

REGIONAL SPORTSGROUND STRATEGY
REVIEW

FINAL REPORT: EXECUTIVE SUMMARY & ACTION
PLAN

DECEMBER 2017





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Executive Summary

Introduction

Otium Planning Group (OPG) was engaged by Northern Sydney Region Organisation of Councils (NSROC) to review their Regional Sportsground Management Strategy prepared in 2011. This report serves as an update to the previous strategy with a focus on analysing future demand for the provision of sportsgrounds in the Region. NSROC is comprised of seven Local Government Areas (LGAs) in the northern part of Sydney which have voluntarily come together to address regional issues, work co-operatively for the benefit of the region, and advocate on agreed regional positions and priorities. The member councils are Hornsby, Hunters Hill, Kuring-gai, Lane Cove, North Sydney, Ryde and Willoughby.

The aim of the project is to review and update the Regional Sportsground Management Strategy to improve coordination of community sportsground management across the NSROC region to maximise participation opportunities and deliver community health and amenity benefits. The project has a focus on outdoor sportsgrounds and key sports competing for these spaces such as football (soccer), rugby union, rugby league, netball, cricket, touch/oztag, hockey, softball, baseball and AFL.

Synopsis

This study has, for the first time, quantified and reaffirmed the gap between demand and supply of sportsgrounds in the NSROC area. The future gap between demand and supply has been estimated in view of future population growth and potential increases in sportsground capacity. It is acknowledged that forecasting demand over a long period has its limitations and changes in trends/demands will take place over this time which will alter current forecasts.

Nevertheless, the situation is such that even if all identified initiatives were employed in the short term, a gap is still likely to be evident in 2026 which will only escalate further by 2036. Therefore, the initial aim should be to implement as many of the initiatives as possible within the next 5 years and monitor subsequent outcomes and changes in demand and develop/refine the analysis and strategy accordingly.

However, of more medium to long term importance, is the need for NSROC to work on behalf of and alongside its member councils with state government agencies to develop more far-reaching solutions which often are beyond the remit and/or capacity of individual councils. This aspect has a strong emphasis on state government agencies including the Greater Sydney Commission (GSC), Office of Sport, and Department of Planning to take responsibility, lead and actively facilitate the acquisition and/or embellishment of land or facilities to cope with the increased demand brought about by population increases stimulated by planning policies. These facilities should be provided for as essential infrastructure and state government agencies need to share responsibility for planning and funding them in a similar manner to other essential infrastructure. Although longer term in nature, these initiatives need to commence immediately to ensure opportunities are not lost.

“This aspect has a strong emphasis on state government agencies...to take responsibility, lead and actively facilitate the acquisition and/ or embellishment of land or facilities to cope with the increased demand brought about by population increases....These facilities should be provided for as essential infrastructure and state government agencies need to share responsibility for planning and funding them in a similar manner to other essential infrastructure.”

This could include (amongst other things):

- Facilitating the security and acquisition of land
- Leading and facilitating development of sport areas in high density zones

* Mosman Council joined NSROC in late 2017 but were unable to be included for the purpose of this study



- Funding or facilitating funding for high capital cost infrastructure that significantly increases the supply/capacity of sportsgrounds to meet future demand



Existing Situation

NSROC's inventory of sportsgrounds is distributed across 229 areas/sites supplying a total playing area of 239.3Ha (actual field space) within a total land area of approximately 406.81Ha. The difference between these two areas (167.51Ha) represents ancillary areas (e.g. car parks, amenities, landscaping, pathways and informal open space). This area is approximately 70% of the sportsground playing surface area which is consistent with ratios established by OPG in other sportsground planning projects in NSW, ACT and Queensland.

In a 'winter configuration', these facilities provide approximately:

- 154 x full size rectangular fields
- 57 x mod or junior rectangular fields
- 60 x full sized ovals
- 5 x junior ovals
- 17 x baseball fields
- 9 x softball fields
- 120 x netball courts

These sites are made up of a combination of Council owned facilities, education sites and other community/government providers.

