable a balance between the relative types and impact of uses and between summer and winter activities.

It is noted that some consideration and assessment of site selection has been given by Council, community and development stakeholders in the past. This study has confirmed the need for additional sports fields and provided some guidance with regard to site selection and planning. Further work in this regard will enable firm development plans to be prepared.

Facility Improvements and Upgrades

Through the survey and consultation phase of the study, a range of desired facility improvements have been collected. However, it is important to view these requests in the context of the strategic approach developed in Part B. As a starting point, a high level gap analysis has been prepared by applying the broad hierarchy categories to the current facility provision. This is presented in the table below.

Table 20: High Level Facility Gap Analysis

Facility Number	Name	Category	Peak Facility by Sport	Key Facility Gaps
1	Baker Drive Oval	Local	-	-
2	Sea Street Sports Field	Local	-	-
3	Smithtown Oval	Local	-	-
4	South Kempsey Ovals	District	AFL and Cricket	Surface (drainage and irrigation) upgrade and lighting installation
5	Netball Courts - Kempsey	Sub-Regional	Netball	Amenity provision
6	Willawarrin Rodeo Ground and Sports Fields	Local	Rodeo/ Campdraft	
7	South West Rocks Sporting Complex	District	Croquet	Upgrade of lighting, amenities and surface (drainage), dedicated playing area for croquet
8	South West Rocks Netball Courts	Local	-	-
9	Verge/Eden Sports Fields	Sub-Regional	Rugby League and Football (main facility for events for all sports)	Surface improvement (drainage and irrigation), amenities provision/upgrade, car parking provision and lighting upgrade
10	Verge 1	Sub-Regional	Rugby League (high profile events for	Lighting, seating, renewal of existing infrastructure



Facility Number	Name	Category	Peak Facility by Sport	Key Facility Gaps
			football, rugby union and other field sports)	
11	Birrilee Oval	Local	-	-
12	Gladstone	Local	-	-
13	Kemp Street Sport Fields	District	Baseball and Softball	Surface improvements (drainage and irrigation)
14	Services Club Park	District	Athletics	Surface improvement (drainage and irrigation) and amenities upgrade
15	Frederickton Sports Fields	Local	-	-
16	Joe Donovan Sporting Complex	Local	-	

Research conducted during the study also found that general upgrades to lighting and amenity facilities were likely to be required. Following this, the facility improvement needs identified by sporting bodies through the survey¹⁰ and consultation sessions were collated and combined with research and gaps identified through the study (including those above) to create a master project needs list. This is shown for reference in Appendix 3.

¹⁰ Project requests were shortlisted to the top five priorities nominated by each group



Priority Project Need Review

Project needs in the master list (Appendix 3) have been cross referenced and amended (where appropriate) to create a consolidated list. In particular, individual projects for Verge/Eden and South West Rocks Sports Complex have been group into one to enable further assessment and planning to occur.

These project needs have then been assessed based on the criteria outlined in Part B to identify a priority rating (1-5). The intended role for Council during each of the main project stages has also been identified. The result of this process is shown in the table below.

Table 21: Project Needs, Priorities and Roles

Project Id.	Priority	Location(s)	Identified Project Need	Details	Project Stages and Intended Council Role				
					Facility Investigation	Plan & Design	Funding Strategy/ Acquisition	Capital Expenditure	Project Management
1723	1	South West Rocks	Develop new sportsgrounds	Close to existing site to cater for current and forecast demand	Provider	Provider	Provider	Partner	Provider
1747	1	South West Rocks Sports Complex	Develop into district facility	Master plan for upgrade - playing facilities, lighting, amenities	Provider	Provider	Provider	Partner	Provider
1746	1	Verge/Eden and Verge 1	Develop into sub-regional facility	Master plan for upgrade/expansion - playing facilities, lighting, amenities, car parking	Provider	Provider	Provider	Partner	Provider
1715	2	Services Club Park	Playing surface improvement	-	N/R	Provider	Provider	Provider	Provider
1717	2	South Kempsey Ovals	Sports lighting	-	Provider	Provider	Provider	Partner	Provider
1740	2	Unknown	Develop downhill and pump tracks	-	Facilitator	Collaborator	Facilitator	Collaborator	Collaborator
1741	2	Unknown	Indoor sports courts	Identify and assess need and options	Provider	Provider	Provider	Partner	Provider
1705	3	Crescent Head Swim Centre	Toilet facilities	Provided inside swim centre	N/R	Provider	Provider	Partner	Provider
1712	3	Frederickton Tennis Courts	Multi-purpose court	Convert tennis court	Provider	Provider	Provider	Provider	Provider
1713	3	Kemp Street Sport Fields	Playing surface improvements	-	N/R	Provider	Provider	Provider	Provider
1714	3	Services Club Park	New canteen	-	N/R	Provider	Provider	Leader	Provider
1716	3	Services Club Park	Amenities upgrade	-	Provider	Provider	Provider	Partner	Provider



					Project Stages and Intended Council Role				
1718	3	South Kempsey Ovals	Public toilet block	-	N/R	Provider	Provider	Provider	Provider
1722	3	South Kempsey Ovals	Playing surface (drainage) upgrade	Drainage to field on Middleton Street side of oval	N/R	Provider	Provider	Provider	Provider
1737	3	South West Rocks Surf Club	Office, training and meeting facilities	-	Collaborator	Collaborator	Facilitator	Collaborator	Collaborator
1706	4	Crescent Head Swim Centre	Erection of a Shed/office space	-	Provider	Provider	Provider	Provider	Provider
1709	4	Frederickton Sports Fields	New turf wicket	-	Provider	Provider	Provider	Partner	Provider
1710	4	Frederickton Sports Fields	Adjust embankment to move football field	-	Provider	Provider	Provider	Provider	Provider
1711	4	Frederickton Sports Fields	Fence the field perimeter	-	N/A	Provider	Provider	Provider	Provider
1719	4	South Kempsey Ovals	Upgrade Drive and Car park	-	N/R	Leader	Facilitator	Partner	Provider
1701	5	Baker Drive	New tables and shade	-	N/R	Provider	Provider	Partner	Provider
1702	5	Baker Drive	Sports lighting upgrade	-	Provider	Provider	Provider	Partner	Provider
1703	5	Crescent Head Golf Club	Fairway Irrigation System	-	Facilitator	Facilitator	Facilitator	Facilitator	Facilitator
1704	5	Crescent Head Golf Club	Rebuild Greens	-	Facilitator	Facilitator	Facilitator	Facilitator	Facilitator
1720	5	South Kempsey Ovals	South Kempsey sight screens	-	N/R	Facilitator	Facilitator	Facilitator	Facilitator
1721	5	South Kempsey Ovals	Grandstand	-	Leader	Leader	Facilitator	Facilitator	Provider
1724	5	South West Rocks Country Club	Shade around greens	-	Facilitator	Facilitator	Facilitator	Facilitator	Facilitator
1725	5	South West Rocks Country Club	Fencing around greens	-	Facilitator	Facilitator	Facilitator	Facilitator	Facilitator
1735	5	South West Rocks Sports Complex	Grandstand and more seating	-	Leader	Leader	Facilitator	Facilitator	Provider
1738	5	South West Rocks Surf Club	New club members and guests function area	-	Facilitator	Facilitator	Facilitator	Facilitator	Facilitator
1739	5	South West Rocks Surf Club	Storage	-	Facilitator	Facilitator	Facilitator	Facilitator	Facilitator



Facility Planning Program

For most projects, some level of investigation and/or planning needs to be conducted prior to funding consideration including:

1. Facility investigation / feasibility studies (investigation of possible locations, concept designs, master plans etc.)
2. Facility planning & design (detailed planning and design of final facility)
3. Funding strategies (identifying and targeting funding sources [Council, state and federal funding and private sector])

By examining planning requirements of priority projects (rated 1 or 2), the following proposed planning program has been developed.

Table 22: Facility Planning Program

Project Id.	Priority	Location(s)	Project(s)	Project Stage	Planning Task(s)	KSC Role	Indicative KSC Resources Required
1723	1	South West Rocks (Trial Street)	Develop new sports facility and upgrade existing sports complex into District facility	Facility Investigation	<ul style="list-style-type: none"> • Asses specific requirements/needs • Develop site masterplan with existing facility 	• Provider	<ul style="list-style-type: none"> • Staff: 160 hours • Funding: \$25,000
1746	1	Verge/Eden and Verge 1	Develop into sub-regional facility (upgrade/provide surface, lighting, amenities, car parking)	Facility Investigation	<ul style="list-style-type: none"> • Develop site masterplan 	• Provider	<ul style="list-style-type: none"> • Staff: 160 hours • Funding: \$25,000
	2	Various	New/upgraded/ renewed Sports lighting	Facility Investigation	<ul style="list-style-type: none"> • Sports lighting audit and needs assessment 	• Provider	<ul style="list-style-type: none"> • Staff: 120 hours • Funding: \$50,000
1717	2	South Kempsey Ovals	Sports lighting	Plan & Design	<ul style="list-style-type: none"> • Assess scope as part of lighting audit • Prepare lighting design and cost 	• Provider	<ul style="list-style-type: none"> • Staff: 40 hours
1715	2	Services Club Park	Surface improvement	Plan & Design	<ul style="list-style-type: none"> • Prepare design and cost 	• Provider	<ul style="list-style-type: none"> • Staff: 40 hours
1740	2	Unknown	Develop downhill and pump tracks	Facility Investigation	<ul style="list-style-type: none"> • Assist with site information • Assist with liaison with state authorities 	• Facilitator	<ul style="list-style-type: none"> • Staff: 200 hours
1741	2	Unknown	Indoor sports courts	Facility Investigation	<ul style="list-style-type: none"> • Prepare needs analysis/feasibility assessment 	• Provider	<ul style="list-style-type: none"> • Staff: 200 hours • \$50,000
	2	Various	Investigate and develop options for improving equine eventing facilities	Investigate & develop	<ul style="list-style-type: none"> • Establish current facility use/limitations • Identify user, demographics • Establish the case for improved facilities to support grant applications 	• Provider	<ul style="list-style-type: none"> • Staff: 40 hours



Facility Delivery Program

It is proposed to submit the following projects to Council to consider them for inclusion in the Delivery Program and Annual Operational Plan. As further detail is developed through proposed planning projects, these items will be broken down further (possibly multiple stages) in future revisions of the action plan and costs and funding targets will be refined.

Table 23: Facility Delivery Program

Project Id.	Priority	Location(s)	Project(s)	Cost (\$'000)	Cost Basis	Funding Targets					
						Internal (KSC)		External/Partner		Gov. Program	
						(\$'000)	Source(s)	(\$'000)	Source(s)	(\$'000)	Source(s)
1723	1	South West Rocks	Develop new sports facility and upgrade existing sports complex into District facility	3,600	Provisional Sum	1,800	S94 Cont.	*	Sport Groups	800 1,000	NSW - Club grants Comm - BBRF
1746	1	Verge/Eden and Verge 1	Develop into sub-regional facility (upgrade/expand surface, lighting, amenities, car parking)	2,000	Provisional Sum	1,000	TBA			1,000	NSW - TBA
	2	Various	New/ upgraded/ Sports lighting	100	Provisional Sum	50		10		40	NSW - TBA
1717	2	South Kempsey Ovals	Sports lighting	250	Provisional Sum	50	TBA	15	AFL	60	NSW - TBA
1715	2	Services Club Park	Surface improvement	75	Provisional Sum	50	TBA			25	NSW - TBA



C3: Operations and Asset Management

This section considers needs related to policies/procedures, land management and asset management.

