

G21
GEELONG REGION ALLIANCE



G21 AND AFL BARWON REGIONAL STRATEGY

APRIL 2015





ACKNOWLEDGEMENTS

PROJECT PARTNERS

This project has been a collaborative effort of a number of partner organisations and the five local government authorities comprising the G21 Geelong Region Alliance with the City of Greater Geelong acting as Project Manager.

Input and advice from AFL Victoria, AFL Barwon, Netball Victoria and the G21 regional football and netball communities has also assisted the development of this document.

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THE G21 AND AFL BARWON REGIONAL STRATEGY IS DELIVERED IN TWO REPORTS.

Issues and Opportunities Paper

The Issues and Opportunities Paper provided detailed project, region, football and football club based netball context and associated analysis for the **Strategy**, as well as an analysis of the issues impacting these sports across the G21 region. It also highlighted potential opportunities for improvement, which provide the basis for the *G21 and AFL Barwon Regional Strategy*.

G21 and AFL Barwon Regional Strategy (THIS DOCUMENT)

The *G21 and AFL Barwon Regional Strategy* provides the principles and strategic framework to support the future development, governance and growth of football and football club based netball throughout the G21 region. It also provides key regional strategic directions and recommendations, as well as identifying key priorities and actions for AFL Barwon, AFL Victoria, Netball Victoria and each participating municipality.

Photos within the G21 and AFL Barwon Regional Strategy are courtesy of The Geelong Advertiser via AFL Barwon, City of Greater Geelong, Netball Victoria, AFL Victoria and The Colac Herald .



INTRODUCTION

ABOUT THIS DOCUMENT

The *G21 and AFL Barwon Regional Strategy* aims to guide the future planning and development of football and netball delivered through football-netball clubs throughout the G21 and AFL Barwon regions. The strategy addresses infrastructure and sports development needs of both sports, as well as establishes clear priorities for local delivery.

The value of a “typical” community football club is well documented. AFL Victoria’s Heartland Strategy estimates that the economic impact of football and netball participation is worth \$2.4billion per annum across Victoria, highlighting the significant impact that sport has on local communities. The social return on investment for an average community football club has been further supported by a La Trobe University study released in 2015 which indicates that for every \$1 spent to run a club, there is at least \$4.40 return in social value. This is measured in terms of increased social connectedness, wellbeing, and mental health status; employment outcomes; personal development; physical health; civic pride and support of other community groups

The G21 region comprises some of the most diverse communities in the state, with a mix of high growth areas and small rural communities, creating a demand for a clear vision regarding provision of facilities, services and levels of support for a diversity of football and netball activity.

Five Local Government Authorities comprise the G21 Geelong Region Alliance, including the City of Greater Geelong, Shires of Surf Coast, Golden Plains, Colac Otway and the Borough of Queenscliffe.

The *G21 and AFL Barwon Regional Strategy* investigates the issues and opportunities facing football and netball on a regional scale, utilising the knowledge and resources from each of the five represented LGAs of the G21 region. Further support has been provided by AFL Barwon, AFL Victoria, Netball Victoria, local leagues and clubs. Funding for the project has been provided by AFL Victoria, AFL Barwon and each of the five participating LGAs.

The *G21 and AFL Barwon Regional Strategy* builds on the information outlined within the **Issues and Opportunities Paper** and provides regional recommendations and strategic directions for implementation by the AFL Barwon community and G21 LGAs supported by AFL Victoria and Netball Victoria.

The **Issues and Opportunities Paper** provides detailed information on three key themes impacting football and football club based netball across the G21 and AFL Barwon region:

- ▶ **Sport Development**
- ▶ **Club Development**
- ▶ **Infrastructure Improvement**

This Regional strategy draws on the information, analysis and feedback from the Issues and Opportunities Paper and provides clear direction on the recommended strategies and actions required to better provide for and grow football and football club based netball in the G21 and AFL Barwon region for the next 10 years.

KEY FINDINGS AND ISSUES

The G21 and AFL Barwon Regional Strategy – Issues and Opportunities Paper (Volume 1) highlighted a range of critical issues that AFL Barwon and G21 LGA's face regarding growth in football and netball participation, improving club operations and the need to prioritise and plan for infrastructure upgrades and new development.

SPORT DEVELOPMENT

Supporting player participation in all forms of football and netball is central to the *G21 and AFL Barwon Regional Strategy*. Community club based football is the traditional model of football in Victoria where pathways for players start with NAB AFL Auskick, the first introduction to Australian Football, then flows through to junior, youth and finally senior football. This is the same for netball with the introductory program being NetSetGO.

Support structures, including clubs and facilities will need to adapt to meet changes in and capitalise on sports development initiatives beyond traditional participation and talent pathways. These initiatives extend to youth girls / women's football and AFL 9's, schools and access all abilities programs for football and netball. Increasing support to encourage umpire participation and development programs and clarifying pathways from junior to senior competition will also be essential.

Anticipated population growth will see the establishment of new clubs effectively from the ground-up in growth areas. New infrastructure will need to be planned for to service these new/emerging communities.

CLUB DEVELOPMENT

AFL Barwon supports 50 clubs and over 600 teams between netball and football across the region. There is significant diversity in club structure, governance processes and programs they deliver.

AFL Barwon has a role to support clubs, their growth and viability. This includes improved resourcing of club volunteer bases through supporting strategic planning and financial management processes, consideration for paid administrators, improved recognition of volunteers and provision of education and professional development opportunities for volunteers.

Ultimately, increased support and improved strategic planning will enable AFL Barwon clubs to continue to grow, maximise sports development opportunities and invest in facility upgrades and renewal that are 'fit for purpose'.



INFRASTRUCTURE IMPROVEMENT

Lack of resources, varying approaches to funding allocation, financial support to clubs and strategic management of facilities and reserves has led to inconsistencies in facility provision at the club level.

Investment in the region's facilities to ensure current facilities meet AFL Victoria and Netball Victoria minimum requirements and adequately accommodate anticipated participation growth and diversity of participants is essential. Infrastructure improvement considerations extend to development of regional standard facilities to provide suitable facilities for elite levels of football and netball, identifying a suitable location for AFL Barwon's Regional Administration Centre and providing new facilities as the region's population continues to grow.

A collaborative approach between government and sport is essential to ensure facility upgrades and renewal are strategically planned for and meet the region's broadening sports participation needs, cater for diversity and enhance relationships between sports such as cricket and netball.

DEFINITIONS AND ABBREVIATIONS

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

ABBREVIATION	DEFINITION
AAA	Access for All Abilities - AAA is a Victorian Government initiative coordinated by Sport and Recreation Victoria. The program supports and develops inclusive sport and recreation opportunities for people with a disability throughout Victoria.
ABS	Australian Bureau of Statistics – Statistical report on Children’s Participation in Cultural and Leisure Activities, produced by the Australian Bureau of Statistics used to examine trends in football participation and to project future growth and demand.
AFL	Australian Football League
BFNL	Bellarine Football Netball League
CALD	Culturally and Linguistically Diverse communities
CDFNL	Colac and District Football Netball League
CDUA	Colac and District Umpires Association
CHFL	Central Highlands Football League
CFNP	Country Football Netball Program – \$9 million funding program supported by Sport and Recreation Victoria, AFL, AFL Victoria and Netball Victoria that assists country football and netball clubs, associations and umpiring organisations to develop facilities in regional locations.
ERASS	Participation in Exercise Recreation and Sport Survey – Statistical research produced by the Standing Commission on Recreation and Sport (SCORS) and used to examine trends in football participation and to project future growth and demand. Surveys were conducted between 2001 and 2010.
FC	Football Club
FNC	Football Netball Club
G21	G21 Geelong Region Alliance – The formal alliance of government, business and community organisations working together to improve the lives of people within the Geelong region across five municipalities - Colac Otway, Golden Plains, Greater Geelong, Queenscliffe and Surf Coast.
G21 S&R Pillar	G21 Sport and Recreation Pillar – The G21 Pillar is focused on improving the capacity of sport and recreation resources and assets across the G21 region.
GDFL	Geelong and District Football League
GFNL	Geelong Football Netball League
GFUL	Geelong Football Umpires League
Heartland Strategy	AFL Victoria Growing the Heartland Football Facilities Development Strategy 2014-2020 which sets the strategic direction for future investment in facility development in Victoria.
Leisure Networks	Regional Sports Assembly for the Barwon region.
LGA	Local Government Authority.
MVLL	Moorabool Valley Little League
NTLL	Newtown Little League
RAC	AFL Victoria Regional Administration Centre which forms the home base for each regional commission
SRV	Sport and Recreation Victoria.
Strategy	References throughout this the document are made to the ‘Strategy’. The term ‘Strategy’ refers to the project as a whole.
Synthetic turf	Also referred to as Artificial Grass made from synthetic fibres that can withstand significantly more use than natural grass .



PROJECT GOVERNANCE

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

PROJECT CONTROL GROUP (PCG)

► To provide high level strategic direction on key issues, opportunities and approve draft and final reports – includes representatives from City of Greater Geelong (as project managers), AFL Barwon, AFL Victoria and Netball Victoria.

PROJECT REFERENCE GROUPS (PRG)

► PRGs were split between sport and government representation to provide technical advice and input into the project from a local perspective – includes representatives from LGA's, SRV, AFL Barwon Leagues, AFL Barwon Umpire Leagues and Associations, Barwon Sports Academy and Leisure Networks.

PROJECT STAKEHOLDERS

► To provide an opportunity for key football and netball stakeholders to have input in to the development of the Strategy – includes clubs, schools and regional contacts.

AFL BARWON QUICK FACTS

- 5 LOCAL GOVERNMENT AUTHORITIES
- 75KM - 160KM SOUTH WEST OF MELBOURNE
- 8,972 SQUARE KILOMETRES
- 298,000+ RESIDENTS
- 4 SENIOR FOOTBALL AND NETBALL LEAGUES
- 3 JUNIOR FOOTBALL LEAGUES
- 2 UMPIRE LEAGUES
- 50 CLUBS
- 380+ FOOTBALL TEAMS
- 340+ NETBALL TEAMS MANAGED BY AFL BARWON
- 18,000+ REGISTERED FOOTBALL AND NETBALL PLAYERS

PROJECT METHODOLOGY

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

STAGE ONE

- PROJECT INITIATION

STAGE TWO

- 2A) ANALYSIS AND SCOPING
- 2B) SUPPLY ANALYSIS

STAGE THREE

- STRATEGIC FRAMEWORK DEVELOPMENT

STAGE FOUR

- G21 AND AFL BARWON REGIONAL STRATEGY

STAGE FIVE

- PRESENTATION AND FINAL REPORTING

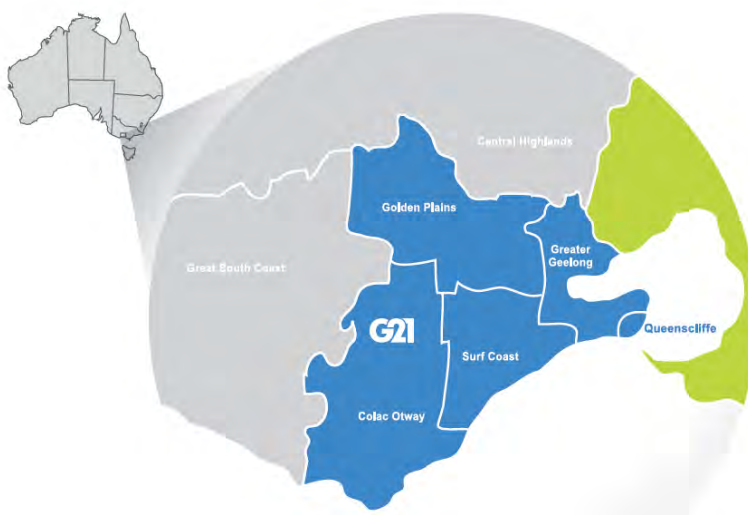
PROJECT STUDY AREA

The study area for the *G21 and AFL Barwon Regional Strategy* covers both the **AFL Barwon region** and the **five municipalities of Greater Geelong, Surf Coast, Golden Plains, Colac Otway and the Borough of Queenscliffe**.

Three clubs Carngham Linton FC, Rokewood Corindhap FC and the Smythesdale Bulldogs, are affiliated with the AFL Goldfields region, not AFL Barwon, but are located within the Golden Plains Shire and have been included in the study.

The Werribee Centrals are located within the City of Wyndham and Simpson FNC are located within Corangamite Shire. These two LGAs are not within the G21 region. However, as these clubs are part of AFL Barwon they have been included in the study.

FIGURE 01 | G21 REGION STUDY AREA





AFL BARWON STRUCTURE

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

The AFL Barwon Commission supports 4 Senior Football and Netball Leagues, 3 Junior Football Leagues, 2 Umpire Associations and a total of 50 clubs with 384 football teams and direct management of 346 netball teams. The Commission also caters for over 2,500 NAB AFL Auskick participants and 5 youth girls football teams.

PROJECT CONSULTATION PROGRAM

In developing the G21 and AFL Barwon Regional Strategy, the following stakeholder consultation activities have been undertaken:

- Presentation of overarching issues and opportunities to PCG and PRGs (July 2014).
- Detailed review of Issues and Opportunities Paper by PCG and PRG representatives (July 2014).
- Strategic directions workshops with PRG representatives (July 2014).
- Individual meetings with representatives from partner LGA's to discuss regional implications and principles (February 2014).

- Online Survey of schools based in the region with 32 responses received (December 2013).
- Online Club Health Check survey of football clubs (November 2013 to May 2014).
- Online Facilities Checklist /Audit completed by clubs (November 2013 to May 2014).
- Two project newsletters distributed to all clubs, leagues, schools and stakeholders.
- Ongoing project meetings with the Project Control Group (PCG).
- Development of Draft Strategy for stakeholder review (August 2014).

WHY A REGIONAL APPROACH

Addressing the issues concerning football and netball provision and delivery on a regional scale provides many benefits to both the sports and project partners.

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

A regional approach supports AFL Victoria's strategic drive to adopt region based administration and governance structures that better reflect local football needs.

Netball Victoria's strategic plan also focuses on growing and developing netball regionally by identifying opportunities for increased participation, facility and program development and stakeholder relationship establishment.

