

Sport and Recreation Strategy 2013 - 2018

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Draft Report

Prepared for Horsham Rural City Council



Submitted by: SGL Consulting Group



■ **ADELAIDE**

2a Mellor Street,
West Beach, South Australia 5024
Phone: +61 (0) 8 8235 0925
Fax: +61 (0) 8 8353 1067
Email: sa@sglgroup.net

■ **BRISBANE**

PO Box 713,
Mount Gravatt, Queensland 4122
Phone: +61 (0) 416 235 235
Email: queensland@sglgroup.net

■ **MELBOURNE**

Level 2/181 Fitzroy Street
St Kilda, Victoria 3182
Phone: +61 (0) 3 8623 2840
Fax: +61 (0) 3 9681-3158
Email: victoria@sglgroup.net

■ **OCEAN GROVE**

PO Box 173,
Ocean Grove, Victoria 3226
Phone: +61 (0) 417 536 198
Fax: +61 (0) 3 5255 4717
Email: mking@sglgroup.net

■ **PERTH**

19 Clayton Street,
East Fremantle, Western Australia 6158
Phone: +61 (0) 407 901 636
Email: gmcneill@sglgroup.net

■ **SYDNEY**

1/273 Alfred Street Nth,
North Sydney, New South Wales 2060
Phone: +61 (0) 417 536 198
Email: mking@sglgroup.net

www.sglgroup.net

Offices also in

■ **AUCKLAND** ■ **CHRISTCHURCH** ■ **WELLINGTON**

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1 INTRODUCTION

This chapter provides the background to the preparation of the Sport and Recreation Strategy, its aims and objectives, methodology used and structure of the reports.

1.1 BACKGROUND

Horsham Rural City is a vibrant and diverse community situated approximately 300 kilometres north-west of Melbourne and north of the Grampians National Park, in the heart of the Wimmera region of Victoria. The municipality has a population of 20,375 and covers an area of 4,249 square kilometres. Nearly three quarters of residents live in the urban area of Horsham.

Horsham is the major provider of retail, community and government services in the Wimmera, with dry land and broad acre agriculture being the major industry. The Grains Innovation Park, a nationally acclaimed agricultural research centre, is based in Horsham and there are a range of quality educational and health care facilities including secondary colleges, a university and an agricultural college. Horsham also has a diverse array of natural assets including recreational lakes, wetlands, the Wimmera River, Mount Arapiles, the Wartook Valley and the Grampians National Park is nearby.

Horsham Rural City Council (HRCC) includes the localities of: Arapiles, Blackheath, Brimpaen, Bungalally, Clear Lake, Dadswells Bridge, Dooen, Douglas, Drung, Duchembegarra, Grass Flat, Green Lake, Greenland Dam, Haven, Horsham, Jilpanger, Jung, Kalkee, Kanagulk, Kewell, Laharum, Longerenong, Lower Norton, McKenzie Creek, Mitre, Mockinya, Mount Talbot, Murra Warra, Natimuk, Noradjuha, Nurrabel, Pimpinio, Quantong, Riverside, St Helens Plains, Telangatuk East, Tooan, Toolondo, Vectis, Wail, Wartook and Wonwondah.

HRCC is committed to its residents' well-being and providing ample recreational and sporting facilities. Consequently, HRCC has commissioned the preparation of a Sport and Recreation Strategy that will guide the HRCC Sport and Recreation Advisory committee as well as the Council for the next five years.

The study will identify and evaluate existing sports and recreation needs and the delivery of these services including recommendations that will produce effective and efficient models of future service delivery. A key outcome will be the development of a Sport and Recreation Strategy 2013-2018 that identifies the needs and service gaps in sport and recreation provision in the Horsham municipality.

The Sport and Recreation Strategic Plan will include:

- Provision of an initial prioritised list of sport and recreation projects and an estimated costing of these projects. Providing projections of future demands/needs and development of strategies for appropriate service provision, including volunteerism.
- An assessment of the appropriateness of and level of service provided by existing physical infrastructure, providing strategies and identifying priorities for development or disposal.
- Evaluation of Horsham Rural City Council's regional sports and recreation role within the wider Wimmera Region, outlining opportunities for service development. This includes the identifications of sports where a higher level of facility is required to cater for regional needs.
- Providing strategies for the most effective methods of delivering sports and recreation services that support viable community recreation, encourage innovation and stimulate increased participation.