Needs and Priorities

Several issues related to operations and asset management were identified through preparation of the study including:

1. Top issues from sports survey:
 - Inadequate lighting
 - Poor standard or condition of playing areas
2. Issues identified through consultation:
 - Needs for better amenities, lighting and maintenance regimes
 - Call for sports council to be re-established to create better link to council
 - Concerns raised regarding communication with Council to resolve issues and address inquiries
 - Assistance with accessing funding including 'grants officer' position
3. Other issues identified:
 - There are no dedicated/centralised administration/management resources for the provision of sport services, with responsibility shared amongst several Council officers
 - There is no adopted facility hierarchy to direct resource management
 - There are no adopted service levels which create uncertainty when responding to request for service from clubs and can create inequity between levels of service provided
 - Incomplete facility inventory (has been updated during preparation of the strategy)
 - Incomplete contact details for sporting groups (has been updated during preparation of the strategy)
 - Lack of accurate utilisation data for sports fields (based on 'blanket bookings' and partial information and therefore does not reflect use)
 - Council does not charge for the use of sports fields which reduces costs for sporting bodies but create issues in relation to expectations and service delivery
 - Sporting groups either make blanket bookings for a whole season (no cost implications and to quarantine areas for single club use) or do not book fields (utilised on 'traditional use' basis)

Operations Planning and Policy

It is proposed to submit the following projects to Council to consider them for inclusion in the Delivery Program and Annual Operational Plan.

Table 24: Operations Planning and Policy Program

Priority	Project(s)	Description	Indicative KSC Resources Required
1	Establish sports council	<ul style="list-style-type: none"> • May include a single sports council for the shire with a sub-committee for Kempsey and South West Rocks if appropriate/required 	<ul style="list-style-type: none"> • Staff: 80 hours
1	Develop appropriate levels of service for maintenance and renewal	<ul style="list-style-type: none"> • Based on the facility hierarchy 	<ul style="list-style-type: none"> • Staff: 200 hours
1	Prepare and implement a sports levy and booking process	<ul style="list-style-type: none"> • Establish basis for fees • Establish booking procedures • Link to small grants program • Ensure more accurate data is captured in relation to field utilisation 	<ul style="list-style-type: none"> • Staff: 480 hours



Priority	Project(s)	Description	Indicative KSC Resources Required
1	Sports lighting audit	<ul style="list-style-type: none"> Audit of sports lighting systems against relevant standards to establish maintenance and asset management program 	<ul style="list-style-type: none"> Staff: 160 hours Funding: TBA
2	Collect additional data for the facility inventory	<ul style="list-style-type: none"> Include data from future facility audits 	<ul style="list-style-type: none"> Staff: 40 hours p/a
2	Amenity facility audit	<ul style="list-style-type: none"> Audit of amenity facilities against relevant standards to establish maintenance and asset management program 	<ul style="list-style-type: none"> Staff: 480 hours Funding: TBA
2	Sportsgrounds Management Plan Asset	<ul style="list-style-type: none"> Preparation of sportsgrounds asset management plan <ul style="list-style-type: none"> This should reflect the strategic approach and priorities outlined in this study 	<ul style="list-style-type: none"> Staff: 320 hours Funding: TBA
2	Investigate leases and licences policy	<ul style="list-style-type: none"> Audit existing arrangements, identify appropriate options and prepare draft policy 	<ul style="list-style-type: none"> Staff: 200 hours

Asset Management Program

Once an asset management plan is completed, the short term projects (4 years) will be incorporated in this program and integrated with findings from audits, condition assessments and requests from users. As further detail is developed through proposed planning projects, these items listed as annual programs will be broken down further (possibly multiple stages or specific projects) in future revisions of the action plan and costs and funding targets will be refined.

Table 25: Asset Management Program

Priority	Location(s)	Project	Cost (\$'000)
1	Various	Annual sports light renewal program	150
1	Various	Annual amenities renewal program	150
1	Netball Courts - Kempsey	Resurface courts	100
1	Verge/Eden	Eden 1 renew synthetic cricket pitch surface	5
1	Verge/Eden	Eden 2 renew synthetic cricket pitch surface	5
2	Various	Annual irrigation renewal program	50
2	Various	Annual drainage improvement program	50
3	South West Rocks Tennis	Resurfacing of two tennis courts	30
3	South West Rocks Tennis	Replacement of all court fencing	10
4	Gladstone	Resurface top court	15
5	Baker Drive	Replace netball posts	10
5	Baker Drive	Repair to storage area	2.5
5	Frederickton Sports Fields	Refurbish the amenities block	20



C4: Sport Development

This section considers needs which require services to support direct program provision by sport organisations (e.g. education, promotion).

Needs and Priorities

Several issues related to sport development were identified through preparation of the study including:

- Top issues from sports survey:
 - Increased regulatory or duty of care responsibilities
 - Difficulty obtaining volunteers
 - Declining youth participation
 - Increased peak body expectations
- Consultation:
 - Event opportunities
- Trends in sport:
 - Participation in organised sport is generally static but there is growing demand for social forms of participation in sport.
 - Volunteerism is declining in many sport and recreation organisations. This is placing greater pressure on the remaining volunteer base and may impact on participation levels and/ or costs in future if services that were once provided voluntarily need to be paid for.
 - There is an awareness of the importance of “risk management” and the need for a “whole-of- life” approach to facility development and asset management.
 - Demographic shift, especially in larger cities, is changing the patterns of participation in sport and recreation.
 - Many sports peak bodies are responding to social and demographic trends by introducing modified forms of participation and scheduling.

Sport Development Program

It is proposed to submit the following projects to Council to consider them for inclusion in the Delivery Program and Annual Operational Plan.

Table 26: Sport Development Program

Project(s)	Description	Indicative Resources Required	KSC
Education and capacity building	<ul style="list-style-type: none"> • Identify external resources and education programs • Promote and facilitate opportunities 	<ul style="list-style-type: none"> • Staff: 80 hours • In-kind venue access 	
Event support	<ul style="list-style-type: none"> • Develop and implement criteria for supporting events including: <ul style="list-style-type: none"> ○ Event bids/submissions ○ Event funding ○ In-kind event support 	<ul style="list-style-type: none"> • Staff: 200 hours 	
Promote sport participation	<ul style="list-style-type: none"> • Support association and club promotion and membership programs 	<ul style="list-style-type: none"> • Staff: 120 hours 	



Warranties and Disclaimers

The information contained in this report is provided in good faith. While Otium Planning Group has applied their own experience to the task, they have relied upon information supplied to them by other persons and organisations.

We have not conducted an audit of the information provided by others but have accepted it in good faith. Some of the information may have been provided 'commercial in confidence' and as such these venues or sources of information are not specifically identified. Readers should be aware that the preparation of this report may have necessitated projections of the future that are inherently uncertain and that our opinion is based on the underlying representations, assumptions and projections detailed in this report.

There will be differences between projected and actual results, because events and circumstances frequently do not occur as expected and those differences may be material. We do not express an opinion as to whether actual results will approximate projected results, nor can we confirm, underwrite or guarantee the achievability of the projections as it is not possible to substantiate assumptions which are based on future events.

Accordingly, neither Otium Planning Group, nor any member or employee of Otium Planning Group, undertakes responsibility arising in any way whatsoever to any persons other than client in respect of this report, for any errors or omissions herein, arising through negligence or otherwise however caused.



Appendix 1 - Sports Facility Inventory

Facility Number	Applicable LOT IDs	Name	Street	Location	Approx Total Area (Ha) of Developed Fields/Courts	Sports Facilities - Type	Sports Facilities - Description	Other Facilities - Type	Other Facilities - Description
1	13231	Baker Drive Oval	Point Plomer Road	Crescent Head	0.4	Netball	2 x asphalt (1 with b'ball markings), 2 x grass courts	Amenities	Toilet block - clubhouse
1	13231	Baker Drive Oval	Point Plomer Road	Crescent Head	1.6	Football (soccer)	1 x full sized field, 1 x 10/11's field (both with lighting)	Car Park	Informal
1	13231	Baker Drive Oval	Point Plomer Road	Crescent Head	-	Cricket	1 x synthetic pitch, 2 x synthetic cricket nets		
2	13823	Sea Street Sports Field	7-17 Sea Street	Kempsey	1.3				
3	18539	Smithtown Oval	7-15 Rawson Street	Smithtown	1.3	Rugby League, Touch	1 full sized field (with lighting)	Amenities	Grandstand with amenities
4	18897	South Kempsey Ovals	62-118 Lachlan Street	Kempsey	1.7	Cricket	1 x turf wicket, 2 x synthetic nets	Amenities	Amenities with canteen, changerooms and toilets
4	18897	South Kempsey Ovals	62-118 Lachlan Street	Kempsey	-	AFL	1 senior field		
4	18897	South Kempsey Ovals	62-118 Lachlan Street	Kempsey	0.3	Tennis	2 x clay courts (with basic lighting)		
5	19439 + 14236	Netball Courts - Kempsey	104 Belgrave Street	Kempsey	1	Netball	8 x asphalt courts (3 with lighting, 4 with lighting) 5 x grass courts		Clubhouse with canteen and toilets in shared block near soccer
6	20211	Willawarrin Rodeo Ground and Sports Fields	Main Street	Willawarrin	2	Football (soccer)	2 x 10/11's field, 1 x full sized field (with lighting [training level])	Amenities	amenities building (with canteen, c/rooms, storage and toilets), playground
6	20211	Willawarrin Rodeo Ground and Sports Fields	Main Street	Willawarrin	0.2	Netball	2 asphalt courts (poor condition, 1 with basic lighting)		
6	20211	Willawarrin Rodeo Ground and Sports Fields	Main Street	Willawarrin	2	Campdraft	Arena with yards (with basic lighting),	Other	tiered seating, event buildings, toilet block, power bollards
7	21490	South West Rocks Sporting Complex and Skate	Phillip Drive	South West Rocks	3.3	Cricket	1 x turf wicket, 2 x synthetic nets	Amenities	Amenities with canteen, changerooms and toilets
7	21491	South West Rocks Sporting Complex and Skate	Phillip Drive	South West Rocks	-	Rugby League	1 full sized, 1 junior (with lighting [training level])		
7	21492	South West Rocks Sporting Complex and Skate	Phillip Drive	South West Rocks	-	Football (soccer)	2 full sized, 1 junior (with lighting [training level])		
7	21493	South West Rocks Sporting Complex and Skate	Phillip Drive	South West Rocks	-	Athletics	temporary grass track		
7	21494	South West Rocks Sporting Complex and Skate	Phillip Drive	South West Rocks	-	Croquet	1 green (shared playing area)		
7	21495	South West Rocks Sporting Complex and Skate	Phillip Drive	South West Rocks	0.5	Tennis	4 x hardcourts	Amenities	Clubhouse
8	21491	South West Rocks Netball Courts	Phillip Drive	South West Rocks	0.2	Netball	2 x Hard Courts (asphalt)		
9	31718	Verge/Eden Sports Fields	Eden Street	Kempsey	-	Football (soccer)	3 x full size (basic lighting on one), 2 x SSG, 1 x 10/11's	Amenities	Storage and toilet block (shared with Netball)
9	31718	Verge/Eden Sports Fields	Eden Street	Kempsey	9	Cricket	4 x synthetic pitches (adult), 3 syn nets	Carpark	Small asphalt carpark
9	31718	Verge/Eden Sports Fields	Eden Street	Kempsey	-	Rugby League	3 x full size (basic lighting on one and training lighting on 2)	Amenities	Shared amenities with Verge 1
9	31718	Verge/Eden Sports Fields	Eden Street	Kempsey	-	Other	1 x rec basketball		
10	3640	Verge 1	Verge Street	Kempsey	2.3	Rugby League	1 x full sized field	Amenities	Grandstand (canteen and change rooms, toilet block, shared amenities with JRL)
11	9622	Birralee Oval	Pacific Street	Crescent Head	2	Rugby League	1 full sized field		
11	9622	Birralee Oval	Pacific Street	Crescent Head	-	Cricket	1 synthetic cricket pitch (poor condition)		
12	8098	Gladstone	Barnard Street	Gladstone	1.5	Football (soccer)	1 full sized field (with lighting, 1 x 10/11's field)	Amenities	Toilets and tennis clubhouse
12	8098	Gladstone	Barnard Street	Gladstone	1.5	AFL	1 field (with basic lighting)		
12	8098	Gladstone	Barnard Street	Gladstone	0.2	Tennis	2 x clay courts (with basic lighting)		
13	20082	Kemp Street Sport Fields	Kemp Street	Kempsey	5.5	Football (soccer)	5 x full size (3 with lighting); 2 x 10/11's; 6 SSG	Amenities	Amenities with canteen, changerooms and toilets; clubhouse building on main field
13	20082	Kemp Street Sport Fields	Kemp Street	Kempsey	2.5	Baseball/Softball	5 x diamonds, 2 x batting cages		
14	18430-18433,18435-18438, 18	Services Club Park	Belgrave Street	Kempsey	3	Athletics	Grass athletics track and long jump pit		Amenities: canteen and toilets
14	18430-18433,18435-18438, 18	Services Club Park	Belgrave Street	Kempsey	-	Cricket	1 x synthetic pitch		
15	15034 and 15035	Frederickton Sports Fields	Flanagan Street	Frederickton	2.3	Cricket	Cricket: 1 x synthetic pitch, 2 x synthetic nets	Amenities	Amenities building with canteen and toilets
15	15034 and 15035	Frederickton Sports Fields	Flanagan Street	Frederickton	-	Football (soccer)	1 full sized field		
15	15034 and 15035	Frederickton Sports Fields	Flanagan Street	Frederickton	0.2	Netball	2 x grass courts		
16	11233 and 18475	Joe Donovan Sporting Complex	Fourth Ave	Stuarts Point	3.2	Cricket	1 x synthetic cricket pitch		



Appendix 2 - Sporting Club and Association Survey Summary

Macleay Valley Sport Strategy Association/Club Survey

Please fill in the following information about your club/organisation.