Facility Planning Hierarchy



AFL Victoria “Growing the Heartland” Football Facilities Development Strategy 2014 - 2020



Netball Victoria Facilities Master Plan 2010 & Netball Victoria Strategic Plan 2014-2018

Provides State level strategic overview of facility provision and development and a basis from which to develop Region, League and/or Association Plans



Strategic Plan AFL Barwon 2014 - 2018

7 key objectives of Participation, Community, Engagement, Development and Welfare, Facilities, Sustainability and People and Culture



G21 and AFL Barwon Regional Strategy 2015

This document. Aims to guide the future planning and development of football and netball delivered through football-netball clubs throughout the G21 and AFL Barwon regions.



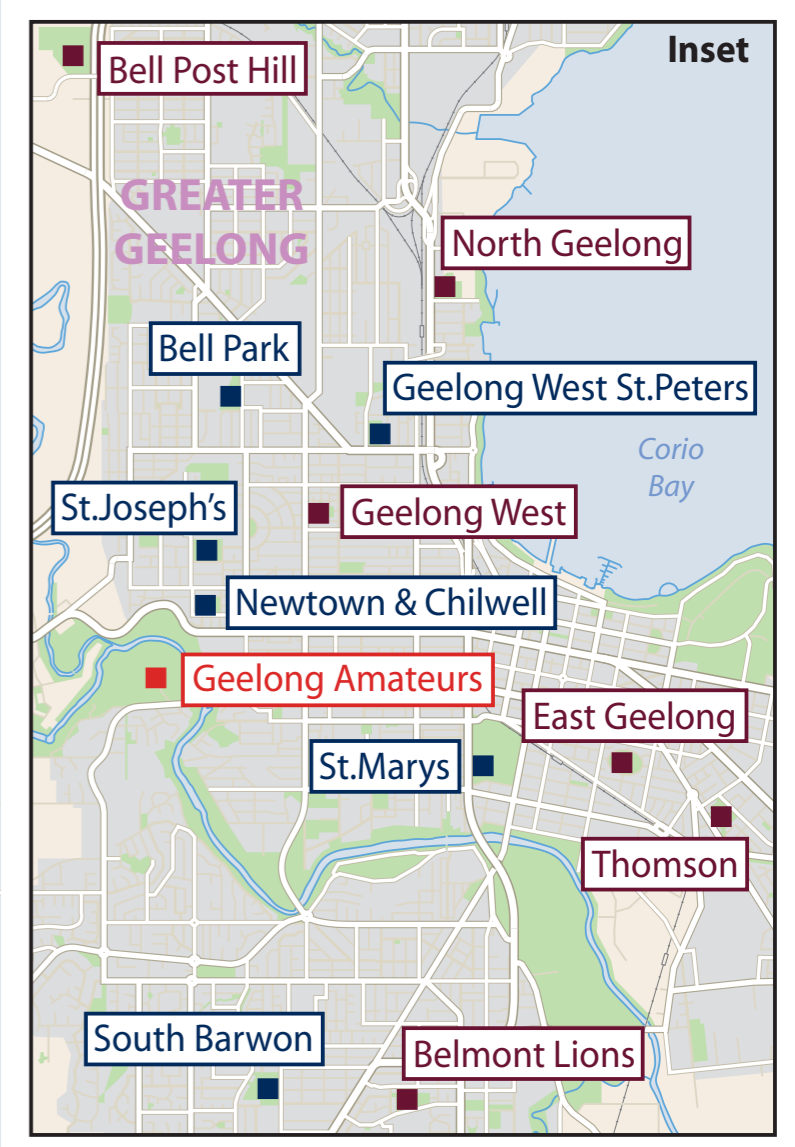
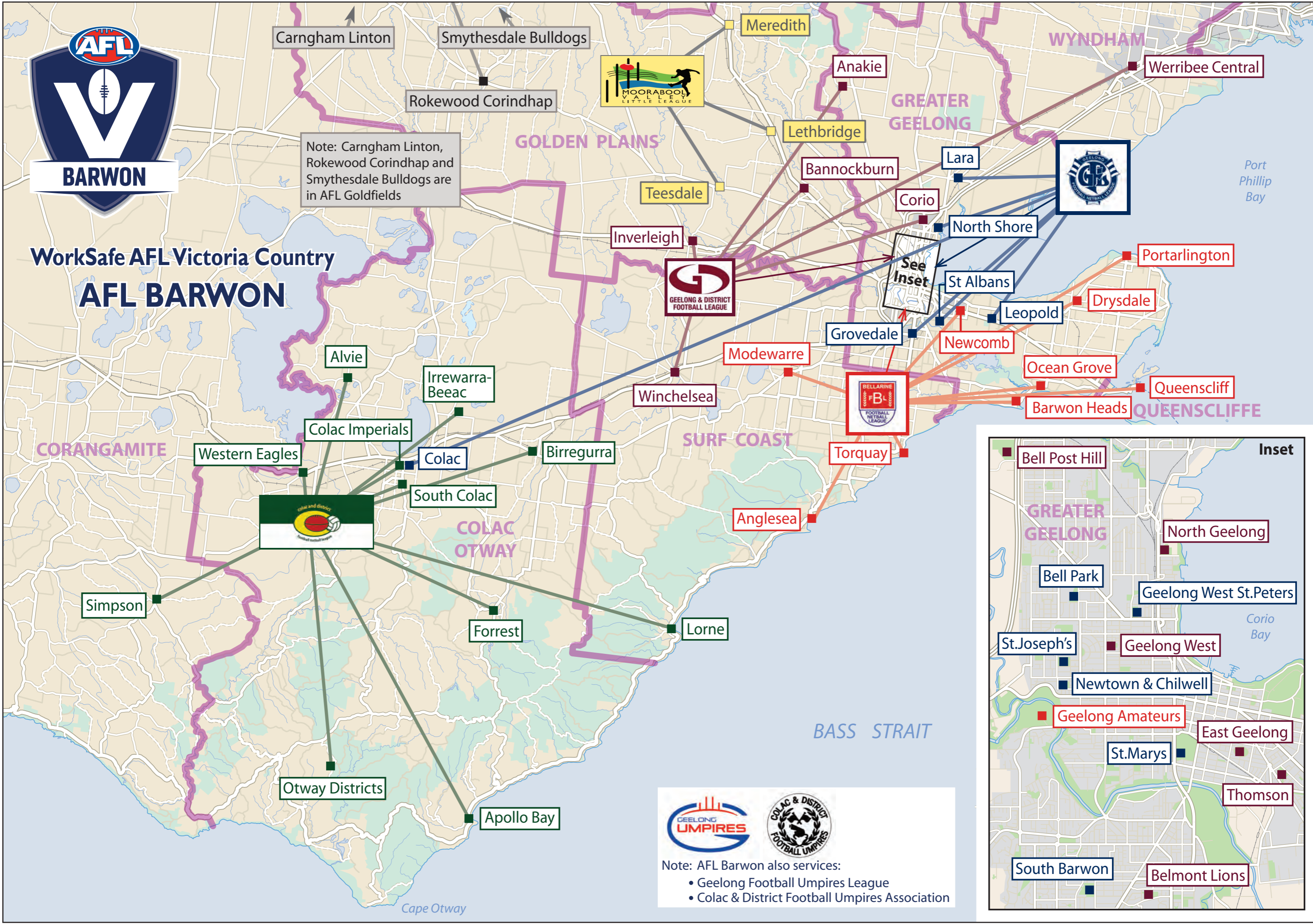
Club/Venue Plans and Master Plans

Individual plan for club/Venue which may include a Master Plan for the venue. May not be needed for all venues and the level of planning will differ based on the complexity of the site/project and level of use



WorkSafe AFL Victoria Country AFL BARWON

Note: Carngham Linton, Rokewood Corindhap and Smythesdale Bulldogs are in AFL Goldfields



Note: AFL Barwon also services:

- Geelong Football Umpires League
- Colac & District Football Umpires Association



STUDY LIMITATIONS

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

The scope of the project was to focus on football infrastructure and sports development needs within the region. All stakeholders however recognised the interaction between football and netball within the local club structure and the subsequent impact on the community. Research and engagement with Netball Victoria and football-netball clubs has occurred and provides a review of club based netball within the region. The strategy considers issues specific to football-netball clubs but does not encompass netball operated through other providers such as Local Associations or indoor netball.

A number of surveys were conducted, with conclusions drawn from these to provide support for pre-existing or new issues. Although representative of the views of the respondents, the schools surveys in particular provided limited numbers for analysis with only 32 of the 107 schools within the region responding. Of responses received from the Schools Surveys 75% can be attributed to the City of Greater Geelong, 10% to Golden Plains and the Surf Coast Shires (each) and 5% to the Borough of Queenscliffe. No responses were received from schools within the Colac Otway Shire. This implies that much of the feedback relates to issues and considerations in Geelong, and is important to consider when using the data to support recommendations outside of this municipality.

For this reason, survey results are used to complement other data, information and consultation feedback rather than be relied upon solely.

Population and demographic information has been obtained through Forecast.id, utilising Australian Bureau of Statistics data for all LGAs except the Borough of Queenscliffe, which has been obtained through the DPCD Victoria in Future 2012 data release.

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



VISION

TO WORK TOGETHER TO GROW AND PROSPER COMMUNITY FOOTBALL AND NETBALL.



STRATEGIC FRAMEWORK

The following diagram outlines the strategic framework and structure for the provision of football and club based netball facilities and development initiatives in the G21 and AFL Barwon region for 2015 – 2025. The PCG have worked together to develop this strategy based on this framework. Six key strategic priorities will guide the direction for support and will be underpinned by objectives, strategies and actions that can be implemented at the local level.

▶ AFL VICTORIA GROWING THE HEARTLAND
FOOTBALL FACILITIES DEVELOPMENT STRATEGY 2014-2020
▶ NETBALL VICTORIA 2014-2018 STRATEGIC PLAN
▶ AFL BARWON STRATEGIC PLAN 2014-2018

PRIORITY 1 Support the capacity building of clubs and their people

PRIORITY 2 Increase the quality and functionality and maximise the carrying capacity of existing facilities

PRIORITY 3 Plan and develop new facilities in key growth areas across the region

PRIORITY 4 Capitalise on opportunities to create a Regional Administration Centre

PRIORITY 5 Ensure programs and facilities cater for the diversity of participants that are attracted to our game/s

PRIORITY 6 Continue to enhance the relationship between football / netball, government and community partners in planning and provision of facilities

▶ **STRATEGIC DIRECTIONS**
(Defined for each priority)



PRIORITY 1

Support the capacity building of clubs and their people

The 2011 review of country football by AFL Victoria Chairman Peter Jackson recognised the need to invest resources into regional areas to strengthen and grow the game. Recommendations from the review included the need to employ additional staff to support leagues and clubs in country football, create efficiencies across resources, eliminate duplication and ensure greater collaboration in each region. Jackson recognised that volunteers were the key factor in the historical success and sustainability of community football in Victoria. This has not changed.

In many regional areas, clubs are the “community”, particularly those clubs that are based in small towns. Clubs generally understand their greater responsibility to provide leadership, add social value and ensure healthy sports environments which are accessible and inclusive.

Independent research included in AFL Victoria’s *Heartland Strategy* estimates that the economic contribution by clubs to their surrounding communities can be over \$1M annually as per the impact studied by Street Ryan on the 2013 activities of Gisborne Football Netball Club. It is also recognised that one of the crucial community services clubs provide, particularly in smaller towns, is keeping children and youth engaged in sport, ensuring they don’t become disenfranchised from their local community.

There is often discussion about the value that football brings to communities. These values range from bringing a community together, reducing social isolation, increasing community pride, developing ‘social capital’ and improving physical and mental health.

Football does provide an important vehicle to achieving these outcomes. However, up until now, there has been little concrete evidence about how, or the extent to which, football actually contributes to these areas.

In 2014 the AFL and Latrobe University partnered to determine the value of a “typical” community football club in terms of its contribution to social, community and health impacts. Results have shown incredibly positive contributions are made in each of these areas.

Whilst leadership and community service expectations are inherently understood by clubs they need further guidance and support to meet these expectations. At the ground level it is evident that clubs are struggling with volunteer recruitment and retention. Regular turn over of volunteers leads to inconsistencies in club management and loss of core business knowledge.

Ultimately, significant gaps in basic governance and administration requirements become evident, leading to an incapacity to plan strategically or implement strong financial processes.

With the levels of financial turnover and legal obligations now demanded of clubs, they must employ even the most basic business principles to ensure good governance, maintain transparency and guide future planning and club direction.

Clubs cannot be expected to appropriately capitalise on sports development opportunities, implement structured budgets, financial planning and reporting processes or plan for new or refurbishments to existing infrastructure without the necessary strategic direction being put in place.

As a minimum each club should be supported to develop a strategic plan which sets their three to five year objectives and includes a stated vision, SWOT analysis, key stakeholders, facilities and asset management and annual initiatives with associated business / operational plan and budget.

One of the many roles of the AFL Barwon Football Development Managers (FDM's) is to coordinate training and education programs aimed at building the capacity of volunteers. However, the significant gaps in volunteer capacity and understanding of administration cannot be addressed by the FDMs alone. The FDMs require access to a suite of professional partners to support clubs with governance, financial management, strategic planning and general administration.

To further address gaps in governance processes and volunteer capacity, investigation into paid administration models is also essential. Options for part time employment, traineeships or shared roles between clubs needs to be provided for club consideration with AFL Barwon offering guidance on recruitment and general employment conditions.

Clubs also need to be supported to capitalise on participation growth opportunities in NAB AFL Auskick, youth girls, access all abilities programs and AFL 9's. For example, linking to schools to access facilities, offering a summer NAB AFL Auskick competition (particularly for clubs with weaker junior numbers to recruit junior players) or creating pathways for female players from NAB AFL Auskick to senior ranks, provide options for clubs to grow their player and member base. However, a clubs' capability to capitalise on these opportunities is again dependent on volunteer capacity and ability to strategically plan for expansion both on and off the field.