Demand and Supply Considerations

Future Population Impacts

- NSROC's current estimated population (592,550) is similar to the size of the Hunter Region in NSW, the Gold Coast Region in Queensland and the entire state of Tasmania
- From 2011 to 2036, the population of the NSROC region will grow by 200,000 (or 36.4%) to 752,600
- OPG studies in the area have found that existing sportsgrounds (already over capacity) will not be able to cater additional population growth and participation numbers
 - Forecasts have shown that Councils will need to increase the capacity of sportsgrounds by over 40% (through a range of initiatives and new facilities) to cope with existing and future demands
- Increased housing density will intensify the need for access to open space and sportsgrounds
- Demographic changes will continue to diversify the population and their sporting needs creating greater 'competition' between sporting codes for access to space
- The availability and access to quality land (large and level areas) for sportsgrounds becomes rarer as development takes place
 - This reduces the effectiveness and efficiency of resulting facilities and increases the relative cost to develop and manage the land

Possible impacts without effective change

- A lack of space/access will lead to increasing numbers of participants being turned away from sport
 - Increasing physical inactivity, sedentary leisure behaviour and related health and disease impacts
 - Reducing benefits brought about by participation in sport and physical activity
- Increased costs to participate and accessibility of facilities (distribution/time¹) will create inequity in participants and associated benefits
- Access to sport may become based on the capacity to pay and which may create a greater barrier to participation for lower income households

¹ Ausplay: For adults up to middle-age, time pressure is by far the main barrier to participating in sport or physical activity. For children, time pressure is the largest factor after age related limitations.



Possible options/solutions

- Increased supply and capacity of sportsgrounds
- Working with sport to develop and implement game formats and programs to create more 'yield' (intensity of use)
- Investigate conversion and/or co-use of other spaces (e.g. golf courses, bowling greens, schools) for sporting activities
- Installing or upgrading lighting
- Reconfiguring playing fields to improve functionality
- Upgrading drainage and/ or surface quality
- Installing additional multi-purpose synthetic surfaces or special purpose surfaces
- Ensuring provision of active open space land in new residential developments
- Acquiring or securing other land for sportsgrounds
- Partnering with schools and/ or other institutions to use existing or develop new facilities
- Consideration of new technology
- Ensuring the sportsground allocation process effectively balances maximising use with equity of access
- Continuing to improve field maintenance and management practice

Future Demand and Supply Analysis

Whilst they have their limitations, the models developed for this study do provide a means of quantifying the likely demand and supply factors. This in turn helps to confirm the need to implement viable initiatives/projects and to seek out further opportunities to redress the balance.

Essentially, based on the models developed, there is a need to increase the current supply capacity by around:

- **26% to 2026** (equivalent to 62Ha of playing space² or 105Ha including ancillary spaces)
- **40% to 2036** (equivalent to 96Ha of playing space³ or 163Ha including ancillary spaces)

An initial review of options to increase the capacity of council grounds and increase the use of school grounds identifies an opportunity to increase capacity by 22% (yield the equivalent of 52Ha of playing space). This is considered a very optimistic outcome and, despite this, it is still short of the two targets (equivalent of being 10Ha short in 2026 and 44Ha short in 2036). A more conservative approach would provide **an estimate of increased capacity at 18% -20% would see a playing space net shortfall of 15-20Ha to 2026 and a 50-60Ha net shortfall by 2036.**

Another issue is that this assumes that demand and use can be distributed evenly across all areas, but given that the majority of opportunities are present in the Hornsby LGA, which is on the outer edge of the NSROC area, this is highly unlikely. That is, **the location of potential increases does not match the location of highest population growth.**

Beyond measures identified in this study, effective and viable opportunities to increase capacity will be scarce. Therefore, the ability to address the residual shortfall in 2026 and then the additional shortfall created by further population growth to 2036 is limited. This requires serious consideration and action through long term planning to create opportunities to meet future demand.

This report provides a basis for quantifying that demand and the relative provision across each LGA. Subsequently, this enables NSROC Councils to individually and collectively define the scope of need and to identify and evaluate longer term options in association with other key planning stakeholders including the GSC and Office of Sport.