Answer Options	Response Count
Club/Organisation Name:	31
Postal Address:	29
Postcode:	32
Email Address:	32
Telephone:	30
Website Address:	15

South west rocks football club
 Frederickton Sports Club
 Macleay Valley Cricket Association
 Macleay Valley Eagles AFL Club Inc.
 South West Rocks Surf Life Saving Club
 Macleay Valley Rangers FC
 Kempsey little Athletics
 Crescent Head Netball Club
 Lower Macleay Soccer Club
 South West Rocks Public School
 Macleay Valley Mustangs RLC
 SOUTH WEST ROCKS CROQUET CLUB
 Kempsey Junior Rugby League Inc
 Crescent Head Pointers Swimming Club Inc.
 South West Rocks Tennis Club
 South West Rocks Gailers Rugby Union Club
 Smithtown touch football
 Crescent Head Country Club
 Smithtown Junior League
 Macleay Valley Cricket Association Inc
 South West Rocks Mens Golf club
 SWR MARLINS RLFC
 SOUTH WEST ROCKS MENS BOWLING CLUB
 SOUTH WEST ROCKS GOLDEN OLDIES RUGBY
 The Rotary Club of South West Rocks
 Gladstone Tennis Club
 South West Rocks Little Athletics
 South West Rocks Netball Club Inc
 South West Rocks Dragon Boat Club
 Rockscycling
 Kempsey Macleay Off Road Cyclists

Macleay Valley Sport Strategy Association/Club Survey

What is the main sport or recreation activity of your club/organisation?	
Answer Options	Response Count
	31
<i>answered question</i>	31
<i>skipped question</i>	0

Football/soccer
 Football, Cricket and Netball - Sports Club
 Cricket
 AFL football
 Surf Life Saving - surf awareness and patrolling beaches
 Soccer
 Athletics
 Netball
 Soccer
 Education
 Rugby League
 CRQUET
 Rugby League
 Swimming
 Tennis
 Rugby Union
 Touch football
 Golf/Tennis/Bowls
 Football
 Cricket
 Golf
 RUGBY LEAGUE
 BOWLS
 Golden Oldies Rugby Union.
 We support all sporting and recreational activities
 Tennis
 Althetics
 Netball
 Dragon Boat Paddling
 Cycling
 Mountain biking

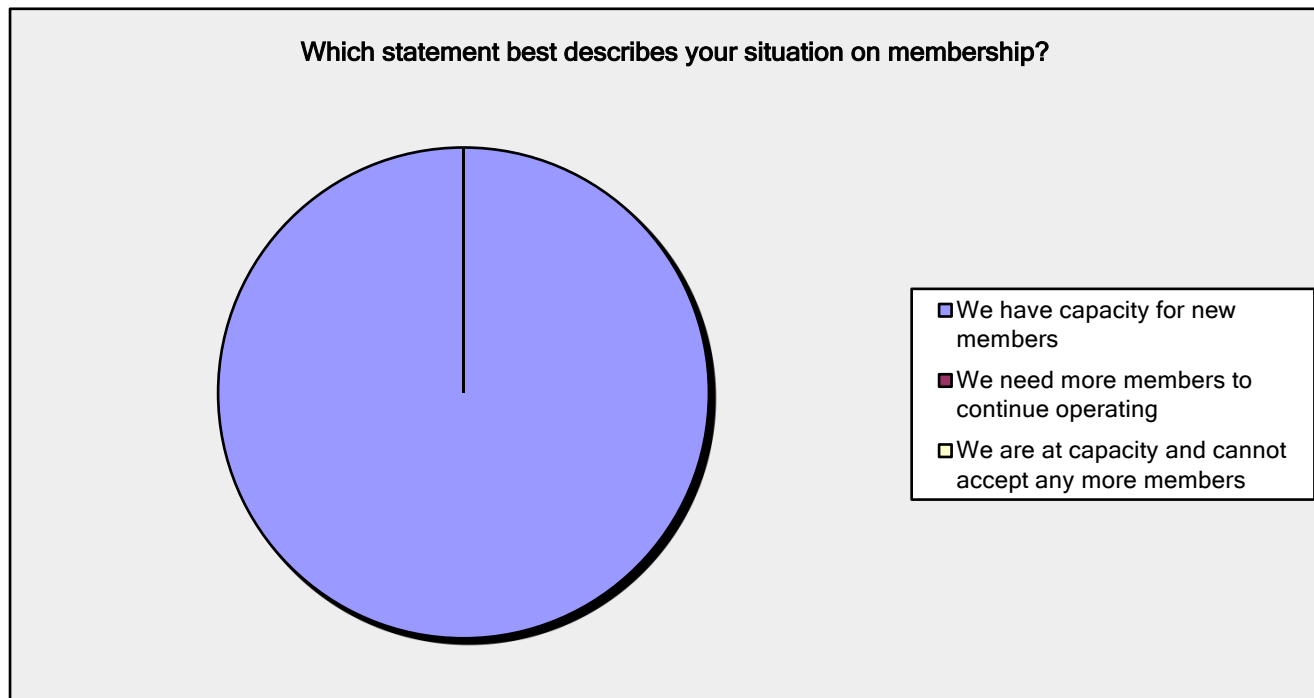
Club/Organisation Name	Estimated Membership (2013)							Current Membership (2016)							Predicted Membership (2019)						
	Female - Senior	Female - Junior	Female - Volunteers	Male - Senior	Male - Junior	Male - Volunteers	Total	Female - Senior	Female - Junior	Female - Volunteers	Male - Senior	Male - Junior	Male - Volunteers	Total	Female - Senior	Female - Junior	Female - Volunteers	Male - Senior	Male - Junior	Male - Volunteers	Total
South west rocks football club	0	10	5	15	60	10	100	15	35	20	24	80	20	194	20	50	35	40	100	35	280
Frederickton Sports Club	34	56	6	36	32	7	171	34	62	14	44	14	6	174	54	80	10	52	44	10	250
Macleay Valley Cricket Association	7	15	10	199	140	45	416	14	20	20	199	150	50	453	40	50	30	199	199	70	588
Macleay Valley Eagles AFL Club Inc.	0	0	10	0	40	10	60	0	10	8	40	60	10	128	6	12	10	20	70	10	128
South West Rocks Surf Life Saving Club	49	61	9	70	68	33	290	55	67	10	66	71	30	299	70	90	20	75	90	50	395
Macleay Valley Rangers FC							0							0							0
Kempsey little Athletics							0							0							0
Crescent Head Netball Club	30	60	10				100	30	54	10				94	50	70	15				135
Lower Macleay Soccer Club	0	0	1	20	0	4	25	0	0	1	20	0	5	26	0	0	1	20	0	5	26
Macleay Valley Mustangs RLC	0	0	5	75	0	15	95	25	0	5	100	0	15	145	50	0	15	100	0	15	180
SOUTH WEST ROCKS CROQUET CLUB	28	0	4	12	0	3	47	39	0	10	19	0	8	76	50	10	10	30	4	8	112
Kempsey Junior Rugby League Inc							0							0							0
Crescent Head Pointers Swimming Club Inc	6	18	12	6	12	10	64	14	20	15	6	12	15	82	20	30	16	14	20	14	114
South West Rocks Tennis Club	40	20	7	45	25	7	144	38	15	6	35	12	7	113	45	45	7			7	104
South West Rocks Gailers Rugby Union Club							0				30	10	10	50				60	30	20	110
Smithtown touch football							0							0							0
Smithtown Junior League							0							0							0
Macleay Valley Cricket Association Inc	6	10	20	220	230	20	506	8	16	20	225	240	20	529	10	30	20	230	250		540
South West Rocks Mens Golf club	145	2		530	7		684	155	2	10	554	12	10	743	199	10		560	31		800
SWR MARLINS RLFC	35	0	5	98	6	12	156	58	0	5	170	6	12	251	70	0	8	190	6	15	289
SOUTH WEST ROCKS MENS BOWLING CLUB	65		12	150	1	15	243	58		11	101	1	15	186	45		8	105	1	15	174
SOUTH WEST ROCKS GOLDEN OLDIES RUGBY	0	0	0	55	0	10	65	0	0	0	43	0	10	53	0	0	0	50	0	12	62
The Rotary Club of South West Rocks	6	0	0	9	0	0	15	12	0	0	3	0	0	15	10	0	0	10	0	0	20
Gladstone Tennis Club							0	7	0	0	7	0	0	14							0
South West Rocks Little Athletics	0	15	3	0	20	1	39	0	24	6	0	26	0	56	0	30	6	0	35	3	74
South West Rocks Netball Club Inc	30	100	5				135	20	80	15				115	40	100	15	20			175
South West Rocks Dragon Boat Club	12	0	5	3	0	2	22	18	0	6	9	0	4	37	30	10	8	20	10	6	84
Rockscycling	0	0		0	0		0	3	0	3	4	0	4	14	20	20		20	20		80
Kempsey Macleay Off Road Cyclists							0	7	2	3	107	23	4	146	25	20	6	199	50	9	309

Category	2013	2016	Change	Change %	2019	Change2	Change %3
Female - Senior	493	610	117	23.7%	854	361	73.2%
Female - Junior	367	407	40	10.9%	657	290	79.0%
Female - Volunteers	129	198	69	53.5%	240	111	86.0%
Male - Senior	1,543	1,806	263	17.0%	2,014	471	30.5%
Male - Junior	641	717	76	11.9%	960	319	49.8%
Male - Volunteers	204	255	51	25.0%	304	100	49.0%
Total	3,377	3,993	616	18.2%	5,029	1,652	48.9%

Macleay Valley Sport Strategy Association/Club Survey

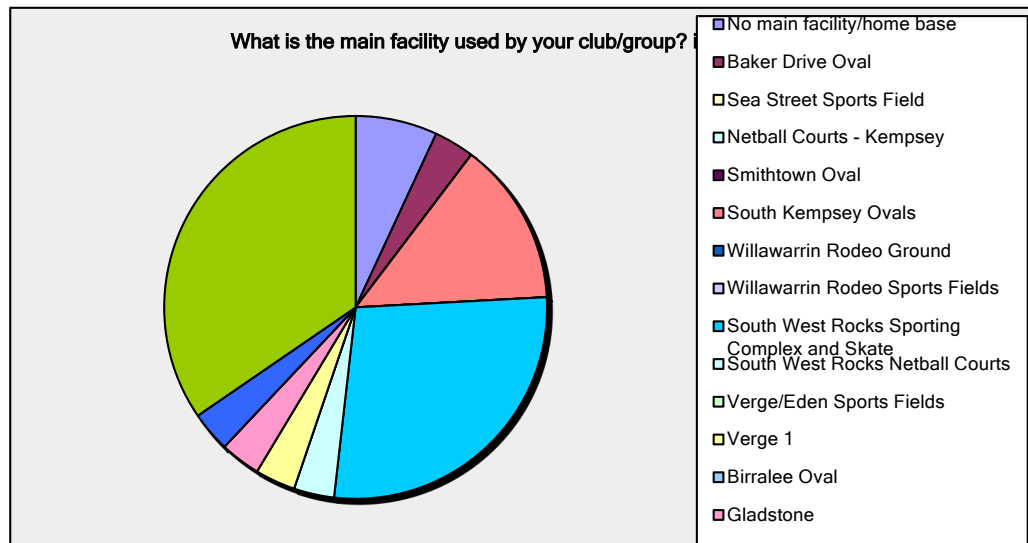
Which statement best describes your situation on membership?