Any club development and expansion of the game must include support to game officials. This includes umpire recruitment and retention policies and programs, provision of appropriate training facilities, support for umpires schools programs, review of umpiring financial structures and umpire payments, expanding development pathways and encouraging club involvement in developing umpires.

The structure of football and netball across the region will also need to change if the sports are to continue to grow. As identified in the AFL Barwon Strategic Plan, consideration needs to be given to Sunday competitions, offering junior programs over the summer months, changing match schedules for junior games, and sharing of players between clubs.

At the junior level, participation trends across clubs vary with several clubs glutted with numbers while others struggle to attract new players.

Ensuring equality in numbers of players across junior ranks and the introduction of a salary cap and/or points system to discourage mass importation of players were identified by AFL Barwon Clubs through their Club Health Checks as two options to grow participation.

Competition equalisation is a priority for AFL Barwon. The competition and club structure is currently under review and it is the intent of AFL Barwon to support and retain all existing clubs whilst achieving this equalisation. The introduction of a salary cap and/or points system to remediate disparity between clubs is also being investigated by AFL Victoria. This is through a state wide strategic initiative that includes representation by the AFL Barwon General Manager.

Strategic directions to support the capacity building of clubs and their people:

- 1.1 AFL Barwon to complete strategic review of current club and league structures and work with key stakeholders to assist club sustainability and competition equalisation. Review to consider movement between Divisions to ensure club competitiveness.
- 1.2 AFL Barwon to support clubs to develop five year strategic plans to improve operational performance and guide business objectives around facility and asset management, financial planning and club participation and growth.
- 1.3 AFL Barwon and Netball Victoria partner to review competition structure to include night / alternate days matches to accommodate growth in participation and maximise use of existing grounds, courts and facilities.
- 1.4 Establish models for sharing of players and transitioning players between clubs across junior grades to ensure equity in participant numbers.
- 1.5 Continued implementation of Club Health Check process on an annual basis to measure club development and identify governance, volunteer capacity and administration gaps and implement training and support to address these gaps.
- 1.6 Engage a network of professional partners to support FDMs to address club governance gaps and club volunteer technical understanding of strategic and financial planning.
- 1.7 Support GFUL and CDUA umpire recruitment and retention policies and programs including establishing development pathways and identifying initiatives for clubs to actively promote umpiring to their member base.
- 1.8 Provide education to clubs that encapsulates policy and procedure needs for implementing both healthy sports environments and improved governance processes.
- 1.9 Investigate options for paid administration models and traineeships, providing guidance to clubs on general employment conditions and facilitating opportunities for clubs to share administration costs.





PRIORITY 2

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

The provision of and access to functional, quality facilities is fundamental to participation and growth in football and netball. There is a mixed approach to provision and maintenance of infrastructure across the region and the gap continues to widen between current funding provision and the ability of LGAs and clubs/communities to match facility renewal and grounds maintenance costs. This ultimately impacts on club amenities with clear gaps present in the existing club facility hierarchy.

Club sustainability and the ability to capitalise on participation growth are impacted by a lack of amenities, particularly in the areas of sports lighting and change-rooms that cater for both male and female participants. Inadequate facilities further limits the capacity of AFL Barwon to implement strategic initiatives to better manage participation growth, address infrastructure and ground shortages and encourage diversity in participation.

Participation diversity includes female football, AFL 9's, which is attractive to the multicultural community and access for all abilities programs such as FIDA and into the future, dedicated AAA NAB AFL Auskick Programs. AFL Victoria has outlined a desire for existing facilities to meet standards outlined in the AFL Preferred Facilities Guidelines. Added to this, lighting provision to training standards (50 lux level) is identified as a key priority for funding provision and a core component of any club facility.

Country Football Netball Program (CFNP) Steering Committee funding priorities currently include lighting upgrades, umpire change rooms to cater for diversity and the promotion of multi-use facilities to grow participation. Funding priorities for CFNP may need to extend to consideration of lighting for second ovals and ongoing lighting maintenance costs, estimated at \$2,500 per year, in high usage areas. This would increase the carrying capacity of grounds and accommodate the extension of pre-season training.

Notably the final round of the current CFNP funding program will not accept applications beyond January 2015. State Government investment into the continuation of this program is essential if LGAs and Football and Netball are to continue to work together to address infrastructure gaps.

Strategic planning and improved financial management processes at the club level are also essential if clubs are to plan for and financially support infrastructure maintenance and upgrades. **Consideration needs to be given to prioritising facility improvements at clubs that are able to provide some financial investment into projects.**

Clubs will also need to adapt to the changing landscape of facility provision to accommodate alternate training nights, game scheduling and new sport participation opportunities. This includes increased flexibility in netball game scheduling. Netball Victoria Guidelines indicate that court capacity extends to 60 players (based on registrations) per court. Whilst just a guide, with minimal available space and limited funding opportunities, investment into second courts at clubs or upgrades of existing second or third courts will only be considered where clubs could make a significant financial contribution.

This need for alternative facility access will continue to grow. In the short term, access to school venues to address infrastructure shortages should be investigated by clubs with support from AFL Barwon FDMs and school football ambassadors. In the long term, LGA's will require closer working relationships with schools to encourage reciprocal use of venues. Improved outcomes for future planning should continue to include collective planning of public open space and recreation facilities in association with adjacent schools to better manage space.

Regardless of responsibility levels for infrastructure, the current average maintenance costs per facility per annum is **estimated** at \$68,090. This estimate will vary between club managed and LGA managed facilities but provides a guide to anticipated life cycle costs. These costs are further outlined under **Estimated Life Cycle and Annual Maintenance Costs** on page 18. Ongoing financial commitment and capacity to meet these costs should form part of club and LGA financial planning when considering facility upgrades and renewal.

Venue management models across the region also need to collectively be addressed by all stakeholders, particularly during finals season. Access to finals venues continues to be a concern for G21 LGAs with preference that clubs relinquish tenancy rights during finals and management transfers back to LGA's. This would ensure club neutrality whilst meeting expected standards of facility, oval and amenity provision.

For AFL Barwon finals scheduling purposes, at least two venues within Geelong need to be reliably available for the finals series, be of a regional level standard, be fully fenced and offer two netball courts in good quality condition.

There are a number of venues currently used for finals, including the traditional finals venues of St Albans and West Oval. Both venues however, have limiting aspects and require facility improvements to better cater for finals requirements.

At West Oval, current netball facility and court provision is of a high standard, the site and oval are fenced and the City of Greater Geelong have developed a Master Plan for the site which guides Council facility upgrades to a regional level standard. However, resolution and commitment to an effective management model as a shared facility should be achieved and agreed as a priority so further investment can occur at the site.



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

- 2.1 LGAs, AFLV, Netball Victoria and AFL Barwon actively lobby SRV for continuation of the Country Football Netball Program.
- 2.2 LGAs, AFLV, Netball Victoria and AFL Barwon work collaboratively to plan and prioritise ground upgrades to minimum standards and then lighting upgrades.
- 2.3 Deliver planned facility upgrades to a regional level as a first priority. Consider using the Framework provided in this strategy to determine priority for existing club facility upgrades to achieve "local" level classification (further outlined on page 19).
- 2.4 G21 LGA's and AFL Barwon should continue to work collaboratively to identify venue management models that ensure club facility access during finals and encourages co-sharing of facilities with sports such as cricket and other community/sports groups.
- 2.5 In order to progress planned facility upgrades, the City of Greater Geelong, AFL Barwon and relevant clubs, partner to address shared management arrangement at West Oval and agree on a management model that ensures effective use of the venue for home and away fixtures and finals purposes.
- 2.6 AFL Barwon support financial management and governance processes at the club level that ensures strategic planning and includes club investment into future facility upgrades.
- 2.7 Support clubs to identify and address volunteer capacity gaps that impact on their ability to implement changed training nights, match schedules and venues as required.
- 2.8 In the short term clubs, supported by AFL Barwon FDMs, negotiate with schools to increase access to school facilities.
- 2.9 Where long term facility gaps have been identified, LGA's will need to continue to advocate to schools on the need to access school facilities, encouraging reciprocal use of ovals and netball courts and associated infrastructure to address facility shortages.
- 2.10 Based on the vision within this strategy, prioritise regional facility upgrades and improvements for inclusion as Sport and Recreation Pillar priorities and advocate to elevate to G21 priority projects.
- 2.11 Extend CFNP funding priorities to consider lighting of second grounds in high usage areas to accommodate growth in participation and increase carrying capacity of facilities.
- 2.12 In partnership, continue to support strategic planning at the commission level that prioritises facility upgrades and ensure continued financial investment in larger, regional infrastructure projects.
- 2.13 G21 LGA's and Committees of Management will continue to work collaboratively to identify opportunities that will improve the capacity of Committees of Management to better manage facilities.

ESTIMATE LIFE CYCLE AND ANNUAL MAINTENANCE COSTS

The following tables outline the capital costs, life cycle and estimated annual maintenance costs for essential infrastructure at facilities.

Regardless of maintenance responsibilities (LGA or club) these costs need to be considered as ongoing financial commitments and accordingly planned for when infrastructure is renewed or new infrastructure is developed.

AVERAGE TOTAL LIFE EXPECTENCY COSTS		
FOOTBALL INFRASTRUCTURE	CAPITAL COST	EXPECTED LIFE
Football oval surface	\$200,000	10
Fencing	\$40,000	20
Football goals	\$6,000	25
Sports lights – towers	\$80,000	25
Sports lights – fittings	\$16,000	10
Players / coaches shelters	\$7,000	30
Irrigation	\$110,000	20
Building – clubrooms / social space	\$2,000,000	50
NETBALL INFRASTRUCTURE	CAPITAL COST	EXPECTED LIFE
Netball Courts (x2)	\$68,000	40
Fencing	\$8,262	20
Netball goal posts	\$1,200	10
Sports lights – towers	\$8,000	25
Sports lights – fittings	\$5,940	10
Players / coaches shelters	\$7,000	30

ESTIMATED ANNUAL MAINTENANCE COSTS	
FOOTBALL INFRASTRUCTURE	ANNUAL COST
Football oval surface	\$30,627
Fencing	\$400
Football goals	\$60
Sports lights – towers	\$2,500
Players / coaches shelters	\$70
Oval Irrigation	\$1,100
Potable water use	\$10,000
Building – clubrooms / social space	\$20,000
Football sub total	\$64,757
NETBALL INFRASTRUCTURE	
Netball Courts (x2)	\$680
Fencing	\$83
Sports lights – towers	\$2,500
Players / coaches shelters	\$70
Netball sub total	\$3,333
Total Estimated Annual Maintenance Cost Per Venue	\$68,090

Assumptions

1. Sports light lamps and fittings are replaced on a 10 year cycle.
2. Maintenance costs are calculated using an industry benchmark of 1% of capital cost per annum.
3. The capital cost for the sports surface is based on a standard ground renovation.
4. Costs produced by Greater Geelong City Council



CURRENT FACILITY ASSESSMENT

Amenities and infrastructure that have the greatest influence and impact on a venue being able to facilitate current competition requirements and support growth in participation are:

1. unisex change rooms (players and umpires),
2. football sports lighting,
3. netball sports lighting,
4. ground surface quality,
5. playing condition of the main netball court,
6. quality of the main pavilion.

Upgrades to existing club facilities should aim to address these six key criteria over the next 10 years with collective investment from sport, clubs and government.

Improvements in all of these areas will have a positive effect on increasing venue capacity. This directly links to the strategic direction set through AFL Victoria's *Heartland Strategy* encouraging growth in participation, maximising facility usage and accommodating diversity in the game.

It further supports Netball Victoria's strategy of growing the game of netball by having more people participating more often.

When prioritising upgrades to existing facilities, identified need is only one consideration. Government and sport will need to work collaboratively to assess funding priorities based on a number of key principles including club governance processes, a clubs' ability to co-contribute to infrastructure improvements, regional facility upgrade requirements, a club's commitment to the provision of youth / female football and active participation in AFL Barwon club development and Health Check Action Plans.

These principles are further outlined in Appendix 2 – Framework to Prioritise Funding Allocation.

Current Facility Conditions Ratings

The condition of facility infrastructure and amenities across the region have been rated based on club, AFL Barwon, Netball Victoria and LGA assessments. These ratings are provided on **pages 21 and 22**.

Ratings used to determine the condition of club facilities are detailed in the **Criteria for Facility Infrastructure and Amenities Ratings** over the page.

Clubs rated their facilities through the Club Facility Checklist between November 2013 and May 2014. These ratings were then assessed by AFL Barwon, Netball Victoria and LGAs.

LGA's also provided ratings for oval surface condition and oval amenities through a separate survey process.

Ratings for each criteria range from 10 to 15, with a possible overall score of 100. Weighting has been given to priority areas that directly impact on sports participation; ground surface condition, sports lighting and playing condition of the main netball court.

AFL Victoria's *Heartland Strategy* recognises that the principle purpose of a **local facility** is to accommodate local club level programs and competitions. In order to be classified as a **local facility**, the overall condition of the pavilion, football and netball lighting, netball amenities and main netball court would need to be rated as "**moderate**" (considerable wear but still comfortable for users) and achieve an overall score of **70 or more**.

Regional level facilities service a collection of suburbs or geographic areas within a municipality and usually cater for more than one code or activity. These facilities should have perimeter fencing, capacity to host competition finals, offer two netball courts in good playing condition and have oval surface quality maintained to a high standard.

Generally, the majority of facilities across the region have been identified as requiring some improvement in order to reach "**local facility**" classification, with the average facility score being **58**. Areas requiring substantial improvement have been highlighted in red. The **Current Facility Condition 2014** chart on **page 23** further identifies improvements required at each facility to reach "**local**" classification.

All venues should aspire to be classified as a "local" venues by 2020. Those venues currently classified as "local" and "regional" should continue facility maintenance and improvements to ensure they retain these classifications.

It is important to note that facility ratings reflect a point in time. Whilst information was provided by clubs and LGAs and reviewed by AFL Barwon staff and PCG representatives, there is still an element of subjectivity. Ratings cannot be viewed as master plans for each venue and will require further review prior to formalising commitments to infrastructure upgrades and/or renewal.