² Equivalent to approximately 78 standard rectangular fields

³ Equivalent to approximately 120 standard rectangular fields



From a planning perspective, one of the main issues with sportsgrounds and open space in general, is that we only get 'one chance'. That is, once space is developed for hard infrastructure, it's consumed for good. That is why it is critical to get the provision of sportsgrounds and open space 'right' through planning to maintain the ability to meet contemporary needs. To assist in this, NSROC should be advocating for the following key outcomes from state government agencies, plans and initiatives:

- Leadership and coordination in the acquisition and/or embellishment of facilities to cope with the increased demand brought about by population increases stimulated by planning policies
- Clear and quantifiable statements of the need to provide for new and/or upgraded sport and recreation facilities to meet demand brought about by development
- Clear and pragmatic guidelines for how sport is incorporated into active healthy living and 'liveability' measures
 - Sport, physical activity and open space should be provided for as essential infrastructure (like roads etc.) and not as an 'after thought'
 - Planning needs to go beyond words and ensure delivery of practical/suitable spaces that are not compromised by other outcomes
- Meaningful leadership and support to provide facilities through planning, funding and policies including:
 - Facilitating the security and acquisition of land
 - Facilitating funding and development opportunities
 - Improved coordination of sport planning and facility provision
 - Support for local government to affect change without creating inequity

Some indicative examples for leading and facilitating initiatives are provided below:

- Securing current sportsfields at risk of loss - e.g:
 - TG Millner Field - acquisition of existing sportsfield land proposed to be sold to relocate Eastwood Rugby Club. This land is considered to be part of the current supply and its potential loss would have detrimental impacts on supply capacity
- Facilitating funding of high cost infrastructure in lieu of land - e.g:
 - Christie Park - construction of synthetic sportsfield on a suspended slab over car parking and additional 5-a-side fields (effectively providing the equivalent of 3-4ha of land). This is adjacent to Macquarie Park where additional land is needed (but not readily available) to meet sport needs
- Facilitating planning and development of sports areas in high density zones - e.g:
 - Chatswood CBD - facilitate development of roof top sportsfields on large commercial buildings/carparks. The central location would service resident and worker needs supported by existing infrastructure (i.e. transport, car parking etc.)
- Funding 'regionally significant' project/programs
 - Westleigh Park - facilitate funding for the development and potentially increased scope of a new facility in the Pennant Hills area. This one of the few opportunities in the NSROC area for a new multi-field complex which will significantly boost supply

Strategic Directions

As part of this strategy review, the principles recommended by the previous 2011 strategy have been revised and updated to reflect the current study findings and guide the ongoing approach to sportsground management. These are presented below.

Councils' role in sport

- Councils' primary roles in sport are strategic planning, provision and management of sports infrastructure (see section 5.1)
- Councils' secondary role in sport is supporting clubs and opportunities for participants



- Councils should provide equitable support to all sports clubs in the region
- Councils' emphasis will be on community sport, recognising the importance of providing pathways to all levels of competition

Managing fluctuations in demand

- Ensure facilities are shared in both seasons
- Seek to maintain the current sportsground capacity to population ratio
- Prioritise community sport over other activities on purpose built sportsgrounds, as many other activities in demand are able to use other open spaces
- Maintain a diversity of sports in the region and provide for diversifying populations and lifestyles: age, ability, cultural backgrounds and demand for new sport formats and schedules
- In conjunction with sports codes, promote available sports opportunities and monitor use of facilities
- Assist sports codes with strategic planning at a regional level
- Support smart transport initiatives and encourage low sport miles

Planning & managing infrastructure and the carrying capacity of grounds

- Develop and implement a consistent approach to, and ongoing monitoring of, sportsground performance
- Seek to increase carrying capacity of existing grounds and seek opportunities for new grounds (on greenfield and brownfield sites)
- Develop partnerships with schools and clubs to manage demand and supply
- Infrastructure planning should be based around flexibility/adaptability/multi-use wherever possible to meet changing demands
- Engage with and lobby key government agencies to plan and implement long term solutions to address the supply gap
- With the State Government and SSO's, develop a hierarchy of facilities by sport within the region
- Complement the supply of sportsgrounds with indoor facilities

Pricing and occupancy of facilities

- Maintain consistency between Councils for sportsgrounds pricing
- Subsidise not-for-profit or volunteer based sports clubs more than commercial sports enterprises
- Use price incentives to encourage clubs to train off-field, use low grade fields, and divert demand away from high grade facilities
- Encourage capital user contributions, whilst maintaining public ownership and shared use
- Standardise: allocation systems, occupancy agreements and conditions of use; ground closures, season dates and rest between seasons; approach to schools, insurance requirements; and collection of usage data

Funding capital works, planning and management

- Resource regional funding coordination: packaging funds for sportsground improvements and regional facilities, and share the cost of developing a regional inventory, utilisation and monitoring system
- Seek contributions from: federal and state government and sports codes (for regional priorities); users for one-off local projects; as well as corporate and private sports providers through joint ventures





Key Actions

The following are key actions recommended by this review.