Answer Options	Response Percent	Response Count
We have capacity for new members	100.0%	29
We need more members to continue operating	0.0%	0
We are at capacity and cannot accept any more members	0.0%	0
<i>answered question</i>		29
<i>skipped question</i>		2



Macleay Valley Sport Strategy Association/Club Survey

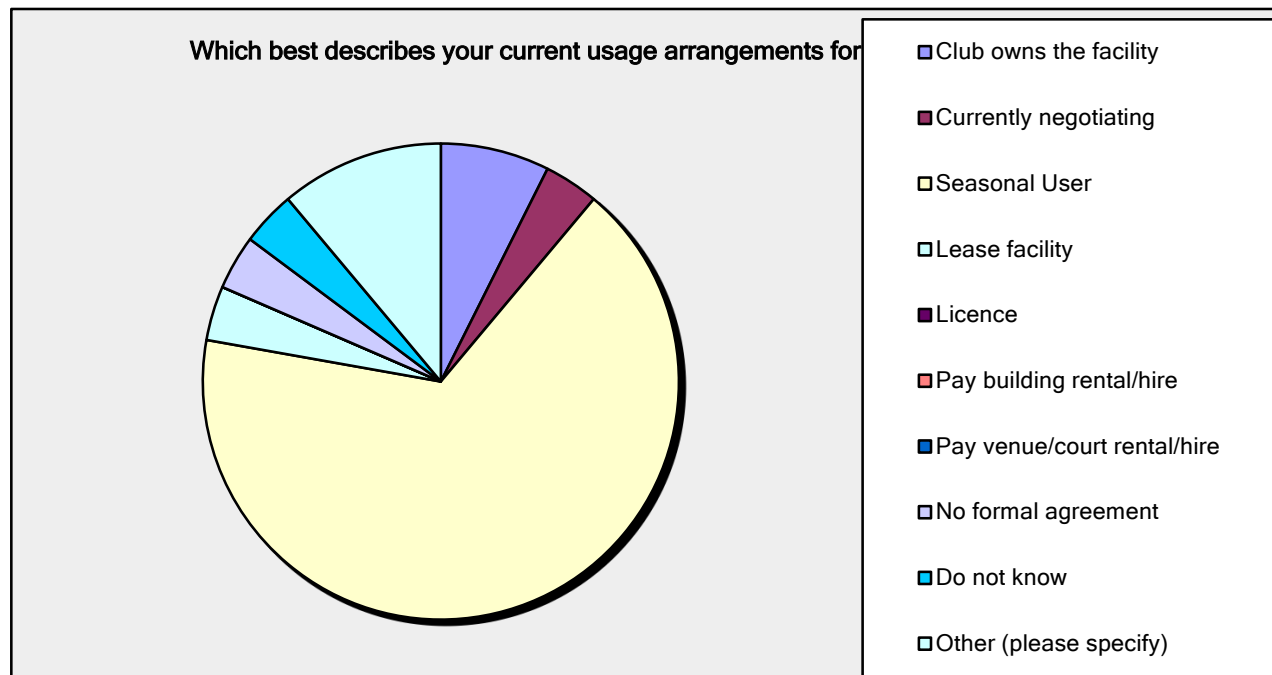
What is the main facility used by your club/group? i.e. home base		
Answer Options	Response Percent	Response Count
No main facility/home base	6.9%	2
Baker Drive Oval	3.4%	1
Sea Street Sports Field	0.0%	0
Netball Courts - Kempsey	0.0%	0
Smithtown Oval	0.0%	0
South Kempsey Ovals	13.8%	4
Willawarrin Rodeo Ground	0.0%	0
Willawarrin Rodeo Sports Fields	0.0%	0
South West Rocks Sporting Complex and Skate	27.6%	8
South West Rocks Netball Courts	3.4%	1
Verge/Eden Sports Fields	0.0%	0
Verge 1	3.4%	1
Birralee Oval	0.0%	0
Gladstone	3.4%	1
Kemp Street Sport Fields	0.0%	0
Services Club Park	0.0%	0
Frederickton Sports Fields	3.4%	1
Joe Donovan Sporting Complex	0.0%	0
Other sport or recreation facility (please specify)	34.5%	10
answered question		29
skipped question		2



Macleay Valley Sport Strategy Association/Club Survey

Which best describes your current usage arrangements for the main facility used?

Answer Options	Response Percent	Response Count
Club owns the facility	7.4%	2
Currently negotiating	3.7%	1
Seasonal User	66.7%	18
Lease facility	3.7%	1
Licence	0.0%	0
Pay building rental/hire	0.0%	0
Pay venue/court rental/hire	0.0%	0
No formal agreement	3.7%	1
Do not know	3.7%	1
Other (please specify)	11.1%	3
answered question		27
skipped question		4



Please fill in the following information about your club/organisation. What is the main facility used by your club/group? i.e. home base

Club/Organisation Name	Response	Reported Hours Per week	Hours Per Year	Average Weekly Hours/Season	
South west rocks football club	South West Rocks Sporting Complex and Skate	35	790	26	30
Frederickton Sports Club	Frederickton Sports Fields	28	780	37	21
Macleay Valley Cricket Association	Other sport or recreation facility (please specify)	46	1,012	46	22
Macleay Valley Eagles AFL Club Inc.	South Kempsey Ovals	24	272	14	20
South West Rocks Surf Life Saving Club	Other sport or recreation facility (please specify)	64	2,144	60	36
Macleay Valley Rangers FC		0	0		
Kempsey little Athletics		0	0		
Crescent Head Netball Club	Baker Drive Oval	12	228	9	25
Lower Macleay Soccer Club	Gladstone	5	130	5	26
South West Rocks Public School	South West Rocks Sporting Complex and Skate	12	141	7	20.5
Macleay Valley Mustangs RLC	Verge 1	10	180	9	20
SOUTH WEST ROCKS CROQUET CLUB	South West Rocks Sporting Complex and Skate	31	1,106	21	52
Kempsey Junior Rugby League Inc		0	0		
Crescent Head Pointers Swimming Club Inc.	Other sport or recreation facility (please specify)	16	50	5	11
South West Rocks Tennis Club	Other sport or recreation facility (please specify)	30	1,224	48	25.5
South West Rocks Gailers Rugby Union Club	South West Rocks Sporting Complex and Skate	14	78	9	9
Smithtown touch football		0	0		
Smithtown Junior League		0	0		
Macleay Valley Cricket Association Inc	South Kempsey Ovals	28	596	23	26
South West Rocks Mens Golf club	Other sport or recreation facility (please specify)	84	4,368	84	52
SWR MARLINS RLFC	South West Rocks Sporting Complex and Skate	5	63	5	13.5
SOUTH WEST ROCKS MENS BOWLING CLUB	Other sport or recreation facility (please specify)	62	1,848	66	28
SOUTH WEST ROCKS GOLDEN OLDIES RUGBY	South West Rocks Sporting Complex and Skate	13	64	2	26.5
The Rotary Club of South West Rocks	No main facility/home base	0	0		
Gladstone Tennis Club	Other sport or recreation facility (please specify)	2	100	4	25
South West Rocks Little Athletics	South West Rocks Sporting Complex and Skate	4	0		
South West Rocks Netball Club Inc	South West Rocks Netball Courts	13	120	8	15
South West Rocks Dragon Boat Club	Other sport or recreation facility (please specify)	4	200	8	25
Rockscycling	No main facility/home base	0	0		
Kempsey Macleay Off Road Cyclists	Other sport or recreation facility (please specify)	41	1,364	49	28

Facility Use Summary	Reported Weekly Hours	Annual Hours	Average Weekly Hours/Year
Baker Drive Oval	12	228	4
Frederickton Sports Fields	28	780	15
Gladstone	5	130	3
No main facility/home base	0	0	0
Other sport or recreation facility (please specify)	349	12310	237
South Kempsey Ovals	52	868	17
South West Rocks Netball Courts	13	120	2
South West Rocks Sporting Complex and Skate	114	2242	43
Verge 1	10	180	3

Macleay Valley Sport Strategy Association/Club Survey

How would you rate the overall standard of the main facilities used by your club?

Standard of Facilities

Answer Options	Very Good	Good	Adequate	Needs some improvement	Needs a lot of improvement	Response Count
Main (home) venue	9	1	2	5	9	26

Meets Competition Requirements (where applicable)

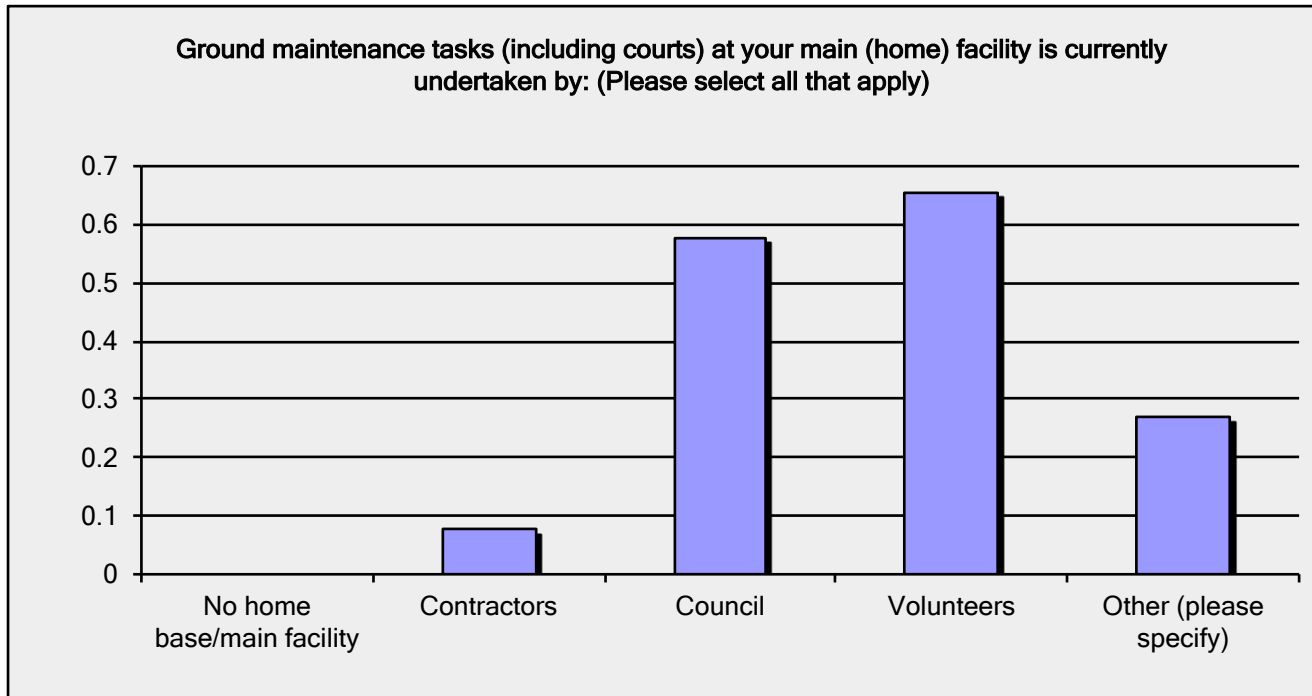
Answer Options	Yes	No	Not Applicable	Response Count
Main (home) venue	15	8	2	25