CURRENT FACILITY CONDITION RATINGS

Criteria for Facility Infrastructure and Amenities Ratings

CURRENT FACILITY CONDITION RATINGS	
MAIN PAVILION (out of 10)	
Excellent condition (as new)	10
Good condition (some wear)	8
Moderate condition (considerable wear but still comfortable for users)	6
Poor to Very Poor Quality (multiple quality issues identified)	4
Rated poorly by all stakeholders (significant quality issues identified)	2
No pavilion	0
CHANGE ROOMS (CONDITION OF AMENITIES & CAPACITY TO CATER FOR FEMALE PLAYERS & UMPIRES) (out of 10)	
Rated as regional facility - in excellent condition (as new). Rating is not achievable unless all change rooms cater for both genders.	10
Rated as local facility - in good condition (some wear)	8
Moderate quality – (considerable wear but still comfortable for users)	6
Rated poorly by all stakeholders (significant quality issues identified)	3
No change rooms	0
SPORTS LIGHTING FOOTBALL (out of 15)	
Less than 300 but more than 100 lux (suitable community football night games)	15
50 to 100lux (suitable for training)	10
0 to 49 lux (existing lights but fail to comply to training standard)	5
No lighting provided	0
OVAL SURFACE CONDITION (QUALITY OF OVAL SERVICE & PROVISION & QUALITY OF DRAINAGE AT THE START OF THE SEASON) (out of 15)	
Excellent (as new)	15
Good (some wear)	10
Moderate (considerable wear but still playable)	8
Poor to Very Poor Quality (multiple quality issues identified, oval is reaching end of life)	4
Rated poorly by all stakeholders (safety concerns identified, oval is at end of life and requires attention)	2
No oval provided	0
OVAL AMENITIES - CRICKET PITCH, WATERING SYSTEM, OVAL FENCED, SITE FENCED & GROUND SURFACE TYPE (out of 10)	
CRICKET PITCH	
No pitch or drop in wicket	6
Turf wicket well maintained	5
Turf wicket with some coverage & hardness issues	4
Synthetic pitch	4
Turf wicket with issues and poor coverage	2
WATERING SYSTEM	
Automatic Irrigation	2
Hose / manual watering	1
Nil Watering System	0
OVAL FENCED	
Yes	1
No	0
SITE FENCED	
Yes	1
No	0
CURRENT FACILITY CONDITION RATINGS	
NETBALL AMENITIES (out of 10)	
Excellent (as new)	10
Good (some wear)	8
Moderate (considerable wear but still comfortable for users)	6
Poor to Very Poor Quality (multiple quality issues identified)	4
Rated poorly by all stakeholders (significant quality issues identified)	2
No netball amenities provided	0
MAIN NETBALL COURT (out of 15)	
Excellent (as new)	15
Good (some wear)	10
Moderate (considerable wear but still playable)	8
Poor to Very Poor Quality (multiple quality issues identified, court is reaching end of life)	4
Rated poorly by all stakeholders (safety concerns identified, court at end of life and requires attention)	2
No netball court provided	0
SPORTS LIGHTING NETBALL (out of 15)	
Indoor: 1500 lux (Australian standard for televised matches)	15
Indoor: 700 to 800 lux (Australian Standard for indoor competition level)	15
Outdoor: 200 lux (Australian Standard for outdoor competition level)	15
Outdoor: 100 lux (Australian standard for outdoor recreational level)	10
Nil lighting	0

Current Facility Condition Ratings

CLUB	MAIN PAVILION (out of 10)	CHANGE ROOMS (out of 10)	SPORTS LIGHTING FOOTBALL (out of 15)	OVAL SURFACE (out of 15)	OVAL AMENITIES (out of 10)	SUB TOTAL FOOTBALL AMENITIES	NETBALL AMENITIES (out of 10)	MAIN NETBALL COURT (out of 15)	SPORTS LIGHTING NETBALL (out of 15)	SUB TOTAL NETBALL AMENITIES	RATING TOTAL OUT OF 100
CITY OF GREATER GEELONG											
ANAKIE	2	3	5	10	7	27	0	8	15	23	50
BARWON HEADS	8	6	10	2	8	34	0	4	10	14	48
BELL PARK	6	6	5	12	7	36	8	15	10	33	69
BELL POST HILL	6	8	10	12	7	43	6	8	10	24	67
BELMONT LIONS	4	3	10	10	7	34	6	10	10	26	60
CORIO	10	3	15	8	8	44	6	8	10	24	68
DRYSDALE	6	3	5	12	7	33	8	8	10	26	59
EAST GEELONG	8	3	10	12	7	40	8	10	10	28	68
GEELONG AMATEURS	7	2	5	12	7	33	8	10	10	28	61
GEELONG WEST CHEETAHS *	2	2	5	7	7	23	0	0	0	0	23
GEELONG WEST ST ** PETERS	2	3	5	12	6	28	10	15	15	40	68
GROVEDALE TIGERS	10	3	5	12	7	37	8	10	10	28	65
LARA	6	6	5	10	7	34	6	8	10	24	58
LEOPOLD	2	3	10	10	7	32	0	2	10	12	44
NEWCOMB	4	6	10	12	7	39	6	8	10	24	63
NEWTOWN & CHILWELL	10	8	10	10	7	45	10	15	10	35	80
NORTH GEELONG	2	3	10	10	8	33	2	10	10	22	55
NORTH SHORE	2	6	5	10	7	30	6	8	10	24	54
OCEAN GROVE	6	2	5	8	8	29	8	15	15	38	67
PORTARLINGTON	8	7	5	10	7	37	10	15	15	40	77
SOUTH BARWON	10	6	5	12	7	40	10	15	10	35	75
ST ALBANS	10	4	5	12	8	39	10	4	10	24	63
ST JOSEPHS	8	3	10	12	7	40	0	15	15	30	70
ST MARYS	4	6	5	12	7	34	6	15	15	36	70
THOMSON	10	8	15	12	7	52	8	4	10	22	74
SURF COAST SHIRE											
ANGLESEA	10	6	5	8	7	36	6	8	10	24	60
LORNE	4	3	5	15	8	35	4	8	10	22	57
MODEWARRE	10	8	5	8	7	38	6	10	10	26	64
TORQUAY	10	10	15	10	9	54	6	10	15	31	85
WINCHELSEA	10	8	15	6	7	46	6	12	15	33	79

* Geelong West Cheetahs FNC rating reflects conditions at the Clubs' traditional home ground Bakers Oval. Bakers Oval does not offer netball facilities with netball training/games held at West Oval. Club home football matches are also held at West Oval.

** Geelong West St Peters FNC rating reflects conditions at West Oval.

Current Facility Condition Ratings

CLUB	MAIN PAVILION (out of 10)	CHANGE ROOMS (out of 10)	SPORTS LIGHTING FOOTBALL (out of 15)	OVAL SURFACE (out of 15)	OVAL AMENITIES (out of 10)	SUB TOTAL FOOTBALL AMENITIES	NETBALL AMENITIES (out of 10)	MAIN NETBALL COURT (out of 15)	SPORTS LIGHTING NETBALL (out of 15)	SUB TOTAL NETBALL AMENITIES	RATING OUT OF 100
COLAC OTWAY SHIRE											
ALVIE	8	6	5	2	6	27	6	12	10	28	55
APOLLO BAY	8	6	5	2	7	28	6	10	10	26	54
BIRREGURRA	2	3	5	2	7	19	2	4	10	16	35
COLAC TIGERS	10	3	5	15	10	43	4	8	5	17	60
COLAC IMPERIALS	4	6	5	4	7	26	6	10	10	26	52
FORREST	2	4	5	8	6	30	5	15	15	35	65
IRREWARRA-BEEAC	2	3	5	4	6	20	6	8	10	24	44
OTWAY DISTRICTS	8	6	5	4	7	30	10	15	10	35	65
SOUTH COLAC	4	3	10	4	6	27	8	10	10	28	55
WESTERN EAGLES	1	1	5	2	6	15	8	15	10	33	48
GOLDEN PLAINS SHIRE											
BANNOCKBURN	6	6	5	8	8	33	2	4	10	16	49
CARNGHAM LINTON	6	6	5	8	7	32	2	10	10	22	54
INVERLEIGH	6	4	5	10	8	33	10	6	10	26	59
LETHBRIDGE *	8	6	0	8	6	28	NA	NA	NA	NA	28
MEREDITH *	2	6	5	8	6	27	NA	NA	NA	NA	27
ROKEWOOD CORINDHAP	2	3	5	2	7	19	8	8	10	26	45
SMYTHESDALE	6	3	5	2	7	23	4	8	5	17	40
TEESDALE ROOS *	2	6	5	8	6	27	NA	NA	NA	NA	27
BOROUGH OF QUEENSCLIFFE											
QUEENSCLIFF	10	8	5	10	7	40	6	10	10	26	66
CORANGAMITE SHIRE (adjacent to G21 region)											
SIMPSON	2	4	5	12	7	30	8	8	10	26	56
WYNDHAM CITY COUNCIL (adjacent to G21 region)											
WERRIBEE CENTRALS	8	8	10	15	7	48	8	10	15	33	81

* Each of these three venues support a single junior team each in the Moorabool Valley Little League.

CURRENT FACILITY CONDITION 2014



SUBSTANTIAL IMPROVEMENT REQUIRED	IMPROVEMENT REQUIRED		LOCAL	REGIONAL	STATE (SIMONDS STADIUM)
Birregurra FNC Improvement: MP, CR, SL, NC, NF & OS	Anglesea FC Improvement: SL	Bannockburn FNC Improvement: NC, NF & SL	Bell Post Hill FNC	Torquay Tigers	
Lorne FNC Improvement: CR & SL	Barwon Heads FNC Improvement: NC, NF & OS	Belmont Lions Sports Club Improvement: CR	Thomson FNC		
Irrewarra-Beeac FNC Improvement: MP, CR & SL	Geelong Amateurs Improvement: CR & SL	Corio Community Sports Club Improvement: CR	Winchelsea FNC		
Western Eagles FNC Improvement: MP & CR	Modewarre FC Improvement: SL	Inverleigh FNC Improvement: SL, CR & NC	Werribee Centrals Sports Club		
Rokewood Corindhap FNC Improvement: MP, SL, CR & OS	Drysdale FC Improvement: CR & SL	North Geelong FNC Improvement: MP & CR	Newtown Chillwell FNC		
Anakie FNC Improvement: MP, CR, SL & NF	Alvie FNC Improvement: SL & OS	Bell Park FNC Improvement: SL	Colac Tigers FNC*		
Geelong West FNC Improvement: MP, CR & SL	Apollo Bay FC Improvement: SL & OS	Grovedale Tigers FNC Improvement: CR & SL	Portarlington FC		
East Geelong FNC Improvement: CR	Colac Imperials FNC Improvement: MP & SL	Lara Sporting Club Improvement: SL	Queenscliff FNC		
Geelong West St Peters FNC Improvement: MP, CR & SL	Otway District FNC Improvement: SL	North Shore FC Improvement: MP & NF	Newcomb Power FC		
Leopold FNC Improvement: MP, CR, NC & NF	Simpson FNC Improvement: MP & SL	South Barwon FNC Improvement: SL	Ocean Grove FNC*		
	South Colac Sports Club Improvement: MP & CR	St Albans FC Improvement: CR & SL			
	Forrest FNC Improvement: MP, CR & SL	St Joseph's FNC Improvement: SL & NF			
	Carngham Linton FNC Improvement: SL & NF	St Marys FC Improvement: SL			
	Smythesdale FNC Improvement: CR, SL & OS	Lethbridge FC Improvement: SL			
		Meredith FC Improvement: MP & SL			
		Teesdale Roos Junior FC Improvement: SL & MP			

FACILITY IMPROVEMENTS

All venues should aspire to be classified as "LOCAL" venues by 2020. Those venues currently classified as "LOCAL" should continue facility maintenance and improvements to ensure they retain this classification.

Venues aspiring to "REGIONAL" classification by 2020 (currently only held by Torquay Tigers) include Geelong West St Peters FNC/Geelong West FNC (West Oval) and Colac Tigers FNC. A second venue, beyond West Oval, is required at REGIONAL classification level in the Geelong area for finals purposes.

LEGEND:

To achieve "Local" rating Clubs required the following as a minimum:
 Overall condition of facility Pavilion is rated as "Moderate" or higher
 Quality of football oval lighting is rated as "Moderate" or higher
 Overall condition of netball facility is rated as "Moderate" or higher
 Overall condition of main netball court is rated as "Moderate" or higher

FACILITY IMPROVEMENT CODES

The following codes have been applied to Clubs rated **IMPROVEMENT REQUIRED** and **MINOR IMPROVEMENT REQUIRED** according to Club responses in their Facilities Checklist and further review by AFLB Football Development Managers.

SL Sports Lighting Football	NF Netball Facility
MP Main Pavilion	OS Oval Surface
CR Change Rooms	OA Oval Amenities
NC Main Netball Court	SLN Sports Lighting Netball

* Funding confirmed and projects currently underway for Colac Tigers FNC and Ocean Grove FNC



PRIORITY 3

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

AFL Barwon has the highest participation numbers of any region in Country Victoria. Within the junior age groups, AFL Barwon have 1,700 more players than their nearest country region, Bendigo. Netball participation is also high with over 4,800 registered players in NetSetGO, junior and senior netball. Importantly 16% of clubs also support a Netball for All Abilities program. Population growth across the region is expected to increase by 22% by 2025. G21 LGA's are actively planning for this growth and have identified a number of key sites for new oval and netball projects.

These projects will see the creation of new multi-sport clubs to service new / emerging communities. Sporting clubs will be established from the ground-up, taking preference over the relocation of existing clubs into new facilities.

AFL Barwon will play a key strategic role in the establishment and growth of these new clubs. Input in providing seed funding, guiding governance and financial management processes and in the development of new sites will be essential to club creation and sustainability.

Committed new projects for the region that will be ready and accessible for football and netball include an estimated 29 ovals and 22 netball courts across various locations.

Planning for new playing fields and venues has included regional and sub-regional level facilities at Armstrong Creek and Drysdale / Clifton Springs. New ovals are also planned for Shell Road Recreation Reserve in Ocean Grove, Lara, Torquay and Bannockburn,

Planning and development of any new playing fields and venues will need to maximise shared usage for sports such as cricket and flexibility to meet changing community needs.