- Providing sustainable strategies for the asset management of sports and recreation facilities and program development.
- Providing financial appraisal of the current models of funding of community sport and recreation for effective future financial support by Council.

1.2 AIM AND OBJECTIVES

1.2.1 Project Aim

To provide Horsham Rural City Council with a Sports and Recreation Strategy that identifies priority projects for Council to support for the period 2013-2018 and to respond to changing community needs and to increase participation in sport and recreation activities for all members of the community.

1.2.2 Project Objectives

- 1 To identify, analyse and evaluate existing sports and recreation needs, the delivery of services and provide recommendations for effective models of future service delivery based on best practice models and principles.
- 2 To identify and prioritise future sport and recreation development proposals and provide estimates of short, medium and long term funding requirements to undertake these projects.
- 3 To analyse Horsham's role as a regional sport and recreation centre within the context of the Wimmera region, taking into account current and future demographics. This will identify future regional sport and recreation priorities and the need for a higher level of facility to cater for regional requirements.
- 4 To review existing management/development plans of Council's Section 86 Committees of Management of sport and recreation facilities, determining the levels of completion and the relevance of recommendations in the context of current sport and recreation trends in the Horsham community.
- 5 To identify skills shortages of the volunteer base of sporting organisations and resourcing requirements for ongoing management in the longer term.

1.3 METHODOLOGY

Preparation of the Sport and recreation Strategy was undertaken in four phases involving the following tasks:

Phase 1: Project Clarification

- 1 Project clarification meeting
- 2 Review documents

Phase 2: Situation Analysis

- 1 Facility Audit
- 2 Key Informant Interviews
- 3 Organisation Survey
- 4 Demographic Analysis
- 5 Participation Trends
- 6 Industry Trends
- 7 Gap Analysis Report
- 8 Presentation of Report

Phase 3: Idea Generation

- 1 Idea Workshops
- 2 Analysis of Ideas and Actions
- 3 Investigate Best Practice
- 4 Summary of Ideas and Actions

Phase 4: Reporting

- 1 Preliminary Draft Sport and Recreation Strategy
- 2 Project Steering Team Briefing
- 3 Stakeholder Consultation
- 4 Final Report and Presentation

1.4 STRUCTURE OF THE REPORTS

This Sport and Recreation Strategy report presents the outcome of the study and should be read in conjunction with the Gap Analysis Report which summarises the data collected in the first two phases and assesses the implications of the data.

2 GAP ANALYSIS REPORT

This chapter summarises data and findings detailed in the Gap Analysis Report.

2.1 LITERATURE REVIEW

- 1 HRCC has a series of key corporate documents which provide direction for the future development of sport and recreation including the Council Plan, Health and Well Being Plan 2010-2013 and Horsham Planning Scheme Review. These documents highlight the importance of economic development, sustainable development, asset management, and community development. Consequently, a sport and recreation strategy must deliver positive outcomes in each of these four areas.
- 2 Complementing the major corporate documents, Council has commissioned a suite of strategic plans including Horsham Municipal Bicycle & Shared Path Plan 2012 – 2016, Active Communities, Positive Living - Planning for Longevity in the Wimmera 2009-2029, Horsham And Grampians (Wartook Valley) 2012-2016, Tourism and Major Events Master Plan and Capacities and Capabilities Assessment (for Events). Each of these strategies have direct implications for sport and recreation development, including:
 - Continuing to develop and expand the network of trails throughout Horsham
 - Potential to use sport and recreation activities to promote community well being
 - Potential to increase sport and recreation tourism and events
- 3 A series of reports regarding specific issues have been commissioned by various agencies. Key points raised in these reports are:
 - The outdoor 50m pool does not meet operational standards and should be either shut down or upgraded at a cost in the order of \$4.5m.
 - Need to rationalise buildings on the Showgrounds and to develop multipurpose recreation and exhibition space, workshop and exhibition space, multiuse indoor and outdoor sports courts and increased access to the playing fields within the main arena.
 - Mt Arapiles–Tooan State Park has insufficient visitors to justify development of additional accommodation.
 - Coughlin Park is a significant community sport and recreation asset, owned by the Catholic Church, but extensively used by the Horsham community.
 - Haven Recreation Reserve has a master plan for a \$5M upgrade to its facilities and amenities. [Note: Applications have been submitted to prepare master plans for Haven Recreation Reserve and Laharum Community Precinct.]
- 4 Community action plans have been prepared for Jung, Natimuk, Dadswells Bridge and Laharum. Each plan identifies specific sport and recreation developments which the community considers it needs.