					Question Totals	
					<i>answered question</i>	26
					<i>skipped question</i>	5

Macleay Valley Sport Strategy Association/Club Survey

Ground maintenance tasks (including courts) at your main (home) facility is currently undertaken by: (Please select all that apply)

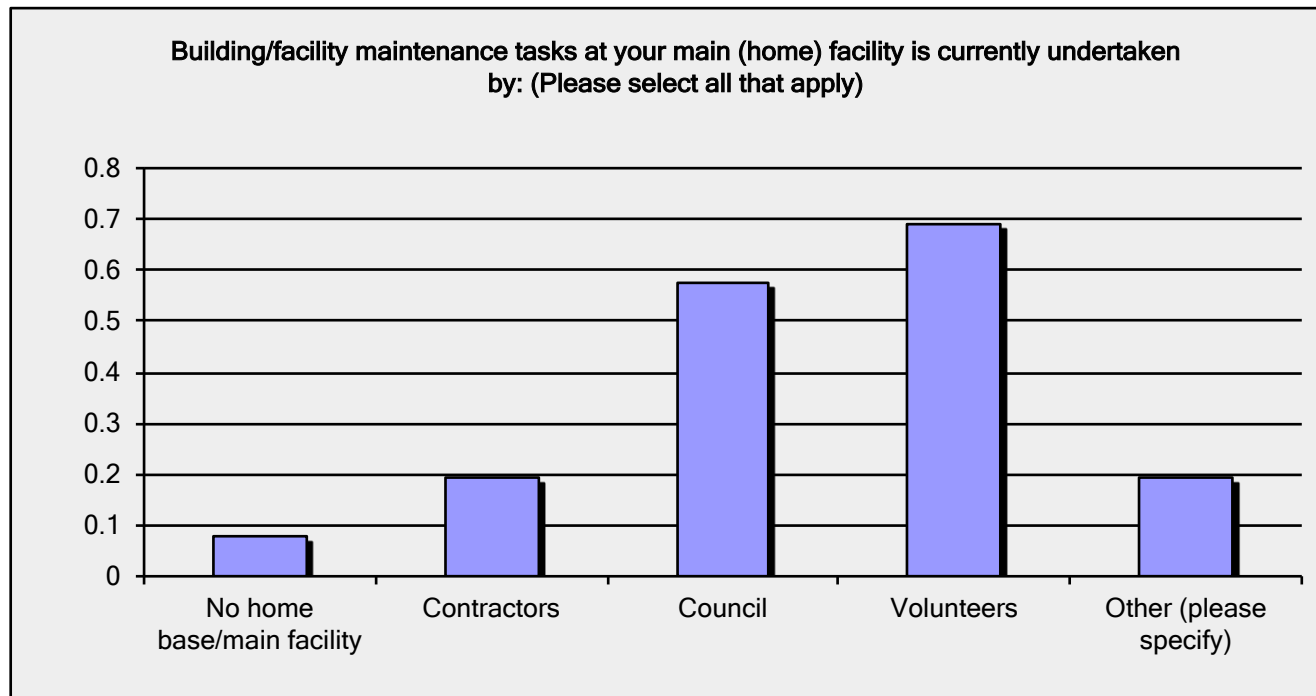
Answer Options	Response Percent	Response Count
No home base/main facility	0.0%	0
Contractors	7.7%	2
Council	57.7%	15
Volunteers	65.4%	17
Other (please specify)	26.9%	7
<i>answered question</i>		26
<i>skipped question</i>		5



Macleay Valley Sport Strategy Association/Club Survey

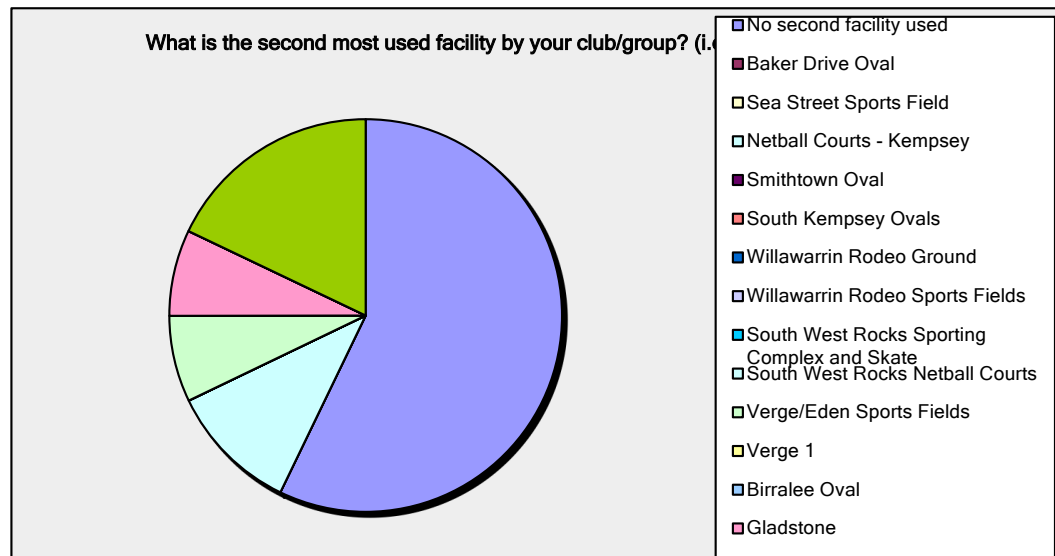
Building/facility maintenance tasks at your main (home) facility is currently undertaken by: (Please select all that apply)

Answer Options	Response Percent	Response Count
No home base/main facility	7.7%	2
Contractors	19.2%	5
Council	57.7%	15
Volunteers	69.2%	18
Other (please specify)	19.2%	5
<i>answered question</i>		26
<i>skipped question</i>		5



Macleay Valley Sport Strategy Association/Club Survey

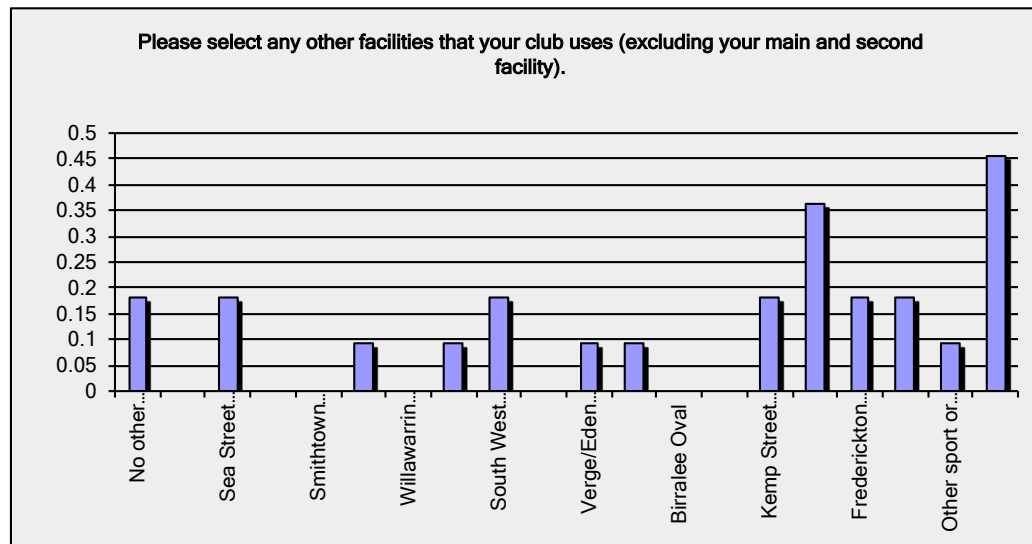
What is the second most used facility by your club/group? (i.e. after your home base)		
Answer Options	Response Percent	Response Count
No second facility used	57.1%	16
Baker Drive Oval	0.0%	0
Sea Street Sports Field	0.0%	0
Netball Courts - Kempsey	10.7%	3
Smithtown Oval	0.0%	0
South Kempsey Ovals	0.0%	0
Willawarrin Rodeo Ground	0.0%	0
Willawarrin Rodeo Sports Fields	0.0%	0
South West Rocks Sporting Complex and Skate	0.0%	0
South West Rocks Netball Courts	0.0%	0
Verge/Eden Sports Fields	7.1%	2
Verge 1	0.0%	0
Birralee Oval	0.0%	0
Gladstone	7.1%	2
Kemp Street Sport Fields	0.0%	0
Services Club Park	0.0%	0
Frederickton Sports Fields	0.0%	0
Joe Donovan Sporting Complex	0.0%	0
Other sport or recreation facility (please specify)	17.9%	5
answered question		28
skipped question		3



Macleay Valley Sport Strategy Association/Club Survey

Please select any other facilities that your club uses (excluding your main and second facility).

Answer Options	Response Percent	Response Count
No other facility used	18.2%	2
Baker Drive Oval	0.0%	0
Sea Street Sports Field	18.2%	2
Netball Courts - Kempsey	0.0%	0
Smithtown Oval	0.0%	0
South Kempsey Ovals	9.1%	1
Willawarrin Rodeo Ground	0.0%	0
Willawarrin Rodeo Sports Fields	9.1%	1
South West Rocks Sporting Complex and Skate	18.2%	2
South West Rocks Netball Courts	0.0%	0
Verge/Eden Sports Fields	9.1%	1
Verge 1	9.1%	1
Birralee Oval	0.0%	0
Gladstone	0.0%	0
Kemp Street Sport Fields	18.2%	2
Services Club Park	36.4%	4
Frederickton Sports Fields	18.2%	2
Joe Donovan Sporting Complex	18.2%	2
Other sport or recreation facility (please specify below)	9.1%	1
Other (please specify)	45.5%	5
answered question		11
skipped question		20



Macleay Valley Sport Strategy Association/Club Survey

Has the club/group funded any improvements at the facilities you use during the past three years?

Answer Options	Response Percent	Response Count
Yes	64.3%	18
No	35.7%	10
answered question		28
skipped question		3

Name	Facility and Project Details	Total Cost (\$)	Club Funding (\$)	Council Funding (\$)	Other Funding Source/s (Please list who and amount)	Year Completed/Opened
South west rocks football club	New storage shed	5,000			\$5000 grant from coastline credit union	2013
Frederickton Sports Club	Frederickton Sports Club amenities block	400	400	na	na	2016
Macleay Valley Cricket Association	Club house	75,000	16,000	45000	ALF Club-funded 20k	ongoing
Macleay Valley Eagles AFL Club Inc.	South Kempsey Clubhouse	90,000	14,000	50000	Thiess - Building valued at \$35,000, Grants \$18982, In-kind & Donations \$10,000	Not completed or officially opened
South West Rocks Surf Life Saving Club	First Aid Room	20,000	20,000			2014
Macleay Valley Rangers FC						
Kempsey little Athletics						
Crescent Head Netball Club						
Lower Macleay Soccer Club						
South West Rocks Public School						
Macleay Valley Mustangs RLC	Canteen Expansion	15,000	15,000	0		2014
SOUTH WEST ROCKS CROQUET CLUB	SUPPLIED AND ERECTED STORAGE SHED	3,000	3,000	NIL		2012
Kempsey Junior Rugby League Inc						
Crescent Head Pointers Swimming Club Inc.						
South West Rocks Tennis Club						
South West Rocks Gailers Rugby Union Club						
Smithtown touch football						
Crescent Head Country Club	Bowling Green	55,000	55,000	0		0 2015
Smithtown Junior League						
Macleay Valley Cricket Association Inc	Re carpet pitch	3,000	1,500	nil	St Josephs School--1500	2015
South West Rocks Mens Golf club	cart path improvement	100,000	100,000			under way
SWR MARLINS RLFC						
SOUTH WEST ROCKS MENS BOWLING CLUB	VARIOUS	60,000	60,000	0		2015
SOUTH WEST ROCKS GOLDEN OLDIES RUGBY						
The Rotary Club of South West Rocks	Skatepark bowl	55,000	50,000	\$5k and support with DA application	Support for croquet court construction	Ongoing
Gladstone Tennis Club						
South West Rocks Little Athletics	Shot put/discus foot rest	200	200	0		2015
South West Rocks Netball Club Inc	Resurfacing Netball Courts	36,650	500	1500	Building Community Partnership Grant	2016
South West Rocks Dragon Boat Club	Installing container to store boat in	15,000	6,000	Nil	Sport and Rec grant \$6,700, in kind donations = \$2,300 from local community and businesses	2016
Rockscycling						
Kempsey Macleay Off Road Cyclists	Trail and access upgrades	20,000	20,000	0		

553,250 361,600 65.4%

290000

Macleay Valley Sport Strategy Association/Club Survey

Has the club/group funded any improvements at the facilities you use during the past three years?