Netball Victoria *Preferred Facilities Requirements Manual* and AFL *Preferred Facility Guidelines* will also need consideration including unisex change rooms, appropriately sized, multi use social/community rooms, Universal Design principles and sustainability best practices.

AFL Victoria projections to 2030 indicate the region will need access to an additional 28 grounds over the next 15 years. Current investment in new projects will go close to meeting this projection but alternate facility options will need to be investigated while new grounds are being developed.

Oval usage at Simonds Stadium, the only AFL Standard facility in the region, is generally considered at capacity. This can limit community access to the oval and heightens the need for alternative venues to cater for elite competition such as VFL, TAC Cup and AFL Barwon finals.

Regional level upgrades planned for the region to host elite competition include Spring Creek Reserve in Torquay, West Oval located in Geelong West and Colac Central Reserve in Colac. The Colac Otway Shire are seeking substantial investment into the facility at Central Reserve to attract high level games like TAC Cup matches.

With high ground usage, strong participation rates and at times reduced capacity to access the region's premier venue, Simonds Stadium, regional priorities for facility upgrades and development should extend to include additional capacity at current venues to enable hosting of AFL Barwon finals and ensure continued attraction of VFL / State games to the region at the identified regional venues. Such attraction provides economic benefits to the wider community, encourages player talent pathways and continues to highlight the region as a leader in football.

In the long term, the installation of a 'neutral' synthetic oval as part of the regional planning process would address a number of key issues regarding ground provision and growth in participation.

These issues include meeting the usage requirements of high density clubs, increasing ground access during pre-season, addressing community expectations regarding the provision of quality facilities, provide an alternate venue for female football and AFL 9's and remove political issues surrounding ground allocation, particularly through finals season.

Armstrong Creek provides the greatest opportunity to potentially house up to 2 synthetic ovals which could be managed by AFL Barwon and potentially accommodate the AFL Barwon RAC. This location would easily cater for Greater Geelong and Surf Coast catchments who are experiencing the greatest population growth across the region.

The use of synthetic turf ovals at Armstrong Creek and potentially other new venues planned across the region, expands participation opportunities, providing oval surfaces that can sustain high levels of use. This recognises and plans for pre-season training and additional fixtures which already extends football season into late summer and autumn months and provides capacity for sports development initiatives such as AFL 9's, female football and summer Auskick. Weather variability, maximising finite open space resources and enabling facility use of up to three times more than natural turf ovals, further supports investigation into synthetic surfaces during planning stages for any new venues.

Strategic directions to plan and develop new facilities in key growth areas across the region:

- 3.1 G21 LGA's, ALFB and AFL Victoria partner to investigate options for the installation of a synthetic oval for the region and identify a suitable location and potential funding models.
- 3.2 Consider using the *Framework to Prioritise Funding Allocation* (provided in Appendix 2) into future LGA planning and capital funding policies and programs.
- 3.3 Progressively implement the planned 29 new venues across the region when population triggers are met and as sport demands.
- 3.4 AFL Barwon adopt AFL Victoria's strategy to develop a Club Establishment Fund to provide seed funding for the establishment of new football / netball clubs.





PRIORITY 4

Capitalise on opportunities to create a Regional Administration Centre

Each AFL Victoria Country Region Commission is seeking to develop both a short and long term plan for a Regional Administration Centre (RAC) office.

Long term options for relocation of the AFL Barwon RAC should also include planning for an improved Centre of Excellence for the Geelong Falcons.

AFL Barwon currently operate from Highton Reserve, sharing the facility with TAC Cup team the Geelong Falcons. In the short term, an \$80,000 extension has been approved for the facility to accommodate all existing staff, provide a hot desk for Netball Victoria staff and enable growth in staff numbers over the coming 5 years.

The office extension is being funded through the Country Football Netball Program Regional Administration Budget, AFL Victoria and AFL Barwon. Whilst the City of Greater Geelong are not a financial contributor, they are taking responsibility for project management and are focusing on potential support for a longer term new site.

In the long term the AFL Barwon RAC aims to become a hub for community level football administration and game development activities, preferably based at a multi-ground site, with one oval being the regions first AFL approved synthetic surface. Planning to meet this standard of facility needs to begin in 2015 and allow for such a facility to be fully approved for development prior to 2020.

Consideration also needs to be given to the facility needs of growth programs, AFL 9's, Youth Girls and football and netball access for all abilities programs.

Armstrong Creek appears to present the best long term option for the RAC. With 15 ovals planned across 8 locations and 22 netball courts across 4 locations, opportunity exists for key stakeholders to develop a competition facility that is managed by the peak sporting bodies on behalf of the region. This would ensure club neutrality, particularly for finals allocation purposes and provide potential for co-location with other regional sports personnel such as Netball Victoria staff.

Strategic directions to capitalise on opportunities to create a RAC:

- 4.1 Progress the expansion of Highton Reserve as planned to accommodate AFL Barwon and improve lighting for the Geelong Falcons.
- 4.2 LGA's, ALFB, AFL Victoria and Netball Victoria partner to investigate and recommend the best long term home for a RAC that includes multiple ovals (one synthetic), that are peak sporting body managed in a way that benefits all clubs, participants and game development activities.
- 4.3 In tandem with Regional Administration Centre planning, look at the purpose of Highton Reserve and the feasibility of the Geelong Falcons remaining at this venue versus other options available to support the development of a talent pathway Centre of Excellence such as the quality of Morwell, once the AFL Barwon RAC is relocated.



PRIORITY 5

Ensure programs and facilities cater for the diversity of participants that are attracted to our game/s

The structure of football across Victoria is changing with AFL 9's, youth girls and female football being the fastest growing forms of the game. Within the region, five clubs support a youth girls side and AFL Barwon is committed to expanding the existing AFL 9's program based at Deakin University. Consideration also needs to be given to expanding existing football and netball programs to accommodate people with a disability, including potential for dedicated AAA NAB AFL Auskick and NetSetGo programs and the growth of the FIDA, and Netball for All Programs.

"Engagement" is a key objective of the AFL Barwon Strategic Plan, through "adding value and equal opportunity particularly for multi-cultural, disadvantaged and indigenous communities and individuals." Initiatives to support this objective include understanding the current cultural mix across club zones and developing programs to meet these different cultures, further support to clubs to actively engage the multicultural community and promoting multicultural involvement.

Critical to this will be developing an understanding amongst clubs of the need to access and align themselves to new communities to develop an inclusive and social culture.

AFL Barwon FDMs will need to expand promotion of junior development programs beyond schools to also include multicultural and indigenous communities. Clubs will also need to be encouraged to be active in this area, promoting NAB AFL Auskick and NetSetGO opportunities outside their traditional player recruit base. This would further assist those clubs who are experiencing shortages in junior player numbers and support the creation of NAB AFL Auskick and NetSetGo at clubs who currently do not offer these programs.

The recreational form of the game, AFL 9's, is also attractive to the multi-cultural community as a good introduction to the sport. Whilst currently being facilitated by AFL Barwon, the potential for expansion to club based AFL 9's has not yet been realised and will need to consider facility access with cricket clubs.

As the fastest growing participation segment, clubs will also need to consider opportunities to implement female football in some capacity. AFL Victoria offers extensive support and guidance in this space. This support, along with the benefits of increasing female participation (increased player member numbers, additional revenue sources through memberships, catering and social functions and opportunity to attract funding) needs to be actively promoted to clubs.

Facility capacity to cater for diversity again highlights the funding gap between supporting facility upgrades to enable growth in participation and LGA's capacity to meet this gap. Without continued CFNP support in this area, commitment to these initiatives at the club facility level will be limited / non-existent. This will directly impact on the installation of unisex change rooms, lighting upgrades and capacity for clubs to provide improved netball amenities.

Prioritisation of funding support at the local club level should consider clubs who have or are committed to actively implementing diversity initiatives (female football, female umpires, multi-cultural or indigenous programs or access all abilities teams).

AFL Victoria's *Heartland Strategy* also identifies multi-use social / community rooms that are "vibrant, sustainable, accessible and welcoming" as a core component to deliver diversity outcomes. Whilst usually not a key consideration for facility upgrades, this strategy has included the condition of the main pavilion as one of the six core criteria for determining a venue's rating in the current facility hierarchy.

A club's commitment to supporting diversity, sports lighting and the condition of the main pavilion are all key criteria included for prioritising infrastructure upgrades in **Appendix 2 – Framework to Prioritise Funding Allocation**.



PRIORITY 5

Ensure programs and facilities cater for the diversity of participants that are attracted to our game/s

Strategic directions to ensure facilities cater for the diversity of participants that are attracted to our games:

- 5.1 LGAs, AFLV, Netball Victoria and AFL Barwon actively lobby SRV for continuation of the CFNP to ensure project objectives address the diverse market for participation and support club capacity building.
- 5.2 LGAs, AFLV, Netball Victoria and AFL Barwon work collaboratively to plan and prioritise ground upgrades to minimum standards and then lighting upgrades to better accommodate growth in diversity.
- 5.3 AFL Barwon and AFL Victoria market the benefits of, and actively support the implementation of, female participation at the club level.
- 5.4 AFL Barwon expand promotion of junior development programs to include multicultural and indigenous communities.
- 5.5 Support clubs to actively promote NAB AFL Auskick and NetSetGO opportunities outside their traditional player recruit base.
- 5.6 LGAs to consider a clubs' commitment to diversity when prioritising facility upgrades.
- 5.7 Consider using the Framework to Prioritise Funding Allocation (provided in Appendix 2) into future LGA planning and capital funding policies and programs
- 5.8 AFLV and Netball Victoria support policy development and education to clubs to encourage and promote engagement with diverse communities.



PRIORITY 6

Continue to enhance the relationship between football / netball, government and community partners in planning and provision of facilities

State-wide, 87% of football facilities are provided on land owned and/or managed by local government who generally struggle to meet asset renewal, new facility development and changing community expectations. Local government's capacity to invest in new infrastructure is limited, being reliant on additional funding provision through government and peak sports bodies. A collaboratively planned approach between sport and government to facility upgrades and renewal is essential if facility capacity is to be maximised and sustainability guaranteed.

The *G21 and AFL Barwon Regional Strategy* is the first step in recognising the conflicting needs of sport and government and aims to collaboratively determine future investment into facility upgrades and development at a strategic level.

For football and netball to continue to grow and maximise participation opportunities and for LGA's to continue to understand sport and promote healthy and active communities this collaboration must continue.

Consultation has provided opportunity for sport and government to raise other issues that impact on facility upgrades or generally affect perceptions regarding commitment to developing facilities or overall management of the sports.

LGA's are the major contributor to football and netball. Whilst facility maintenance responsibilities vary across the region, the majority of G21 LGAs are bearing the annual maintenance cost at each of their facilities (average estimates of around \$68,090 per venue).

Between 2006 and 2013, G21 LGAs invested \$6.7M into facility developments and upgrades. This commitment will continue to grow with new facility developments to meet population growth and through the replacement of existing facilities.

The CFNP (funded through State Government, AFL Victoria and Netball Victoria) has also made considerable investment into facility development with \$1.7M invested across the region since 2006.

Balancing player remuneration against clubs saving meaningful amounts to put towards facility improvements however, remains a clear expectation of G21 LGA's.

The collective will of the sport to address player remuneration concerns is acknowledged with outcomes of the current state wide strategic initiative to remediate the issue anticipated by 2015. 700 stakeholders have contributed to this process with current solutions extending to salary caps or introduction of a state wide points system.

The AFL Victoria Football Infrastructure Program (FIP) has filled a gap in infrastructure renewal/upgrades generally overlooked by other funding bodies such as upgrades to scoreboards, safety netting, goal posts, change room rubber flooring and coach and interchange boxes.

Whilst FIP has provided positive outcomes, clubs will again need to ensure they have a reinvestment strategy to replace or upgrade this infrastructure at the end of its functional life. Key to this will be clubs' ability to address player payment levels and balance on-field expectations against financial commitments to long term infrastructure investment.



Continued LGA support of the AFL Victoria Local Government Forum held every two years, initiating netball and football State of Play Reports, engagement by AFL Barwon with the AFL Victoria Local Government Reference Group and continuation of G21 LGA's, AFL Barwon and Netball Victoria strategic workshops at least twice a year to review *G21 and AFL Barwon Regional Strategy* implementation is essential to guarantee initiatives remain current and reflect the strategic direction for the region. AFL Barwon's commitment to continuing the relationship with G21 LGAs is reflected in the AFL Barwon Strategic Plan 2014-2018.

Finally, G21 LGA's continuing to work with AFL Barwon provides opportunity to utilise expertise knowledge and experience and provide independent support to LGAs to address issues between clubs and sport generally.

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

- 6.1 G21 LGAs, AFL Barwon and Netball Victoria establish a Regional Reference Group to review *G21 and AFL Barwon Regional Strategy* initiatives and guarantee a collaborative approach to regional planning.
- 6.2 G21 LGAs continue to support AFL Victoria Local Government Forum held every two years.
- 6.3 AFL Barwon implement recommendations from the AFLV Panel investigating player remuneration.
- 6.4 G21 LGAs and AFL Barwon develop a strategy to address identified club growth including new club development where existing clubs are at player and facility capacity.
- 6.5 AFL Victoria investigate options for the continuation and ongoing support of AFL Victoria FIP funding program beyond 2014.
- 6.6 Initiate netball and football State of Play reports every two years, ensuring understanding and progress of sports development initiatives across the region.
- 6.7 AFL Barwon and clubs investigate the feasibility of a sinking fund to support infrastructure renewal across the region.



STRATEGY IMPLEMENTATION

Implementation of identified facility priorities, planning, sports development and partnership strategies will require collaboration, investment and a commitment of human resources from AFL Barwon and sport, government and industry stakeholders.

IMPLEMENTATION ACTIVITIES

The following Implementation Plans are provided to guide sport and LGA's financial and human resource commitment over the next 10 years. By creating a focus on planning, stakeholder communication and support for key regional projects, AFL Barwon can build its sports capacity to realise many of the potential outcomes identified in this strategy.