ACTION	Lead role	Partners	Priority
PLANNING AND MANAGING INFRASTRUCTURE AND CARRYING CAPACITY OF GROUNDS			
1. Adapt and maintain the regional facility inventory developed for this project	Sports POG	NSROC	1
2. Adapt (refine facility capacities based on a consistent approach) and maintain (progressively update) details of sportsground capacities	Sports POG	NSROC	1
3. Adapt and monitor seasonal utilisation based on methods established for this project <ul style="list-style-type: none"> Each council to report seasonal allocations in consistent format 	Sports POG + Each Council	NSROC	1
4. Monitor sport participation rates and trends against utilisation/allocations	Sports POG	SSO's	1
5. Obtain security of tenure (directly or indirectly) of any sportsgrounds that form part of the overall supply that are not owned by Council to ensure there is no loss of grounds or capacity	Each Council	Sports	1
6. Undertake identified initiatives to increase the capacity of sportsgrounds <ul style="list-style-type: none"> Initially as detailed in Appendix 6 and refined as additional opportunities are identified and assessed Consider installation of synthetic fields at new development sites for efficiency and effectiveness Implement and update the Synthetic Sportsfield Strategy 	Each Council	Office of Sport, Sports POG	1
7. Investigate and develop opportunities for joint use of school sportsgrounds <ul style="list-style-type: none"> Initially as detailed in Appendix 7 and refined as additional opportunities are identified and assessed Consider installation of synthetic surfaces if viable (especially at High School sites) Identify opportunities and initiate discussions with non-government schools as appropriate 	Each Council	Education, Sports POG	1
8. Progressively review the impact of initiatives on supply/capacity of grounds against contemporary and forecast demand/utilisation to refine the quantum for additional increases in capacity	Sports POG		1
9. Actively engage with state government agencies to pragmatically plan and implement long term solutions to address the supply gap to 2026 and beyond including advocating for the key outcomes from state government plans and initiatives: <ul style="list-style-type: none"> Clear and quantifiable statements of the need to provide for new and/or upgraded sport and recreation facilities to meet 	NSROC + Sports POG	Office of Sport, GSC, SSOs + Sport NSW	1



ACTION	Lead role	Partners	Priority
<p>demand brought about by development</p> <ul style="list-style-type: none"> • Clear and pragmatic guidelines for how sport is incorporated into active healthy living and ‘liveability’ measures <ul style="list-style-type: none"> ○ Sport, physical activity and open space should be provided for as essential infrastructure (like roads etc.) and not as an ‘after thought’ ○ Planning needs to go beyond words and ensure delivery of practical/suitable spaces that are not compromised by other outcomes • Meaningful leadership and support to provide facilities through planning, funding and policies including - <ul style="list-style-type: none"> ○ Facilitating the securing/acquiring of <ul style="list-style-type: none"> ▪ Land zoned recreation (public and private) ▪ Areas already developed as sportsground/ recreation areas ▪ Other government land that could be used for sports facilities ○ Facilitate funding and development opportunities <ul style="list-style-type: none"> ▪ Funding of capacity increasing projects in-lieu of land ▪ Funding ‘regionally significant’ projects/ programs ▪ Planning and development of sports areas in high density commercial zones • Support for local government to affect change without creating inequity • Improved coordination of sport planning and facility provision 			
<p>10. Identify specific requirements for the upgrade of ancillary facilities to complement capacity upgrades and address contemporary issues (e.g. safety, shade, customer expectations/standards, increased female participation, cultural profiles)</p>	<p>Each Council</p>	<p>Sports</p>	<p>2</p>

ACTION	Lead role	Partners	Priority
MANAGING FLUCTUATIONS IN DEMAND			
<p>11. Liaise with sports to identify and implement initiatives to manage demand, this may include</p> <ul style="list-style-type: none"> • Customer research to develop alternative service offerings for specific customer profiles (e.g. more alternative formats, targeted training and competition schedules, geographic spread of competition structures) • Alternative program delivery (e.g. locations and times) 	<p>NSROC + Sports POG</p>	<p>SSOs + Sport NSW</p>	<p>2</p>
<p>12. Assist sports codes with strategic planning at a regional level</p>	<p>Sports POG + Each Council</p>	<p>SSO’s</p>	<p>2</p>



ACTION	Lead role	Partners	Priority
13. NSROC Councils should at the end of every season monitor the range of sports, and the number of clubs and players across the region and consider adjustments in future allocations to reflect contemporary needs	Sports POG + Each Council	Sports	2
14. NSROC Councils should facilitate regular communication with schools (including private schools) regarding participation in sport and the development of sporting infrastructure	Each Council	DET and private schools	3
15. Prepare an indoor sports strategy (to, amongst other things, help manage demand for outdoor sportsgrounds)	NSROC + Sports POG		2



Strategic Principles and General Recommendations

As part of the strategy review, the principles recommended by the 2011 strategy have been revised and updated to reflect the current study findings and guide the ongoing approach to sportsground management. These are presented below.