Answer Options	Response Percent	Response Count
Yes	64.3%	18
No	35.7%	10
answered question		28
skipped question		3

Name	Facility and Project Details	Total Cost (\$)	Club Funding (\$)	Council Funding (\$)	Other Funding Source/s (Please list who and amount)	Year Completed/Opened
South west rocks football club						
Frederickton Sports Club	kitchen ,chngerooms & toilets small clean & restore	400	400	na	na	2015
Macleay Valley Cricket Association	New wicket	9000	4000	0k	Cricket NSW-2.5K South West Rocks Country Club-2.5k	2015
Macleay Valley Eagles AFL Club Inc.						
South West Rocks Surf Life Saving Club	Upgrade of members training and recreation area including covered deck and storage area	120000	65000		\$55000 - State Government	2013
Macleay Valley Rangers FC						
Kempsey little Athletics						
Crescent Head Netball Club						
Lower Macleay Soccer Club						
South West Rocks Public School						
Macleay Valley Mustangs RLC	Electronic Scoreboard	10000	4000	0	Donation \$6,000	2016
SOUTH WEST ROCKS CROQUET CLUB	TOP DRESSED 2 COURTS	800	200	Aprox \$600		2015
Kempsey Junior Rugby League Inc						
Crescent Head Pointers Swimming Club Inc.						
South West Rocks Tennis Club						
South West Rocks Gailers Rugby Union Club						
Smithtown touch football						
Crescent Head Country Club	Tennis Courts	245000	245000	0	0	2014
Smithtown Junior League						
Macleay Valley Cricket Association Inc	Verge 2 cricket pitch	4000	4000	nil	nil	2015
South West Rocks Mens Golf club						
SWR MARLINS RLFC						
SOUTH WEST ROCKS MENS BOWLING CLUB	VARIOUS	40000	40000	0		2014
SOUTH WEST ROCKS GOLDEN OLDIES RUGBY						
The Rotary Club of South West Rocks	We applied for a district rotary grant to support the construction of new croquet courts	12000	6000		6k grant from Rotary district 9650	

441,235 368,659 83.6%

417,235

Macleay Valley Sport Strategy Association/Club Survey

Has the club/group funded any improvements at the facilities you use during the past three years?

Answer Options	Response Percent	Response Count
Yes	64.3%	18
No	35.7%	10
<i>answered question</i>		28
<i>skipped question</i>		3

Name	Facility and Project Details	Total Cost (\$)	Club Funding (\$)	Council Funding (\$)	Other Funding Source/s (Please list who and amount)	Year Completed/Opened
South west rocks football club						
Frederickton Sports Club						
Macleay Valley Cricket Association						
Macleay Valley Eagles AFL Club Inc.						
South West Rocks Surf Life Saving Club	Upgrade kitchen facility	40000	40000			2015/2016
Macleay Valley Rangers FC						
Kempsey little Athletics						
Crescent Head Netball Club						
Lower Macleay Soccer Club						
South West Rocks Public School						
Macleay Valley Mustangs RLC	Concrete Bunkers		3000	0	KDJRL	2016
Kempsey Junior Rugby League Inc						
Crescent Head Pointers Swimming Club Inc.						
South West Rocks Tennis Club						
South West Rocks Gailers Rugby Union Club						
Smithtown touch football						
Crescent Head Country Club	Golf Course	537000	537000	0		2016
Smithtown Junior League						
Macleay Valley Cricket Association Inc	South Kempsey Oval amenities block	70000	15000	45000	Macleay Valley Eagles AFL--10000	2015

647,000 595,000 92.0%

Grand Total 1,641,485 1,325,259 80.7%

577000

1,284,235
0.782361703

Macleay Valley Sport Strategy Association/Club Survey

Are there any Improvements/capital works your club/group has identified over the next five years (2016 - 2020) at the facilities you use?

Answer Options	Response Percent	Response Count
Yes	89.3%	25
No	10.7%	3
answered question		28
skipped question		3

Name	1	2	3	4	5	6	7	8	9	10
South west rocks football club	Canteen expansion upgrade/improvement	upgrade and improve lighting	Upgrade change rooms	More storage for all clubs	Grandstand and more seating	Better vehicle movement plan for golf buggies	Fence on southern end	Small playground	Upgrade and improve toilets	Goal posts
Frederickton Sports Club	Turn Tennis Court into multi sport Centre	Adjust embankment to move football field	Fence the field perimeter	refurbish the amenities block	Terrace the embankment	floodlights for main field & netball	sealed carpark	seal Flanagan st. all the way to carpark	seal netball courts	Indoor sports facility Clubhouse
Macleay Valley Cricket Association	New turf wicket-Frederickton	Grandstand-South Kempsey Oval	Better Lighting of Verge st complex		Better lighting of South West Rocks Complex	Sight Screens South West Rocks Oval				
Macleay Valley Eagles AFL Club Inc.	Training Lights	increase the saving gear and equipment storage - onsite and offsite	upgrade drive and car park with Bitumen and concrete curbing	Public toilet block close to oval	Solar panels installed	Access facilities to the beaches, including disabled	Upgrade gymnasium for members and community use eg RSL Vets	Lifesaving tower	Emergency Response Operation Centre	Remediation of eroded rock wall
South West Rocks Surf Life Saving Club	New club members and guests function area		Facility - surf life saving courses and meetings	Office and administration area for volunteer office bearers		Main Beach and				Upgrade of equipment wash-down area drainage
Macleay Valley Rangers FC										
Kempsey little Athletics										
Crescent Head Netball Club	new table and shade for players and parents	fixing the ring	replacing the poles	better lighting	finish the store room eg closing the gap at the top					
Lower Macleay Soccer Club										
South West Rocks Public School	Extra space for playing fields	Athletics carnival facilities								
Macleay Valley Mustangs RLC	Office/Classroom	Storage	Lighting	Seating	Grandstand	Parking				
SOUTH WEST ROCKS CROQUET CLUB	lobby council for extra toilet block closer to courts	new courts (assey) to achieve competition standard	apply to council to have at least 2 dedicated courts	Fence around courts	Achieve a third court	Club house facilities				
Kempsey Junior Rugby League Inc										
Crescent Head Painters Swimming Club Inc.	Erection of a Shed/office space for Club Use	Erection of toilet facilities within pool perimeter								
South West Rocks Tennis Club	Resurfacing of two tennis courts	Replacement of all courts fencing								
South West Rocks Gailers Rugby Union Club										
Smithtown touch football										
Crescent Head Country Club	Fairway Irrigation System	Rebuild Greens	Replace Capital Equipment	Seating	Tree Planting	Sand Boxes	Fencing	Signage	Composting	Shade
Smithtown Junior League										
Macleay Valley Cricket Association Inc	South Kempsey sight screens	Eden 2 new synthetic top	Eden 1 new synthetic top	Frederickton Sports Ground new turf pitch						
South West Rocks Mens Golf club										
SWR MARLINS RLFC										
SOUTH WEST ROCKS MENS BOWLING CLUB	SUN SHADES ON GREEN SURROUNDS	FENCING TO PROTECT GREENS FROM ANIMAL DAMAGE	SEATING							
SOUTH WEST ROCKS GOLDEN OLDIES RUGBY	new fields	improved change sheds	canteen							
The Rotary Club of South West Rocks	sporting fields at South West Rocks	Heated therapy swimming pool								
Gladstone Tennis Club	Top court surface	Replace lights with LEDs								
South West Rocks Little Athletics	Shot put/discus cage	Long jump run up	Storage shed							
South West Rocks Netball Club Inc	Court Lighting	upgrade to existing community used club house								
South West Rocks Dragon Boat Club	Tables, chairs and shelters	Built in BBQ's	Built in Exercise equipment							
Rockscycling	Cycle path along the west side of the SWR golf course	Cycle path continued up to the gaol SWR	Creek and behind Rocks village SWR	Cycle path along the Macleay River SWR						
Kempsey Macleay Off Road Cyclists	Downhill tracks	Pump track								

Macleay Valley Sport Strategy Association/Club Survey

For your top three capital works priorities, please provide the following details.

Name	Facility and Project Details	Total Cost (\$)	Club Funding (\$) (inc. in-kind)	Council Funding (\$)	Other Funding Source/s (Please list who and amount)	Proposed Year/s
South west rocks football club	Canteen expansion					Asap
Frederickton Sports Club	Floodlights for mainfield & netball courts	160000	5000	?	grants & sponsorship	2018-2020
Macleay Valley Cricket Association		500000	undecided	undecided		
Macleay Valley Eagles AFL Club Inc.	Training lights	180,000	10000	Unknown	Grants and fundraising	2017/18
South West Rocks Surf Life Saving Club	New club members and guests function area	1500000				
Macleay Valley Rangers FC						
Kempsey little Athletics						
Crescent Head Netball Club	new table and shade				recycle table	2016
Lower Macleay Soccer Club						
South West Rocks Public School						
Macleay Valley Mustangs RLC						
SOUTH WEST ROCKS CROQUET CLUB	toilet block near courts			total		2
Kempsey Junior Rugby League Inc						
Crescent Head Pointers Swimming Club Inc.	Erection of Shed / Office	10000	10000	Not requested at this point		2016
South West Rocks Tennis Club	Resurface two bottom courts	55000	55000	Nil		Late 2016
South West Rocks Gailers Rugby Union Club						
Smithtown touch football						
Crescent Head Country Club	Fairway Irrigation System	487000	487000	0	0	2021 to 2023
Smithtown Junior League						
Macleay Valley Cricket Association Inc	South Kempsey sight screens	18000	7000	nil	State Govt grant--11000	2016
South West Rocks Mens Golf club						
SWR MARLINS RLFC						
SOUTH WEST ROCKS MENS BOWLING CLUB		30000	10000		CLUBS GRANTS	2016
SOUTH WEST ROCKS GOLDEN OLDIES RUGBY	?	?	?	?	?	?
The Rotary Club of South West Rocks	Trial st					
Gladstone Tennis Club	Top court surface	2000	2000	0		2017
South West Rocks Little Athletics	Shot put/discus cage	1500				2017
South West Rocks Netball Club Inc	Court Lighting	30035	1500		Grants	2017
South West Rocks Dragon Boat Club	Tables, chairs and shelters	1000	500	500		2016
Rockscycling	Cycle path along the west side of the SWR golf course	300000				
Kempsey Macleay Off Road Cyclists	Downhill track	30000	10000	20000		

\$3,304,535

\$598,000

Macleay Valley Sport Strategy Association/Club Survey

For your top three capital works priorities, please provide the following details.