In order to progress many of the required facility developments and achieve improvements across the region, greater emphasis on relationship building and negotiating outcomes must take place. AFL Barwon will need to adopt a lead role in stakeholder collaboration and partnership development. AFL Barwon will need to champion the promotion of the social and community benefits of sport and football and netball clubs and their worthiness of support and investment.

Implementation priorities are set out in priority framework. However, annual goal and target setting will be required by AFL Barwon, along with formal evaluation of priorities in conjunction with LGA's to ensure ongoing and consistent alignment with the sport and government objectives. LGA's have also formally stated that works outlined in the strategy will continue to be subject to consideration via future budget processes and analysis of various priorities.



CRITICAL ACTIONS

The G21 and AFL Barwon Regional Strategy has been prepared to guide the development of football and football club based netball within the G21 region. It addresses a range of issues and provides clear direction regarding future infrastructure provision and the needs of the development of both sports, organisation and participation throughout the region. It also makes recommendations regarding stakeholder roles and responsibilities within the region.

To support the achievement of proposed strategic directions and objectives highlighted within this report and to ensure the needs of the football and netball community are met in the short, medium and longer-term, five critical actions need to be delivered in order to start the change process and set the foundation for a positive future for both sports in the region. These critical actions will provide the basis for the delivery of all other remaining tasks and actions and set the foundation for implementation over the next decade to 2025.

CRITICAL ACTION #1	CRITICAL ACTION #2	CRITICAL ACTION #3	CRITICAL ACTION #4	CRITICAL ACTION #5
				
<p>LGAs, AFLV, Netball Victoria and AFL Barwon partner to actively lobby SRV for continuation of the Country Football Netball Program.</p>	<p>LGAs, AFLV, Netball Victoria and AFL Barwon work collaboratively to plan and prioritise ground upgrades to minimum standards and then lighting upgrades.</p>	<p>Deliver planned facility upgrades to a regional level as a first priority. Consider using the Framework provided in this strategy to determine priority for existing club facility upgrades.</p>	<p>AFL Barwon to complete strategic review of current club structures and work with key stakeholders to assist club sustainability and competition equalisation.</p>	<p>Support Clubs to develop five year strategic plans to improve operational performance and guide business objectives around facility and asset management, financial planning and club participation and growth.</p>

KEY STAKEHOLDER IMPLEMENTATION RESPONSIBILITIES

The G21 and AFL Barwon Regional Strategy – Issues and Opportunities Paper (Volume 1) highlighted a range of critical issues that AFL Barwon and G21 LGA’s face regarding growth in football and netball participation, improving club operations and the need to prioritise and plan for infrastructure upgrades and new development.

AFL BARWON

AFL Barwon will play a lead role in coordinating and supporting the implementation of club development related initiatives, as well as supporting infrastructure projects and directing regional staff work plans and priorities.

The most critical roles of AFL Barwon will be in driving a review of existing club and competition structures, supporting strategic planning and financial management processes at the club level, identifying venue opportunities for scheduling of finals, developing a Club Establishment Fund and prioritising facility upgrades that capitalise on opportunities to grow and develop the sport.

AFL Barwon will need to bring the regional football and netball community together, assist in prioritising recommendations and advocate to LGA stakeholders for financial and resource support to deliver key actions. Without AFL Barwon’s drive and commitment to these reforms, implementation cannot be achieved.

LOCAL GOVERNMENT

The five G21 LGAs have a core responsibility to directly deliver football and netball infrastructure planning, improvement and revitalisation actions, as well as support participation and club development initiatives.

LGAs will need to focus on the implementation of Critical Action Plans, as well as support regional objectives through policy adoption and development and in prioritising and securing partner investment.

Via the G21 Sport and Recreation Pillar and through internal LGA governance structures, LGAs are encouraged to adopt regional strategy objectives and priorities and utilise them as the basis for future local planning regarding football and netball.

AFL VICTORIA

AFL Victoria will play a support role in action implementation, but also have an active and direct role in supporting regional partners to meet their community, development and infrastructure aspirations.

AFL Victoria also have a role in promoting state wide strategies for regional and local implementation, including club health checks, regional planning, professional development and education programs, implementing a Club Establishment Fund for new clubs and advocating for the continuation of the CFNP.

NETBALL VICTORIA

Like AFL Victoria, Netball Victoria will play a support role in action implementation, but also have an active and direct role in supporting regional partners to meet their community, development and infrastructure aspirations. Netball Victoria’s commitment to supporting continuation of the CFNP is essential.

Netball Victoria will also have a role assisting grass roots netball growth and development at a local level, supporting competition and club structure review, assisting with grants and facility development and ensuring state wide strategies for netball are implemented.

CLUBS

Clubs’ commitment to delivering and supporting football and netball in a changed environment is critical. Specific to strategy implementation, clubs will need to participate in Club Health Checks, professional development and education programs, openly provide information to other regional stakeholders on strategic planning and financial management and commit to supporting proposed new governance processes and activities, in addition to standard club operational requirements. Critical to infrastructure improvement will be the capacity for clubs to financially plan for and invest in projects. Regional implementation of female football, AFL 9’s, NAB AFL Auskick, NetSetGO and access all abilities programs will continue to be core development opportunities for clubs to expand their member base and grow their club.

STATE / FEDERAL GOVERNMENT

Government will play a key support role in the funding of strategic initiatives, and in promoting the benefits of the G21 and AFL Barwon Regional Strategy throughout other Victorian regions. It will also be responsible for ensuring continued focus is provided on the delivery of strategy actions for greater benefit of the G21 region.

SCHOOLS

Schools within the region will have a key role in growing participation through embracing programs offered by AFL Barwon, AFL Victoria, Netball Victoria and umpire leagues. Schools capabilities to accommodate increased access to school grounds and amenities where there is high usage will also be essential if sports growth initiatives are to be maximised.



STRATEGIC DIRECTION IMPLEMENTATION PLAN

DELIVERING THE G21 AND AFL BARWON REGIONAL STRATEGY

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

Initiate

Planning and scoping of the range and timing of Strategic Directions, programs, activities and service provision.

Deliver

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

Support

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

The *G21 and AFL Barwon Regional Strategy* has been developed to provide Strategic Directions that are practical and realistic.

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

Proposed Strategic Directions have been allocated a level of priority based on their relative impact on delivering the desired outcomes for the region. A description of each priority level is provided below:

Mandatory

A Strategic Direction that is required by legislation or regulation.

Critical

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

High

Important Strategic Direction that underpins sports development and infrastructure improvements across the region.

Medium

Strategic Direction that contributes to meeting overall regional strategy objectives.

Low

Strategic Direction that contributes to overall regional strategy improvement activities.

Ongoing

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

STRATEGIC PRIORITY #1 – IMPLEMENTATION PLAN

Support the capacity building of clubs and their people

STRATEGIC DIRECTIONS	TIMELINE	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
1.1 AFL Barwon to complete strategic review of current club and League structures and work with key stakeholders to assist club sustainability and competition equalisation.	Critical	AFL Barwon	AFL Barwon	AFL Victoria, Netball Victoria & LGAs
1.2 AFL Barwon to support clubs to develop five year strategic plans to improve operational performance and guide business objectives around facility and asset management, financial planning and club participation and growth.	Critical	AFL Barwon	AFL Barwon	AFL Victoria , Netball Victoria & Clubs
1.3 AFL Barwon and Netball Victoria partner to review competition structure to include night / alternate days matches.	High	AFL Barwon	AFL Barwon & Netball Victoria	AFL Victoria & Clubs
1.4 Establish models for sharing of players and transitioning players between clubs across junior grades to ensure equity in participant numbers.	High	AFL Barwon	AFL Barwon	AFL Victoria , Netball Victoria & Clubs
1.5 Continued implementation of Club Health Check process on an annual basis.	High	AFL Barwon	AFL Barwon	AFL Victoria & Netball Victoria
1.6 Engage a network of professional partners to support FDMs to address club governance gaps.	High	AFL Barwon	AFL Barwon & Clubs	AFL Victoria & Netball Victoria
1.7 Support GFUL and CDUA umpire recruitment and retention policies and programs.	High	AFL Barwon	AFL Barwon, GFUL & CDUA	AFL Victoria & Clubs
1.8 Provide education to clubs that encapsulates policy and procedure needs for implementing both healthy sports environments and improved governance processes.	High	AFL Barwon	AFL Barwon, AFL Victoria & Netball Victoria	Clubs
1.9 Investigate options for paid administration models and traineeships.	Medium	AFL Barwon	AFL Barwon & Clubs	AFL Victoria & Netball Victoria

STRATEGIC DIRECTION #2 – IMPLEMENTATION PLAN

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

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
2.1 LGAs, AFLV, Netball Victoria and AFL Barwon actively lobby SRV for continuation of the CFNP.	Critical	AFL Victoria	AFL Victoria	Netball Victoria & LGA's
2.2 LGAs, AFLV, Netball Victoria and AFL Barwon work collaboratively to plan and prioritise ground upgrades to minimum standards and then lighting upgrades.	Critical	AFL Barwon	AFL Barwon, LGAs & Clubs	AFL Victoria , Netball Victoria & State Government
2.3 Deliver planned facility upgrades to a regional level as a first priority. Consider using the Framework provided in the strategy to determine priority for existing club facility upgrades to achieve "local" level classification.	Critical	AFL Barwon	AFL Barwon & LGA's	AFL Victoria & Netball Victoria
2.4 G21 LGA's and ALFB should continue to work collaboratively to identify venue management models that ensure club facility access during finals.	High	AFL Barwon	AFL Barwon	AFL Victoria, Netball Victoria, LGAs and Clubs
2.5 The City of Greater Geelong , AFL Barwon and relevant clubs partner to address shared management arrangement at West Oval and agree on a management model that ensures effective use of the venue.	High	COGG	AFL Barwon	AFL Victoria, Netball Victoria and Clubs
2.6 AFL Barwon support financial management and governance processes at the club level that ensures strategic planning and includes club investment into future facility upgrades.	High	AFL Barwon	AFL Barwon & Clubs	AFL Victoria & Netball Victoria

STRATEGIC PRIORITY #2 – IMPLEMENTATION PLAN

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

STRATEGIC DIRECTIONS	TIMELINE	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
2.7 Support Clubs to address volunteer capacity gaps that impact on their ability to implement changed competition structures.	Medium	AFL Barwon	AFL Barwon	AFL Victoria, Netball Victoria & Clubs
2.8 In the short term clubs, supported by AFL Barwon FDMs, negotiate with schools to increase access to school facilities.	Medium	AFL Barwon	AFL Barwon & Clubs	AFL Victoria, Netball Victoria & LGAs
2.9 Where facility gaps exist, in the long term, LGAs to continue to advocate to schools on the need to access school facilities, encouraging reciprocal use of ovals and associated infrastructure to address facility shortages.	Medium	LGA's	LGA's	AFL Barwon, AFL Victoria & Netball Victoria
2.10 Based on the vision within the strategy, prioritise regional facility upgrades and improvements for inclusion as Sport and Recreation Pillar priorities and advocate to elevate to G21 priority projects.	Medium	LGA's	LGA's	AFL Barwon, AFL Victoria & Netball Victoria
2.11 Extend CFNP funding priorities to consider lighting of second grounds in high usage areas to accommodate growth in participation and increase carrying capacity of facilities.	Medium	AFL Victoria	State Government, AFL Victoria & Netball Victoria	AFL Barwon & LGAs
2.12 In partnership, continue to support strategic planning at the commission level that prioritises facility upgrades and ensures continued financial investment in larger, regional projects.	Ongoing	LGA's	AFL Barwon	AFL Victoria & Netball Victoria
2.13 G21 LGA's and Committees of Management will continue to work collaboratively to identify opportunities that will improve the capacity of Committees of Management to better manage facilities.	Ongoing	LGA's	LGA's & Committees of Management	AFL Victoria & Netball Victoria

STRATEGIC PRIORITY #3 – IMPLEMENTATION PLAN

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

STRATEGIC DIRECTIONS	TIMELINE	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
3.1 G21 LGAs , AFL Barwon and AFL Victoria partner to investigate options for the installation of a synthetic oval for the region and identify a suitable location and potential funding models.	Medium	AFL Barwon	LGAs and State Government	AFL Victoria & Netball Victoria
3.2 Consider using the Framework to Determine Funding Allocation (provided in Appendix 2) into future LGA planning and capital funding policies and programs.	Medium	AFL Victoria & LGAs	AFL Victoria & LGAs	AFL Barwon, Netball Victoria & Clubs
3.3 Progressively implement the planned 29 new venues across the region when population triggers are met and as sport demands.	Medium	LGAs	LGAs and State Government	AFL Victoria, AFL Barwon & Netball Victoria
3.4 AFL Barwon adopt AFL Victoria’s strategy to develop a Club Establishment Fund to provide seed funding for the establishment of new football/netball clubs.	Low	AFL Victoria	AFL Barwon & LGAs	AFL Victoria & Netball Victoria

STRATEGIC PRIORITY #4 – IMPLEMENTATION PLAN

Capitalise on opportunities to create a Regional Administration Centre

STRATEGIC DIRECTIONS	TIMELINE	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
4.1 Progress the expansion of Highton Reserve as planned to accommodate AFL Barwon and improve lighting for the Geelong Falcons.	High	AFL Barwon	AFL Barwon, AFL Victoria & COGG	Netball Victoria & Geelong Falcons
4.2 LGA's, ALFB, AFL Victoria and Netball Victoria partner to investigate and recommend the best long term home for a RAC that includes multiple ovals (one synthetic), that are peak sporting body managed in a way that benefits all clubs, participants and game development activities.	Medium	AFL Barwon	AFL Barwon, LGAs & State Government	AFL Victoria, Netball Victoria & LGAs
4.3 In tandem with RAC planning, look at the purpose of Highton Reserve and the feasibility of the Geelong Falcons remaining at this venue versus other options available to support the development of a talent pathway Centre of Excellence.	Medium	AFL Victoria	COGG, Geelong Falcons & State Government	AFL Barwon & Netball Victoria

STRATEGIC PRIORITY #5 – IMPLEMENTATION PLAN

Ensure programs and facilities cater for the diversity of participants that are attracted to our game/s