Councils' role in sport

- Councils' primary roles in sport are strategic planning, provision and management of sports infrastructure (see section 5.1)
- Councils' secondary role in sport is supporting clubs and opportunities for participants
- Councils should provide equitable support to all sports clubs in the region
- Councils' emphasis will be on community sport, recognising the importance of providing a pathways to all levels of competition

Managing fluctuations in demand

- Ensure facilities are shared in both seasons
- Seek to maintain the current sportsground capacity to population ratio
- Prioritise community sport over other activities on purpose built sportsgrounds, as many other activities in demand are able to use other open spaces
- Maintain a diversity of sports in the region and provide for diversifying populations and lifestyles: age, ability, cultural backgrounds and demand for new sport formats and schedules
- In conjunction with sports codes, promote available sports opportunities and monitor use of facilities
- Assist sports codes with strategic planning at a regional level
- Support smart transport initiatives and encourage low sport miles

Planning & managing infrastructure and the carrying capacity of grounds

- Develop and implement a consistent approach to, and ongoing monitoring of, sportsground performance
- Seek to increase carrying capacity of existing grounds and seek opportunities for new grounds (on greenfield and brownfield sites)
- Develop partnerships with schools and clubs to manage demand and supply
- Infrastructure planning should be based around flexibility/adaptability/multi-use wherever possible to meet changing demands
- Engage with and lobby key government agencies to plan and implement long term solutions to address the supply gap
- With the State Government and SSO's, develop a hierarchy of facilities by sport within the region
- Complement the supply of sportsgrounds with indoor facilities

Pricing and occupancy of facilities

- Maintain consistency between Councils for sportsgrounds pricing
- Subsidise not-for-profit or volunteer based sports clubs more than commercial sports enterprises
- Use price incentives to encourage clubs to train off-field, use low grade fields, and divert demand away from high grade facilities



- Encourage capital user contributions, whilst maintaining public ownership and shared use
- Standardise: allocation systems, occupancy agreements and conditions of use; ground closures, season dates and rest between seasons; approach to schools, insurance requirements; and collection of usage data

Funding capital works, planning and management

- Resource regional funding coordination: packaging funds for sportsground improvements and regional facilities, and share the cost of developing a regional inventory, utilisation and monitoring system
- Seek contributions from: federal and state government and sports codes (for regional priorities); users for one-off local projects; as well as corporate and private sports providers through joint ventures

Action Plan

The following action plan is divided into two parts. The first outlines key actions identified as a result of this study and the second presents a revised version of the remaining 2011 actions based on alignment with this review and feedback from Council officers. Priorities allocated are as follows:

1. = Very High
2. = High
3. = Medium
4. = Low



Key Actions

The following are key actions recommended by this review.

ACTION	Lead role	Partners	Priority
PLANNING AND MANAGING INFRASTRUCTURE AND CARRYING CAPACITY OF GROUNDS			
1. Adapt and maintain the regional facility inventory developed for this project	Sports POG	NSROC	1
2. Adapt (refine facility capacities based on a consistent approach) and maintain (progressively update) details of sportsground capacities	Sports POG	NSROC	1
3. Adapt and monitor seasonal utilisation based on methods established for this project <ul style="list-style-type: none"> • Each council to report seasonal allocations in consistent format 	Sports POG + Each Council	NSROC	1
4. Monitor sport participation rates and trends against utilisation/allocations	Sports POG	SSO's	1
5. Obtain security of tenure (directly or indirectly) of any sportsgrounds that form part of the overall supply that are not owned by Council to ensure there is no loss of grounds or capacity	Each Council	Sports	1
6. Undertake identified initiatives to increase the capacity of sportsgrounds <ul style="list-style-type: none"> • Initially as detailed in Appendix 6 and refined as additional opportunities are identified and assessed • Consider installation of synthetic fields at new development sites for efficiency and effectiveness • Implement and update the Synthetic Sportsfield Strategy 	Each Council	Office of Sport, Sports POG	1
7. Investigate and develop opportunities for joint use of school sportsgrounds <ul style="list-style-type: none"> • Initially as detailed in Appendix 7 and refined as additional opportunities are identified and assessed • Consider installation of synthetic surfaces if viable (especially at High School sites) • Identify opportunities and initiate discussions with non-government schools as appropriate 	Each Council	Education, Sports POG	1