Name	Facility and Project Details	Total Cost (\$)	Club Funding (\$) (Inc. in-kind)	Council Funding (\$)	Other Funding Source/s (Please list who and amount)	Proposed Year/s
South west rocks football club	Improved lighting	????				Asap
Frederickton Sports Club	Indoor Sports Facility & Clubhouse	160000	?	?	grants & sponsorship	Asap
Macleay Valley Cricket Association						2020 and beyond
Macleay Valley Eagles AFL Club Inc.	Upgrade vehicle access and improve parking area and surface	Unknown	Unknown	Unknown	Grants, Sponsorship and Fundraising	
South West Rocks Surf Life Saving Club	Increase life saving gear and equipment storage - onsite and offsite	300000				2018/19
Macleay Valley Rangers FC						
Kempsey little Athletics						
Crescent Head Netball Club	repair rings					
Lower Macleay Soccer Club						2017
South West Rocks Public School						
Macleay Valley Mustangs RLC						
SOUTH WEST ROCKS CROQUET CLUB	level grounds to comp. standard	5000	5000	Nil		
Kempsey Junior Rugby League Inc						2
Crescent Head Pointers Swimming Club Inc.	Erection of Toilet facilities within pool perimeter	Still in enquiry stage				
South West Rocks Tennis Club	Replace Court Fencing	50000	50000	Nil		2017 to 2020
South West Rocks Gailers Rugby Union Club						Late 2016
Smithtown touch football						
Crescent Head Country Club	Rebuild Greens	217000	217000	0	0	
Smithtown Junior League						2018 to 2021
Macleay Valley Cricket Association Inc	Eden 2 new synthetic top	4000	2000	nil	Cricket NSW--2000	
South West Rocks Mens Golf club						2016
SWR MARLINS RLFC						
SOUTH WEST ROCKS MENS BOWLING CLUB		12000	5000		CUBS GRANTS	
SOUTH WEST ROCKS GOLDEN OLDIES RUGBY						1-2 years
The Rotary Club of South West Rocks	Swr country club where existing swimming pool is located					
Gladstone Tennis Club	Replace lights with LEDs	10000	1000	0	Grant	
South West Rocks Little Athletics	Long jump run up	2000	Labour/fundraising in progress			2018
South West Rocks Netball Club Inc						
South West Rocks Dragon Boat Club	Built in BBQ	10000	5000	5000		
Rockscycling	Cycle path to continue up to the gaol SWR	120000				2016
Kempsey Macleay Off Road Cyclists	Pump track	5000	0	5000		

\$895,000

\$285,000

Macleay Valley Sport Strategy Association/Club Survey

For your top three capital works priorities, please provide the following details.

Name	Facility and Project Details	Total Cost (\$)	Club Funding (\$) (inc. in-kind)	Council Funding (\$)	Other Funding Source/s (Please list who and amount)	Proposed Year/s
South west rocks football club	Upgrade changerooms	?????				Asap
Frederickton Sports Club	Turn tennis courts into multi sport centre	50000	?	?	grants & sponsorship	2017
Macleay Valley Cricket Association						
Macleay Valley Eagles AFL Club Inc.	Drainage to field on Middleton Street side	Unknown	Unknown	Unknown	Grants, Sponsorship and Fundraising	2019/2020
South West Rocks Surf Life Saving Club	Training and meeting facility - surf life saving courses and meetings	150000				
Macleay Valley Rangers FC						
Kempsey little Athletics						
Crescent Head Netball Club	replace oles					only if necessary
Lower Macleay Soccer Club						
South West Rocks Public School						
Macleay Valley Mustangs RLC						
SOUTH WEST ROCKS CROQUET CLUB	2 courts solely for croquet use only	nil	nil	nil		2016
Kempsey Junior Rugby League Inc						
Crescent Head Pointers Swimming Club Inc.						
South West Rocks Tennis Club						
South West Rocks Gailers Rugby Union Club						
Smithtown touch football						
Crescent Head Country Club	Replace Capital Equipment	523000	523000	0		2018 to 2023
Smithtown Junior League						
Macleay Valley Cricket Association Inc	Eden 2 new synthetic top	4000	4000	nil	nil	2017
South West Rocks Mens Golf club						
SWR MARLINS RLFC						
SOUTH WEST ROCKS MENS BOWLING CLUB		7000	2000		CLUBS GRANTS	2017
SOUTH WEST ROCKS GOLDEN OLDIES RUGBY						
The Rotary Club of South West Rocks						
Gladstone Tennis Club						
South West Rocks Little Athletics	Storage shed	1000	Labour/fundraising in progress.			
South West Rocks Netball Club Inc						
South West Rocks Dragon Boat Club	Built in exercise equipment	10000	5000	5000		2017
Rockscycling	Cycle path along back creek and behind Rocks Village to join to exiting path	140000				
		\$885,000	\$534,000			

Macleay Valley Sport Strategy Association/Club Survey

Please list any major long term capital works projects your club/group plan on undertaking (beyond 2020).

Answer Options

Response Count

13

answered question 13

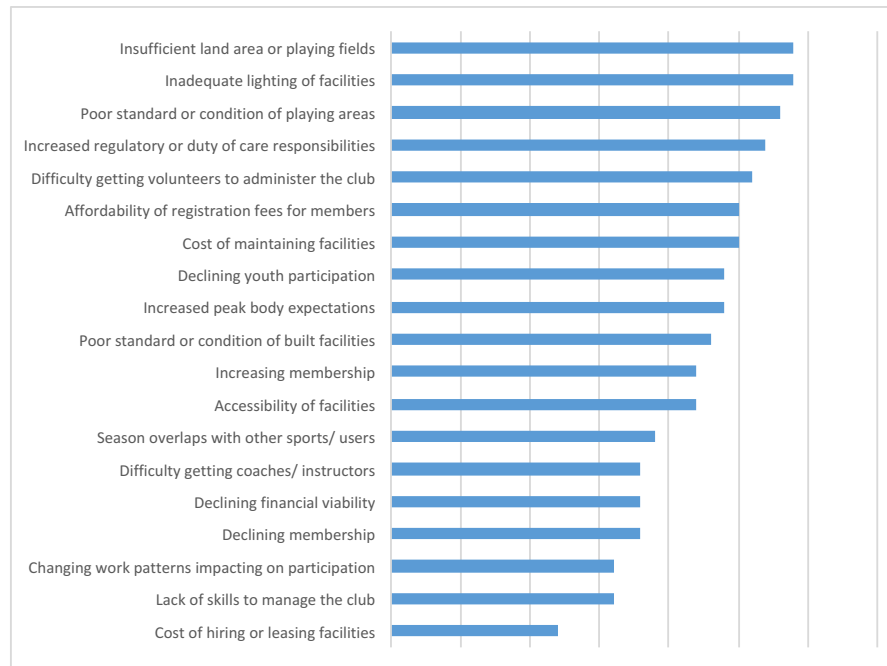
skipped question 18

Name	Please list any major long term capital works projects your club/group plan on undertaking (beyond 2020).
South west rocks football club	More fields
Frederickton Sports Club	The indoor Fascility & the floodlights
Macleay Valley Cricket Association	Undecided
Macleay Valley Eagles AFL Club Inc.	Public Toilet Block near clubhouse.
South West Rocks Surf Life Saving Club	Brand new premises
Macleay Valley Rangers FC	
Kempsey little Athletics	
Crescent Head Netball Club	undercover netball court
Lower Macleay Soccer Club	
South West Rocks Public School	
Macleay Valley Mustangs RLC	Major upgrading of Verge St to attract NRL trials, pre-season, City-Country, State and National tournaments.
SOUTH WEST ROCKS CROQUET CLUB	Improve playing fields and have toilet facilities closer to our courts to accommodate our senior citizens needs. Achieve a 3rd court.
Kempsey Junior Rugby League Inc	
Crescent Head Pointers Swimming Club Inc.	
South West Rocks Tennis Club	Nil
South West Rocks Gailers Rugby Union Club	
Smithtown touch football	
Crescent Head Country Club	Fairway Irrigation System, Rebuild Greens, Replace Capital Equipment, Refurbishment Clubhouse Facility, Resurface Bowling Greens, Resurface Tennis Courts, Carpark Upgrade, New Lighting and Security Systems
Smithtown Junior League	
Macleay Valley Cricket Association Inc	Possible turf pitch and associated works (eg: shedding, mowers, rollers etc.) at Frederickton Sports Ground.
South West Rocks Mens Golf club	
SWR MARLINS RLFC	
SOUTH WEST ROCKS MENS BOWLING CLUB	NIL
SOUTH WEST ROCKS GOLDEN OLDIES RUGBY	
The Rotary Club of South West Rocks	
Gladstone Tennis Club	
South West Rocks Little Athletics	
South West Rocks Netball Club Inc	
South West Rocks Dragon Boat Club	
Rockscycling	As Above

Macleay Valley Sport Strategy Association/Club Survey

To what extent are the following issues impacting on your Association/Club?

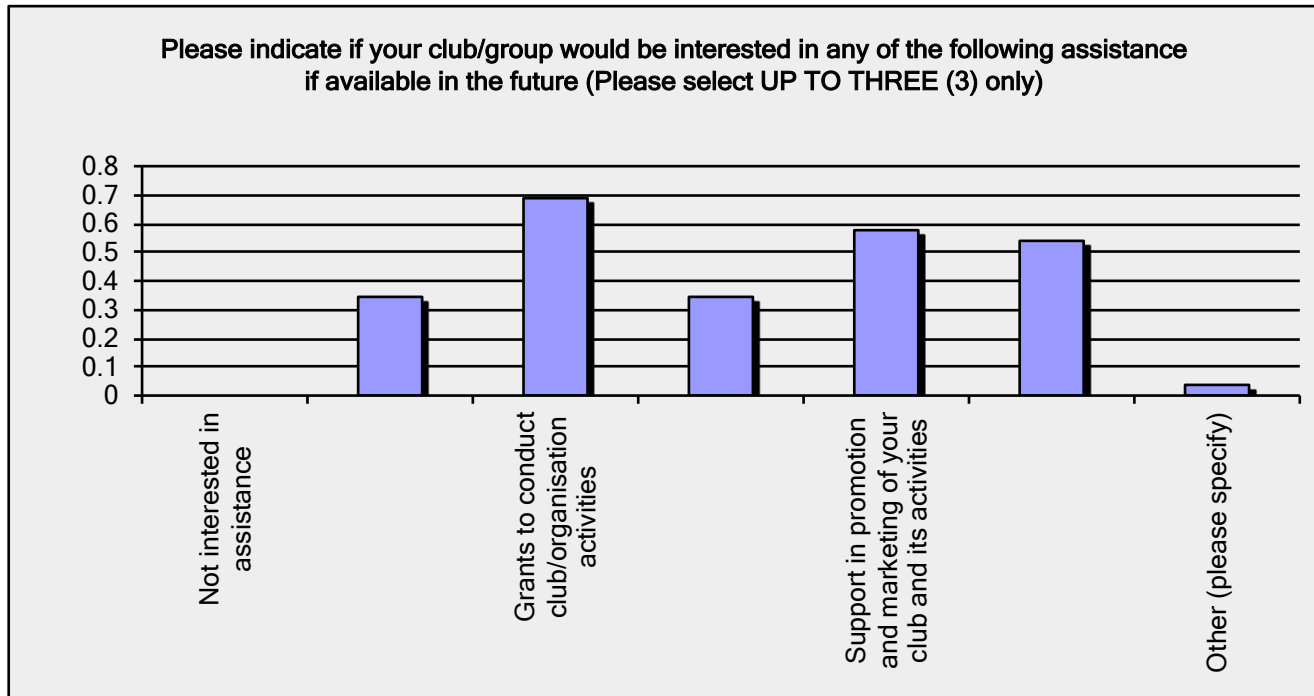
Answer Options		Great Impact	Some Impact	No Impact	Don't Know	Rating Average	Response Count	
Cost of hiring or leasing facilities	Cost of hiring or leasing facilities	5	2	15	3	2.64	26	12
Lack of skills to manage the club	Lack of skills to manage the club (eg	3	10	13	0	2.38	26	16
Changing work patterns impacting on	Changing work patterns impacting on	3	10	11	2	2.46	26	16
Declining membership	Declining membership	5	8	12	0	2.28	26	18
Declining financial viability	Declining financial viability	5	8	13	0	2.31	26	18
Difficulty getting coaches/ instructors	Difficulty getting coaches/ instructors	6	6	13	1	2.35	26	18
Season overlaps with other sports/ users	Season overlaps with other sports/ users	7	5	13	1	2.31	26	19
Accessibility of facilities	Accessibility of facilities (eg car parking, public	6	10	9	1	2.19	26	22
Increasing membership	Increasing membership	7	8	9	1	2.16	26	22
Poor standard or condition of built facilities	Poor standard or condition of built facilities	7	9	9	1	2.15	26	23
Increased peak body expectations	Increased peak body expectations	5	14	7	0	2.08	26	24
Declining youth participation	Declining youth participation	8	8	7	3	2.19	26	24
Cost of maintaining facilities	Cost of maintaining facilities	6	13	6	1	2.08	26	25
Affordability of registration fees for members	Affordability of registration fees for members	8	9	9	0	2.04	26	25
Difficulty getting volunteers to administer the	Difficulty getting volunteers to administer the	8	10	8	0	2.00	25	26
Increased regulatory or duty of care	Increased regulatory or duty of care	8	11	7	0	1.96	26	27
Poor standard or condition of playing areas	Poor standard or condition of playing areas	9	10	6	1	1.96	25	28
Inadequate lighting of facilities	Inadequate lighting of facilities	10	9	5	2	1.96	26	29
Insufficient land area or playing fields	Insufficient land area or playing fields	12	5	9	0	1.88	25	29
answered question							26	
skipped question							5	