STRATEGIC DIRECTIONS		TIMELINE	STAKEHOLDER RESPONSIBILITY		
			INITIATOR	DELIVERER	SUPPORTERS
5.1	LGAs, AFL Victoria, Netball Victoria and AFL Barwon actively lobby SRV for continuation of the CFNP.	Critical	AFL Victoria	AFL Victoria	Netball Victoria & LGA's
5.2	LGAs, AFL Victoria, Netball Victoria and AFL Barwon work collaboratively to plan and prioritise ground upgrades to minimum standards and then lighting upgrades to better accommodate growth in diversity.	Critical	AFL Barwon	AFL Barwon, LGAs & Clubs	AFL Victoria & Netball Victoria
5.3	AFL Barwon and AFL Victoria market the benefits of and actively support the implementation of female participation at the club level.	High	AFL Barwon	AFL Barwon & Clubs	AFL Victoria
5.4	AFL Barwon expand promotion of junior development programs to include multicultural and indigenous communities.	Medium	AFL Barwon	AFL Barwon	AFL Victoria, Netball Victoria & Clubs
5.5	Support Clubs to actively promote NAB AFL Auskick and NetSetGO opportunities outside their traditional player recruit base.	Medium	AFL Barwon	Clubs	AFL Victoria & Netball Victoria
5.6	LGAs to consider a clubs' commitment to diversity when prioritising facility upgrades.	Medium	LGAs	LGAs & Clubs	AFL Barwon, AFL Victoria and Netball Victoria
5.7	Consider using the Framework to Determine Funding Allocation (provided in Appendix 2) into future LGA planning and capital funding policies and programs.	Medium	AFL Victoria & LGAs	AFL Victoria & LGAs	AFL Barwon, Netball Victoria & Clubs
5.8	AFL Victoria and Netball Victoria support policy development and education to clubs to encourage and promote engagement with diverse communities.	Medium	AFL Victoria & LGAs	AFL Victoria & LGAs	AFL Barwon, Netball Victoria & Clubs

STRATEGIC PRIORITY #6 – IMPLEMENTATION PLAN

Continue to enhance the relationship between football / netball, government and community partners in planning and provision of facilities

STRATEGIC DIRECTIONS	TIMELINE	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
6.1 G21 LGAs, AFL Barwon and Netball Victoria establish a Regional Reference Group to review <i>G21 and AFL Barwon Regional Strategy</i> initiatives and guarantee a collaborative approach to regional planning and addressing issues strategically across the region.	High	AFL Barwon	AFL Barwon & LGAs	AFL Victoria & Netball Victoria
6.2 G21 LGAs continue to support AFL Victoria Local Government Forum held every two years.	High	AFL Victoria & LGAs	LGAs	AFL Barwon & Netball Victoria
6.3 AFL Barwon implement recommendations from the AFLV Panel investigating player remuneration.	High	AFL Barwon	AFL Barwon	AFL Victoria & Netball Victoria
6.4 G21 LGAs and AFL Barwon develop a strategy to address identified club growth including new club development where existing clubs are at player and facility capacity	High	AFL Barwon	AFL Barwon & LGAs	AFL Victoria & Netball Victoria
6.5 AFL Victoria investigate options for the continuation and ongoing support of AFL Victoria FIP funding program beyond 2014.	High	AFL Victoria	AFL Victoria	AFL Barwon & Netball Victoria
6.6 Initiate netball and football State of Play reports every two years, ensuring understanding and progress of sports development initiatives across the region..	Medium	LGAs	AFL Barwon & LGAs	AFL Victoria & Netball Victoria
6.7 AFL Barwon and clubs investigate the feasibility of a sinking fund to support infrastructure renewal across the region.	Medium	AFL Barwon	AFL Barwon & Clubs	AFL Victoria & Netball Victoria

Appendix 1 |

BARWON FOOTBALL AND NETBALL CLUB REGISTRATIONS BY PARTICIPATION CATEGORY, BY CLUB AND BY LGA IN THE G21 REGION (2013)

City of Greater Geelong Football-Netball Clubs	Football Senior	Football Colts	Football Junior	NAB AFL Auskick	Football Youth Girls	Football Total	Netball Senior	Netball Junior	Netball Modified	Netball AAA	Netball Total
Anakie Football Club	80	25	64	17	0	186	73	25	0	0	98
Barwon Heads Football Club	63	58	196	97	18	432	57	61	45	0	163
Bell Park Football Club	57	32	247	70	20	426	57	72	24	0	153
Bell Post Hill Football Club	69	28	27	15	0	139	80	29	0	0	109
Belmont Lions Football Club	77	22	70	7	0	176	98	30	0	0	128
Collendina Cobras Football Club	0	0	203	9	0	203	0	0	0	0	0
Corio Football Club	69	24	102	23	0	218	72	28	0	0	100
Drysdale Football Club	58	29	207	113	0	407	44	57	38	0	139
East Geelong Football Club	85	31	66	15	0	197	75	27	17	0	119
Geelong Amateur Football Club	68	31	280	244	0	623	56	54	49	0	159
Geelong West Sports Club	72	25	0	0	0	97	78	25	0	0	103
Geelong West St Peters Football Club	58	30	223	70	0	381	49	73	16	0	138
Grovedale Tigers Football Club	59	28	302	57	0	446	61	84	28	10	183
Lara Football Club	52	28	197	128	0	405	46	55	21	0	122
Leopold Football Club	58	60	207	103	19	447	51	81	50	0	182
Newcomb Power Football Netball Club	66	0	45	32	0	143	36	30	19	0	85
Newtown/Chilwell Football Club	64	40	268	47	20	439	61	85	32	0	178
North Geelong Football Club	71	27	87	12	0	197	70	22	0	0	92
North Shore Football Club	78	26	144	21	0	269	36	36	22	0	94
Ocean Grove Football Club	61	49	50	193	0	353	59	115	38	11	223
Portarlington Football Club	64	36	74	32	0	206	35	58	13	0	106
South Barwon Football Club	59	56	259	163	0	537	42	87	26	8	163
St Albans Football Club	54	32	168	49	0	303	41	37	21	0	99
St Josephs Football Club	68	35	317	57	0	477	46	83	26	6	161
St Marys Football Club	59	61	316	139	0	575	60	145	79	0	284
Thomson Football Club	75	0	83	16	0	174	64	25	0	0	89
Winchelsea NAB AFL Auskick	0	0	0	35	0	35	0	0	0	0	0
NAB AFL Auskick - Barwon	0	0	0	64	0	64	0	0	0	0	0
NAB AFL Auskick - Belmont	0	0	0	26	0	26	0	0	0	0	0
NAB AFL Auskick - Cheetahs	0	0	0	20	0	20	0	0	0	0	0
NAB AFL Auskick - Kardinia	0	0	0	24	0	24	0	0	0	0	0
NAB AFL Auskick - Little River	0	0	0	31	0	31	0	0	0	0	0
NAB AFL Auskick - Nelson Park	0	0	0	29	0	29	0	0	0	0	0
NAB AFL Auskick - St Roberts	0	0	0	49	0	49	0	0	0	0	0
City of Greater Geelong Total	1644	813	4202	1998	77	8734	1447	1424	564	35	3470

*Note: Football Junior includes U17, U16, U14, U12, U10 and AK 9's-12's and Netball Modified includes NetSetGO and Modified Programs. **Wyndham City Council and the Corangamite Shire are adjacent to the G21 region.

BARWON FOOTBALL AND NETBALL CLUB REGISTRATIONS BY PARTICIPATION CATEGORY, BY CLUB AND BY LGA IN THE G21 REGION (2013)

Surf Coast Shire Football-Netball Clubs	Football Senior	Football Colts	Football Junior	NAB AFL Auskick	Football Youth Girls	Football Total	Netball Senior	Netball Junior	Netball Modified	Netball AAA	Netball Total
Airey's Inlet Football Club	0	0	53	0	0	53	0	0	0	0	0
Anglesea Football Club	66	27	100	53	0	246	41	45	10	0	96
Lorne Football Club	63	0	25	25	0	113	35	20	5	10	70
Modewarre Football Club	67	32	128	58	21	306	53	36	17	0	106
Torquay Football Club	66	30	416	270	0	782	57	93	20	0	170
Winchelsea Football Club	68	26	64	0	0	158	68	18	29	0	115
Surf Coast Shire Total	330	115	786	406	21	1658	254	212	81	10	557

Colac Otway Shire Football-Netball Clubs	Football Senior	Football Colts	Football Junior	NAB AFL Auskick	Football Youth Girls	Football Total	Netball Senior	Netball Junior	Netball Modified	Netball AAA	Netball Total
Alvie Football Club	62	0	44	0	0	106	34	33	1	2	70
Apollo Bay Football Club	74	0	39	45	0	158	37	31	29	11	108
Birregurra Football Club	67	0	48	25	0	140	37	30	21	1	89
Colac Football Club	53	28	27	0	0	108	43	52	3	0	98
Colac Imperials Football Club	71	0	48	0	0	119	35	35	4	0	74
Forrest Football Club	71	0	0	0	0	71	36	21	1	0	58
Irrewarra Beeac Football Club	72	0	44	0	0	116	32	29	0	0	61
Otway Districts Football Club	62	0	46	0	0	108	37	35	2	1	75
South Colac Football Club	62	0	48	0	0	110	30	29	0	0	59
Western Eagles Football Club	55	0	43	0	0	98	38	28	1	0	67
NAB AFL Auskick - Colac (Black)	0	0	0	55	0	55	0	0	0	0	0
NAB AFL Auskick - Colac (Gold)	0	0	0	65	0	65	0	0	0	0	0
NAB AFL Auskick - Colac (Blue)	0	0	0	65	0	65	0	0	0	0	0
NAB AFL Auskick - Colac (Red)	0	0	0	50	0	50	0	0	0	0	0
NAB AFL Auskick - Colac (Yellow)	0	0	0	65	0	65	0	0	0	0	0
Colac Mini League - Central	0	0	0	80	0	80	0	0	0	0	0
Colac Mini League - South	0	0	0	80	0	80	0	0	0	0	0
Colac District FNL Association	0	0	0	0	0	0	0	0	59	0	59
Colac Otway Shire Total	649	28	387	530	0	1594	359	323	121	15	818

Golden Plains Shire Football-Netball Clubs	Football Senior	Football Colts	Football Junior	NAB AFL Auskick	Football Youth Girls	Football Total	Netball Senior	Netball Junior	Netball Modified	Netball AAA	Netball Total
Bannockburn Football Club	70	22	144	80	0	316	83	36	0	0	119
Carngham Linton Football Club	73	32	57	12	1	175	30	45	0	0	75
Inverleigh Football Club	74	0	23	41	0	138	74	28	31	0	133
Inverleigh Junior Football Club	0	0	22	0	0	22	0	0	0	0	0
Lethbridge Junior Football Club	0	0	22	0	0	22	0	0	0	0	0
Meredith Junior Football Club	0	0	22	0	0	22	0	0	0	0	0
Rokewood/Corindhap Football Club	47	32	45	15	2	141	25	36	1	0	62
Smythesdale Football Club	82	28	49	37	1	197	33	34	0	0	67
Teesdale Junior Football Club	0	0	22	20	0	42	0	0	0	0	0
Golden Plains Shire Total	346	114	406	205	4	1075	245	179	32	0	456

*Note: Football Junior includes U17, U16, U14, U12, U10 and 9's-12's and Netball Modified includes NetSetGO and Modified Programs.

**Wyndham City Council and Corangamite Shire are adjacent to the G21 region.

***Rokewood/Corindhap Football Netball Club, Carngham Linton Football Netball Club and Smythesdale Football Netball Club player numbers have been included in Golden Plains Shire statistics. However, as these Clubs are affiliated with AFL Goldfields player numbers have not been included in G21 region totals on the following page.

BARWON FOOTBALL AND NETBALL CLUB REGISTRATIONS BY PARTICIPATION CATEGORY, BY CLUB AND BY LGA IN THE G21 REGION (2013)

Borough of Queenscliffe Football-Netball Clubs	Football Senior	Football Colts	Football Junior	NAB AFL Auskick	Football Youth Girls	Football Total	Netball Senior	Netball Junior	Netball Modified	Netball AAA	Netball Total
Queenscliff Football Club	66	42	107	68	0	283	56	67	38	0	161
Borough of Queenscliffe Total	66	42	107	68	0	283	56	67	38	0	161
Corangamite Shire ** (adjacent to G21 region) Football-Netball Club	Football Senior	Football Colts	Football Junior	NAB AFL Auskick	Football Youth Girls	Football Total	Netball Senior	Netball Junior	Netball Modified	Netball AAA	Netball Total
Simpson Football Club	56	0	50	75	0	181	30	31	21	0	82
Corangamite Shire Total	56	0	50	75	0	181	30	31	21	0	82
Wyndham City ** (adjacent to G21 region) Football-Netball Club	Football Senior	Football Colts	Football Junior	NAB AFL Auskick	Football Youth Girls	Football Total	Netball Senior	Netball Junior	Netball Modified	Netball AAA	Netball Total
Werribee Centrals Football Club	77	0	0	0	0	77	63	20	0	0	83
Wyndham City Total	77	0	0	0	0	77	63	0	0	0	63
G21 region Total	2966	1020	5787	3218	98	13089	2366	2141	856	60	5423

*Note: Football Junior includes U17, U16, U14, U12, U10 and 9's-12's and Netball Modified includes NetSetGO and Modified Programs.