2.2 POPULATION AND PARTICIPATION

- 1 The population of HRCC area was 20,375, with 74% living in the Horsham urban area. HRCC has a median age of 40 years. The age profile is heavily skewed to the older age cohorts, with 57% aged 55 years and over.
- 2 The population is projected to increase to 22,571 in the period to 2031. Aging of the population will continue, with almost a third of the population (32%) aged 60 years and over.

- 3 Research Reports into participation in physical activity found that:
- The participation rate in non organised activities is almost twice that of organised activities
 - Participation declines with age
 - Five most popular physical activities (walking, aerobics/fitness, swimming, cycling and running) are usually undertaken in a casual or informal setting. The most popular team sports (basketball, netball, football (outdoors) and Australian Rules football) have substantially lower participation rates
 - The overall participation rate in sport and physical recreation for those with a disability or long term health condition (LTC), is at lower levels when compared to those without a disability or LTC. Walking for exercise ranked as the number one activity for both genders. Activities with high male participation were golf, cycling and fishing. Females were more likely to participate in swimming, aerobics/fitness and tennis
 - Males/boys showed higher participation rates in organised sport than females/girls
 - A significant proportion of the Victorians (adults and children) do not undertake adequate physical activity and are overweight or obese
 - English language proficiency is a factor that affects participation by adults and children. Adults with poor proficiency in English as well as children whose parents were born in a non-English speaking country show low levels of participation. This is particularly noticeable for women and girls
 - People who reported their birthplace to be "Other than Main English speaking" had lower participation rates in sport and physical activities than those born in English speaking countries. The lowest participation rates in sport and physical activity were most evident in people reporting their place of birth as North Africa and the Middle East
 - The overall participation rate of the Aboriginal population was less than half, compared with almost two thirds of the non-Aboriginal population. For both populations, participation drops with age, however, there is a much greater difference between the participation levels of Aboriginal and non-Aboriginal peoples in the older age groups

2.3 KEY STAKEHOLDER INTERVIEW

- 1 Major projects proposed in Horsham are:
- Redevelopment of Town Hall as a theatre and art gallery
 - Development of Children's Service Hub in North Horsham
 - Redevelopment/reuse of former ambulance station adjacent to City Oval
- 2 Potential sport and recreation development opportunities are:
- Re-use of the freight rail area in North Horsham
 - Re-use of Horsham North Primary School
 - Increase sport and recreation use of Green, Natimuk and Toolondo Lakes
 - Link major open space areas along Wimmera River (Coughlin Park, Showgrounds, City Oval, Botanic Gardens and Lawn Tennis Club)
 - Population growth areas of Horsham West, Horsham Southbank and Haven
 - Upgrade to Coughlin Park

- Upgrade Laharum's Cameron Oval facilities
 - Redevelopment of the Showgrounds for greyhound racing and soccer
 - Development of sport and recreation facilities and amenities in Haven
 - Upgrade of College Oval for community sport, including floodlighting and change rooms
 - Development of a multipurpose indoor sports centre
 - Synthetic athletics track
- 3 Sport and recreation issues which have to be addressed include:
- Condition of the outdoor 50m swimming pool
 - Future use and operations of the Basketball Stadium
 - Lack of water for infield of the race course
 - Lack of training lights on playing fields
 - Declining number of sports teams based in the rural areas of HRCC
 - Poor condition of the commercial squash courts
 - Sustainability of all sports clubs
 - Cost of maintaining sports fields

2.4 WORKSHOPS

Four workshops were conducted targeting indoor sports, outdoor recreation and sport, rural participation in sport and recreation and Council officers.