ACTION	Lead role	Partners	Priority
8. Progressively review the impact of initiatives on supply/capacity of grounds against contemporary and forecast demand/utilisation to refine the quantum for additional increases in capacity	Sports POG		1
9. Actively engage with state government agencies to pragmatically plan and implement long term solutions to address the supply gap to 2026 and beyond including advocating for the key outcomes from state government plans and initiatives: <ul style="list-style-type: none"> • Clear and quantifiable statements of the need to provide for new and/or upgraded sport and recreation facilities to meet demand brought about by development • Clear and pragmatic guidelines for how sport is incorporated into active healthy living and ‘liveability’ measures <ul style="list-style-type: none"> ○ Sport, physical activity and open space should be provided for as essential infrastructure (like roads etc.) and not as an ‘after thought’ ○ Planning needs to go beyond words and ensure delivery of practical/suitable spaces that are not compromised by other outcomes • Meaningful leadership and support to provide facilities through planning, funding and policies including - <ul style="list-style-type: none"> ○ Facilitating the securing/acquiring of <ul style="list-style-type: none"> ▪ Land zoned recreation (public and private) ▪ Areas already developed as sportsground/ recreation areas ▪ Other government land that could be used for sports facilities ○ Facilitate funding and development opportunities <ul style="list-style-type: none"> ▪ Funding of capacity increasing projects in-lieu of land ▪ Funding ‘regionally significant’ projects/ programs ▪ Planning and development of sports areas in high density commercial zones • Support for local government to affect change without creating inequity • Improved coordination of sport planning and facility provision 	NSROC + Sports POG	Office of Sport, GSC, SSOs + Sport NSW	1
10. Identify specific requirements for the upgrade of ancillary facilities to compliment capacity upgrades and address contemporary issues (e.g. safety, shade, customer expectations/standards, increased female participation, cultural profiles)	Each Council	Sports	2



ACTION	Lead role	Partners	Priority
MANAGING FLUCTUATIONS IN DEMAND			
11. Liaise with sports to identify and implement initiatives to manage demand, this may include <ul style="list-style-type: none"> • Customer research to develop alternative service offerings for specific customer profiles (e.g. more alternative formats, targeted training and competition schedules, geographic spread of competition structures) • Alternative program delivery (e.g. locations and times) • Coordination with SSO's when they recommend training requirements which place additional pressure on ground demand 	NSROC + Sports POG	SSOs + Sport NSW	2
12. Assist sports codes with strategic planning at a regional level	Office of Sport + NSROC	SSO's + Each Council	2
13. NSROC Councils should at the end of every season monitor the range of sports, and the number of clubs and players across the region and consider adjustments in future allocations to reflect contemporary needs <ul style="list-style-type: none"> • The aim being to establish a balance between all sports to ensure there is a range available to the community. This may require a limit to the amount of allocation for 1 sport 	Sports POG + Each Council	Sports	2
14. NSROC Councils should facilitate regular communication with schools (including private schools) regarding participation in sport and the development of sporting infrastructure	Each Council	DET and private schools	3
15. Prepare an indoor sports strategy (to, amongst other things, help manage demand for outdoor sportsgrounds)	NSROC + Sports POG	SSO's + Office of Sport	2



Revised 2011 Actions

The following are additional revised actions from the 2011 strategy recommended by this review.