Macleay Valley Sport Strategy Association/Club Survey

Please indicate if your club/group would be interested in any of the following assistance if available in the future (Please select UP TO THREE (3) only)

Answer Options	Response Percent	Response Count
Not interested in assistance	0.0%	0
Workshops/seminars to assist with developing skills of club	34.6%	9
Grants to conduct club/organisation activities	69.2%	18
Incentives to clubs which encourage participation	34.6%	9
Support in promotion and marketing of your club and its	57.7%	15
Assistance with facility maintenance	53.8%	14
Other (please specify)	3.8%	1
<i>answered question</i>		26
<i>skipped question</i>		5



Macleay Valley Sport Strategy Association/Club Survey

Please list any other issues or comments your club/group wishes to raise about club or facility needs or further requirements of Council.

Answer Options	Response Count
	15
	15
	19
	16

Column 1
Greater cooperation between all Gov bodies to put in place better long term strategies
It would be great if Council could erect 2 flag poles and a water bottle refilling station at South Kempsey Oval near the clubhouse.
Sustainability of South West Rocks Surf Life Saving Club (SWRSLSC) is highly dependent on resources and financial assistance from Kempsey Shire Council, State and Federal Governments as well as continuous community support. SWRSLSC provides a community hub for various events and functions often at the expense of SWRSLSC. Future strategic planning regarding membership retention, sponsorship, liaising with government agencies is vital to our continued success keeping our beaches safe for locals and tourists alike. Modern premises and equipment is necessary to fulfilling our core duty of patrolling our beaches and emergency response.
I believe the Council is helping us now with our table and shade so we are pretty happy. next year some maintenance will have to be done but we hopefully can keep our good relation with council as our club is only leaving by little raffle and lot of volunteers. the sport complex(netball court, soccer field, cricket and rugby field) in crescent head are essential to our club, the public school and our community.
Thee current complex is in the best location for the town. Long term the facilities need to be upgraded to suit the needs of the town.
Croquet courts are meant to be manicured to a standard close to a bowling green and therefore cannot be utilised as a multi purpose sport field eg. soccer, league, union. The courts at SWR are presently shared with athletics, cricket and some training by others. We presently hold Pennants on these courts thanks to the forgiving attitude of the visiting teams from out of town, but we cannot run a 3 or 4 day tournament that all the other clubs do. These tournaments bring top players from all over the state to their towns. Most of our members are elderly and unfortunately do need to be close to toilet facilities, not a 200 metre walk away. By improving our courts and facilities we envisage expanding our membership to include Juniors and have the schools involvement. The SWR Croquet Club predominately play 'GOLF CROQUET' and has recently introduced another croquet code called 'RICOCHET CROQUET' reported to be the fastest growing sport.
Working with Council to increase and improve facilities in Crescent Head.
Our major complaint with Council is the state in which the grounds are maintained. Ovals are generally presented in an unacceptable condition for playing cricket, except for South Kempsey (which we maintain ourselves) and South West Rocks (which is maintained generally by SWR Country Club. This is despite the fact that we have continually asked Council to do a more streamlined job. Although our work at South Kempsey oval saves Council at least \$3000-\$4000 per annum, they refuse to even contribute with fuel, although we have requested same on a number of occasions.
THE MAIN ISSUE WITH THE SOUTH WEST ROCKS SPORTING FIELDS IS THAT THERE IS ONLY 1 MAIN FIELD FOR FAR TOO MANY SPORTING ASSOCIATIONS USAGE. THERE NEEDS TO BE MORE SPORTING FIELDS IN SOUTH WEST ROCKS. ALSO THE CANTEEN AND AMENITIES BUILDINGS REQUIRE SOME BADLY NEEDED UPGRADING.
A lot of paperwork required by council.
At present improving our shot put/discus area and providing a proper long jump run up would be priority, also storage space that isn't shared with other sporting clubs would be high too, at present in the off season our equipment is moved to allow another club to use our space and we share with soccer club.
The current sporting fields on Phillip Drive (~4ha) is over-utilised and under equipped. Cricket, croquet, soccer, golden oldies rugby/touch football, little athletics, rugby league, rugby union and the SWRs Public School all use the same oval. Therefore in winter the oval caters for 563 users per week, however the grounds are never rested with 588 weekly users in spring/summer. This heavy usage creates significant conflict between sporting clubs as the oval must be shared for trainings, matches and events. Frequent game clashes require clubs to reschedule matches or move them to Gladstone or Smithtown. Junior AFL no longer operates in SWRs due the limited oval capacity and has moved to Gladstone. Additionally, all SWRs clubs shared limited storage, change rooms and canteen facilities, which also requires significant compromise.
As Matty's Flat is a public recreational area it would be good if council could assist with funding or in kind donation of works to improve the area, not just for our clubs members but for all of the community to use by assisting with putting in tables, chairs and shelters as well as built in barbeques.
Our club was formed due to a lack of safe cycling paths around South West Rocks and that it is dangerous to cycle on our roads. The sole purpose of forming this club was to get cycle paths in our area to make it safe for all cyclists of all ages.



Appendix 3 - Initial Development Project List

Source	Location	New/Upgrade	Renewal/Maintenance
Crescent Head Country Club	Crescent Head Golf Club	Fairway Irrigation System	
Crescent Head Country Club	Crescent Head Golf Club	Rebuild Greens	
Crescent Head Netball Club	Baker Drive	new table and shade	fixing the ring, replacing the poles, finish the store room e.g.: closing the gap at the top
Crescent Head Netball Club	Baker Drive	Lighting upgrade	
Crescent Head Pointers Swimming	Crescent Head Swim Centre	Erection of a Shed/office space for Club Use	
Crescent Head Pointers Swimming	Crescent Head Swim Centre	Erection of toilet facilities within pool perimeter	
Frederickton Sports Club	Frederickton Sports Fields	Adjust embankment to move football field	refurbish the amenities block
Frederickton Sports Club	Frederickton Sports Fields	Fence the field perimeter	
Frederickton Sports Club	Frederickton Tennis Courts	Turn Tennis Court into multi sport Centre	
Gladstone Tennis Club	Gladstone		Top court surface, Replace lights with LEDs
Kempsey Macleay Off Road Cyclis	Unknown	Develop downhill and pump tracks	
Macleay Valley Cricket Associatio	Frederickton Sports Fields	New turf wicket-Frederickton	
Macleay Valley Cricket Associatio	South West Rocks Sports Complex		Better lighting of South West Rocks Complex
Macleay Valley Cricket Associatio	Verge Street		Better Lighting of Verge st complex
Macleay Valley Cricket Associatio	South Kempsey Ovals	South Kempsey sight screens	
Macleay Valley Cricket Associatio	South Kempsey Ovals	Grandstand-South Kempsey Oval	
Macleay Valley Cricket Associatio	Verge/Eden	Eden 1 new synthetic top	
Macleay Valley Cricket Associatio	Verge/Eden	Eden 2 new synthetic top	
Macleay Valley Eagles AFL Club Ir	South Kempsey Ovals	Training Lights	Drainage to field on Middleton Street side of oval
Macleay Valley Eagles AFL Club Ir	South Kempsey Ovals	Upgrade Drive and Car park with Bitumen and concrete curbing	
Macleay Valley Eagles AFL Club Ir	South Kempsey Ovals	Public toilet block close to clubhouse	
Macleay Valley Mustangs RLC	Verge 1	Office/Classroom	
Macleay Valley Mustangs RLC	Verge 2	Storage	
Macleay Valley Mustangs RLC	Verge 3	Lighting	
Macleay Valley Mustangs RLC	Verge 4	Seating	
SOUTH WEST ROCKS CROQUET CL	South West Rocks Sports Complex	Toilet block	level courts (laser) to achieve competition standard
SOUTH WEST ROCKS CROQUET CL	South West Rocks Sports Complex	Dedicated Croquet Courts with fencing	

South west rocks football club	South West Rocks Sports Complex	Canteen expansion upgrade/improvement	
South west rocks football club	South West Rocks Sports Complex	upgrade and improve lighting	
South west rocks football club	South West Rocks Sports Complex	Upgrade change rooms	
South west rocks football club	South West Rocks Sports Complex	More storage for all clubs	
South west rocks football club	South West Rocks Sports Complex	Grandstand and more seating	
SOUTH WEST ROCKS GOLDEN OLD	South West Rocks Sports Complex	new fields	
SOUTH WEST ROCKS GOLDEN OLD	South West Rocks Sports Complex	improved change sheds	
SOUTH WEST ROCKS GOLDEN OLD	South West Rocks Sports Complex	canteen	
South West Rocks Little Athletics	South West Rocks Sports Complex	Shot put/discus cage	
South West Rocks Little Athletics	South West Rocks Sports Complex	Long jump run up	
South West Rocks Little Athletics	South West Rocks Sports Complex	Storage shed	
SOUTH WEST ROCKS MENS BOWLI	South West Rocks Country Club	Shade around greens	
SOUTH WEST ROCKS MENS BOWLI	South West Rocks Country Club	Fencing around greens	
SOUTH WEST ROCKS MENS BOWLI	South West Rocks Country Club	Seating	
South West Rocks Netball Club In	South West Rocks Sports Complex	Court Lighting	
South West Rocks Netball Club In	South West Rocks Sports Complex	Upgrade to existing community used club house	
South West Rocks Surf Life Saving	South West Rocks Surf Club	New club members and guests function area	
South West Rocks Surf Life Saving	South West Rocks Surf Club	Storage	
South West Rocks Surf Life Saving	South West Rocks Surf Club	Office, training and meeting facilities	
South West Rocks Tennis Club	South West Rocks Sports Complex		Resurfacing of two tennis courts, Replacement of all courts fencing
Research	South West Rocks	Develop new sports facility	
Research	Verge/Eden and Verge 1	Upgrade sub-regional facility standard	
Research	Unknown	Indoor sports courts	
Research	South Kempsey Ovals	Surface (drainage) upgrade and sports lighting installation	
Research	South West Rocks Sporting Complex	Masterplan for upgrade of lighting, amenities and surface, dedicated playing area for croquet	
Research	Verge/Eden Sports Fields	Master plan for upgrade/expansion - playing facilities, lighting, amenities, car parking	
Research	Verge 1	Lighting, seating, renewal of existing infrastructure	
Research	Kemp Street Sport Fields	Surface improvements	
Research	Services Club Park	Surface improvement and amenities upgrade	
Consultation	Services Club Park	Canteen upgrade	
Consultation	Verge/Eden	Fenced main field	
Consultation	Verge/Eden	New canteen	
Consultation	Verge/Eden	Amenities and storage	