**Wyndham City Council and Corangamite Shire are adjacent to the G21 region.

Appendix 2 |

PROPOSED FRAMEWORK TO PRIORITISE FUNDING ALLOCATION

Core Football / Netball Facility Provision Requirements

Legend: ✓✓ Must Have ✓ Might Have x Should Not Have xx Must Not Have

COMPONENT / CAPABILITY	REGIONAL FACILITY	FINALS VENUE	LOCAL FACILITY (FOOTBALL/NETBALL CLUB)
Main pavilion in good condition (accessible / multi-use / suitable space)	✓✓	✓✓	✓✓
Ground surface and drainage system in good condition (meet minimum standards)	✓✓	✓✓	✓✓
Cricket wicket	Turf wicket well maintained or synthetic wicket	Turf wicket well maintained or synthetic wicket	Turf wicket well maintained or synthetic wicket
Watering system – automatic irrigation	✓✓	✓	✓
Unisex capability within change rooms	✓✓	✓✓	✓
Fencing around oval	✓✓	✓✓	✓
Fencing around site	✓✓	✓✓	✓
Sports lighting - football	>150 lux (300 lux for VFL)	150 lux	Minimum 50 lux
Venue management	LGA / AFLB	LGA / AFLB	Club
Sports lighting – netball	200 Lux	200 lux	100 lux
Number of netball courts	2	2	2
Separate change rooms with showers / toilets at netball facility	✓✓	✓✓	✓✓

Framework to be read in conjunction with AFL Preferred Facilities Guidelines 2012 and Netball Victoria Facilities Requirements Manual 2013

PROPOSED FRAMEWORK TO PRIORITISE FUNDING ALLOCATION

Club management and governance ratings to support funding allocation

COMPONENT / CAPABILITY	WEIGHTING	CLUB RATING
Club has a detailed five year strategic plan	20	
Club has the ability to financially co-contribute to identified infrastructure upgrade	20	
Club produces and operates to an annual budget	10	
Club actively participates in annual AFLB Club Health Checks and implements Action Plans	10	
Club has implemented the required policies and procedures as set by AFL Victoria, AFL Barwon, Netball Victoria and LGAs	10	
Club supports a youth / female football team	5	
Club supports junior teams	5	
Club supports Auskick program	5	
Club supports an access all abilities team (football or netball)	5	
Club actively participates in AFLB training and club development	3	
Club is financially up to date with relevant council accounts	3	
Club has position descriptions for key club volunteers	2	
Club has identified links to local schools	2	
Total	100	/100



Value of a Community Football Club



Research Background

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

Research Design

The research design comprised two stages:

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

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

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



Social Return on Investment

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

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

Social Outcomes

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

Health Outcomes

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



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



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

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

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



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

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

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

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

Community Outcomes

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

Economic Outcomes

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

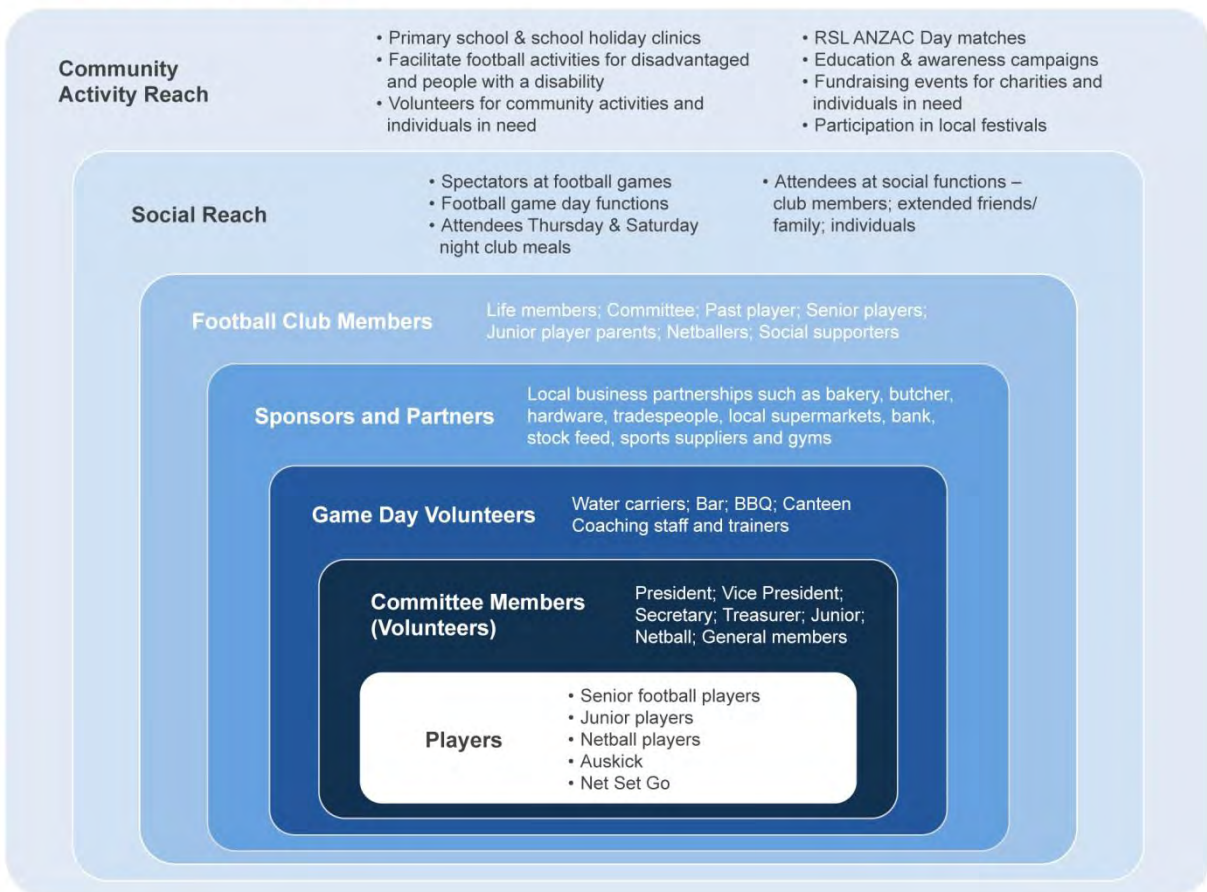
It does not matter where you live, how long or how often you are involved in a football club, or what role you have (player, coach, volunteer, supporter) in the club, people associated with a football club experience greater social connectedness, wellbeing and self-reported physical and mental health.

For further information on this project contact:
AFL Victoria at reception@aflvic.com.au
www.latrobe.edu.au/cssi



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

Reach of football clubs



G21 and AFL Barwon Regional Strategy

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Map 1 - Current Facility Condition 2014

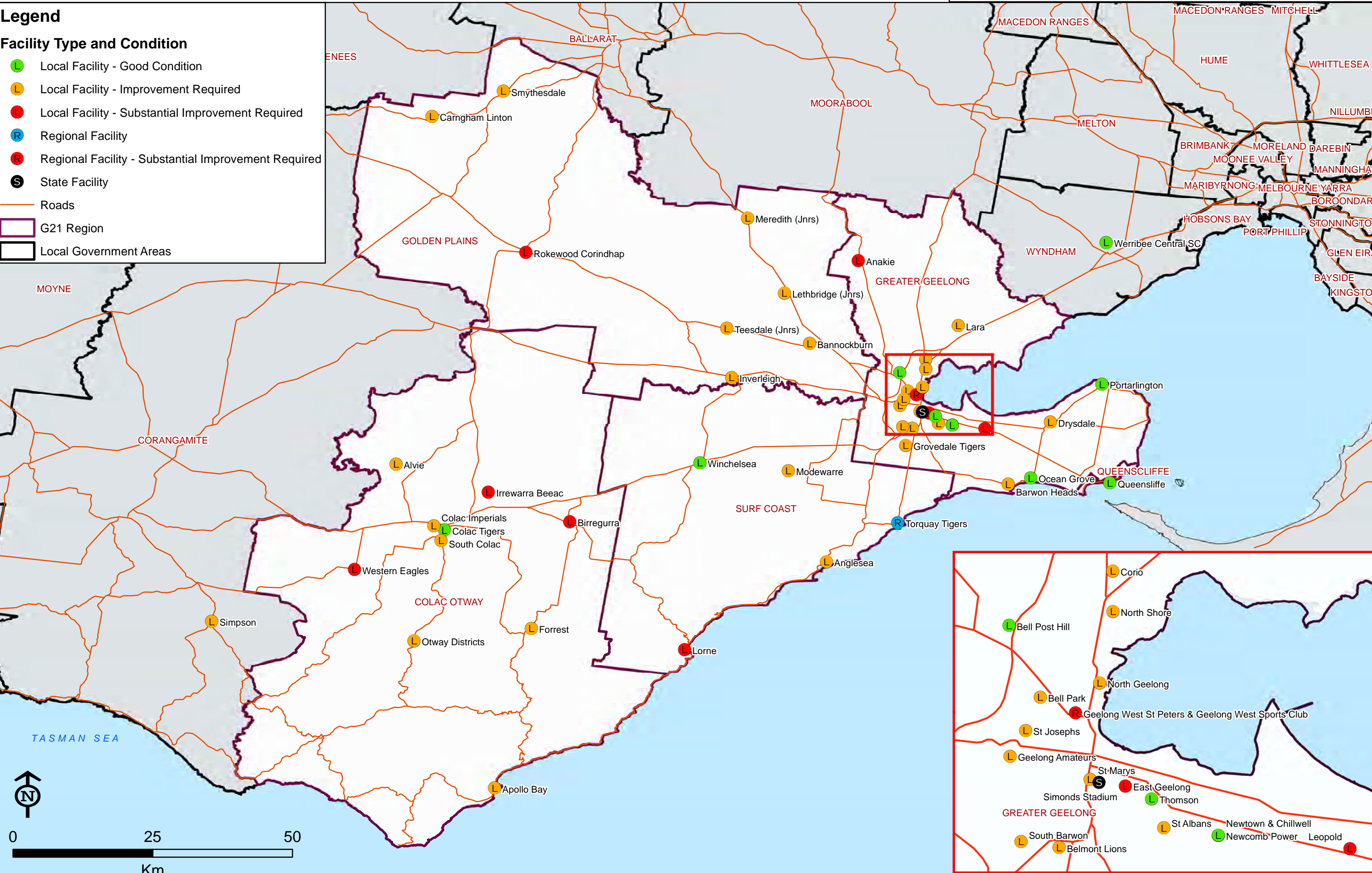
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Legend

Facility Type and Condition

- Local Facility - Good Condition
- Local Facility - Improvement Required
- Local Facility - Substantial Improvement Required
- Regional Facility
- Regional Facility - Substantial Improvement Required
- State Facility

- Roads
- G21 Region
- Local Government Areas



G21 and AFL Barwon Regional Strategy

Map 2 - Proposed Regional Facilities and New Facilities

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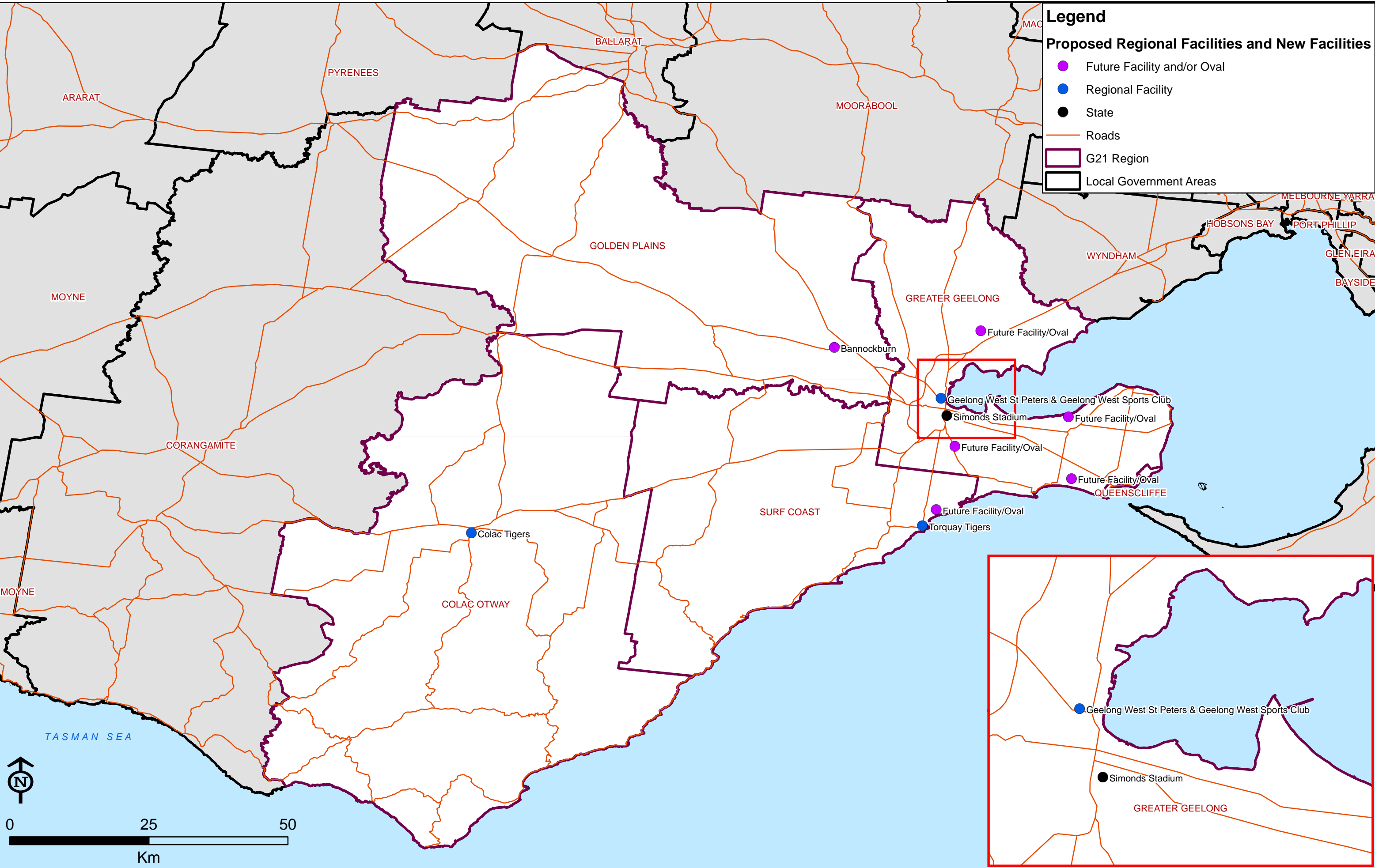


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Legend

Proposed Regional Facilities and New Facilities

- Future Facility and/or Oval
- Regional Facility
- State
- Roads
- G21 Region
- Local Government Areas







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