ACTION	Lead role	Partners	Priority
COUNCILS' ROLE IN SPORT			
1. NSROC Councils agree to a common regional view about the role Councils play and approach to community sport as per principles noted in Section 0	NSROC, Councils + Office of Sport	SSO'S + Sports	2
2. NSROC Councils agree that NSROC lead regional co-operation and initiatives, and monitor the implementation of this Regional Sportsground Management Strategy	NSROC	Councils, Office of Sport, SSO's + Sports	2

ACTION	Lead role	Partners	Priority
MANAGING FLUCTUATIONS IN DEMAND			
3. NSROC Councils should adopt a “priority of use” policy when there is competition to use playing fields, based on the principles provided	NSROC	Sports	3
4. NSROC Councils should encourage clubs to develop off-field training schedules	Each Council	SSO's + Sports	2
5. NSROC Councils' individual policies should protect a diversity of all sports in the region and promote the range of opportunities available	Each Council		3
6. NSROC Councils should, in partnership with peak bodies, monitor sports facilities and clubs “health” in providing for local competition needs, player pathways and social participation opportunities	Each Council	SSO's	4
7. NSROC should facilitate the development of transport plans for regional facilities to minimise the number of trips by private car (sport miles), and encourage multimode transport through cycleway connections, public transport, park and ride and / or shuttle service	NSROC	NSW Dept Transport, SSO's + Sports	3



ACTION	Lead role	Partners	Priority
PLANNING AND MANAGING INFRASTRUCTURE AND CARRYING CAPACITY OF GROUNDS			
8. NSROC Councils should undertake joint capital works planning for sportsgrounds including the:	NSROC + each Council	Community, and sports	3
a. planning and design of new and regional sportsground complexes	NSROC + each Council	Community, and sports	3
b. assessment of the feasibility of specific sites for synthetic field developments	NSROC + each Council	Community, and sports	3
9. NSROC Councils should individually:			
c. revise sportsground management plans and develop new facilities utilising the principles outlined above to enhance functionality, ground capacity and club viability	Each Council	Community, and Sports	3
d. incrementally reconstruct turf grounds adding lights and non-potable water supplies as funds become available	Each Council	Community, and Sports	2
e. seek additional use of netball courts in the off-season, and for programs, training, wheelchair / roller sports	Each Council	Community, and Sports	3
f. review options to improve use and minimise damage to turf surfaces, by making sure sharing is between compatible sports	Each Council	Community, and Sports	2
10. NSROC Councils should collectively consider identifying and developing district / regional facilities across the region for each sport. This should include consideration/recognition of large multi-code regional facilities	NSROC and each Council	Community, and sports	3
11. NSROC Councils should continue to develop and update sports code specific plans for the region	Each Council	Sports	2

ACTION	Lead role	Partners	Priority
PRICING AND OCCUPANCY OF FACILITIES			
12. NSROC Councils should seek to maintain and improve consistency in allocation, pricing and occupancy arrangements for sportsgrounds across the region, as per strategy principles	Each Council	Sports	3
13. NSROC should assist member Councils to prepare a succinct set of standard conditions of hire for sportsgrounds	Each Council	Sports	3



ACTION	Lead role	Partners	Priority
14. NSROC Councils should adopt standardised season dates and rest periods between seasons (of two weeks) and region-wide polices on wet weather closures, preseason and off field training	Each Council	Sports	2
15. NSROC Councils should ensure that all users have a current occupancy agreement for use of sportsgrounds, and supply usage data at the end of every season	Each Council	Sports	3
16. NSROC Councils should maintain a consistent approach to charging for synthetic and turf sportsgrounds, based on the cost of ownership	Each Council	Sports	2
17. NSROC Councils should monitor and report sportsgrounds maintenance costs and the proportion of costs recouped in user fees	Each Council	Sports	3
18. NSROC Councils should encourage one-off capital contributions by users on the basis that facilities remain in Council ownership, that in return for the contribution a rental rebate, rent free period or extended tenure is provided and such an agreement is for a finite period	Each Council	Sports	2
19. NSROC should assist Councils to develop a region wide sportsgrounds booking and allocation system, to include invoicing and web entry for sportsground bookings, allocation applications etc. and assist in recording demand for grounds	NSROC	Each Council + Sports	4

ACTION	Lead role	Partners	Priority
FUNDING CAPITAL WORKS PLANNING AND MANAGEMENT			
20. NSROC assist Councils to cost, develop and implement regional projects	NSROC	All stakeholders	2
21. NSROC support member Councils to negotiate funding packages with clubs and other bodies	NSROC	Sports	2
22. NSROC lead the development of regional partnerships with other government agencies, schools, and state and peak sporting bodies to implement elements of this plan	NSROC	All stakeholders	1
23. NSROC to examine opportunities for new regional funding approaches such as a Regional Sports Foundation and other coordinated regional funding mechanisms	NSROC	All stakeholders	2



Warranties and Disclaimers

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

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

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

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