- 1 Demand exists for a major multipurpose indoor sports centre. The preferred location is the basketball stadium/Showgrounds precinct. In addition to sports courts, the facility could include a gymnastics hall, table tennis hall and squash courts.
- 2 HRCC has a policy of providing community infrastructure and enabling the community to deliver services. Council does not have the resources to adequately maintain all its sport and recreation facilities. Criteria for funding priority is based on:
 - Demonstrated community need
 - Sustained community support
 - Multiuse and multiusers
 - Availability of Government funding
 - Social value or benefits provided
 - Availability of local/community funding
- 3 Most outdoor sports have some difficulties with the facilities they use for example:
 - Conflict exists between the two football clubs which use City Oval
 - City Oval and Dudley Cornell Park are over used
 - Soccer does not have adequate access to playing fields
 - Hockey does not have a suitable home base
 - More playing fields with training lights are required
- 4 The larger rural communities of Natimuk, Quantong, Laharum and Haven tend to be self reliant and have a strong community focus. However, common issues confronting rural communities include:
 - The long term viability of tennis courts rebuilt with flood relief funding
 - Funding replacement or major upgrades of facilities will be beyond the financial capabilities of local communities

- Declining number of volunteers and increasing administrative and regulatory requirements which volunteers must meet
- Up skilling and ongoing training of volunteers

2.5 ORGANISATION SURVEY

- 1 A web based survey of 117 sport and recreation organisations resulted in a response rate of 39% (N=46). Respondents varied in size from 9 to 770 members with an average of 157. Most clubs expect their membership to increase or decrease within a range of 20%.
- 2 60% of respondents did not consider their existing facilities to be adequate to meet their long term needs. Facilities were accessible to people with disabilities in 68% of facilities. However, most clubs expect to contribute a relatively small proportion of the total cost of upgrading their facilities.
- 3 40% of respondents plan to host a regional, state, national or international event, tournament or competition in the next three years. Almost all were regional or state level events. 24% of respondents indicated they want to host a regional, state, national or international event, tournament or competition but are unable to. The reasons for not hosting these events was
 - lack of council support
 - lack of suitable flying sites
 - no outdoor small bore rifle range
 - not enough volleyball courts under the one roof in the one location
- 4 Over half the respondents had a strategic plan. Membership appeared to be the main focus of these plans. Few respondents appear to have addressed issues which have been identified as important including:
 - Finance
 - Facility development (redevelopment, upgrading, new)
 - Facility maintenance
 - Volunteers
- 5 Respondents identified priority developments to be additional indoor sports courts, development of Green Lake and improvements to the Showgrounds.

3 RECREATION FUTURES IN HORSHAM

This section paints a picture of how recreation and sport is changing and potential future issues and trends confronting the Rural City of Horsham and other stakeholders in the provision and consumption of recreation and sport opportunities.

3.1 WHERE IS RECREATION HEADING?

Whilst Horsham is a unique community, it is affected by the same leisure participation trends as other Victorian and Australian communities. Salient factors which will impact on the future of recreation and sport in Horsham include:

- ✓ Participation in recreation, sport and physical activities is regarded as having positive benefits for individual participants as well as the general community. It is also a significant element of a quality lifestyle for many people. As lifestyle is considered to be important within Australian society, participation in recreation, sport and physical activity can be considered a "right", rather than a luxury.
- ✓ A significant population of older adults, which is increasing as a proportion of the population. As this age cohort increases in age it will become less mobile. However, there is every possibility that "baby boomers" will become more vociferous and demanding.
- ✓ Children's participation in sporting activities is relatively high, and is likely to do so in the future. The number of children participating in sport is being spread more thinly among an increasing range of sports. Consequently, some junior sports clubs may struggle to maintain numbers. Other sports, such as football (soccer) which have experienced increases in participation may continue to expand as the "world game" gains a higher profile in the Australian psyche.
- ✓ Participation in organised sport by young people is constrained by the fact that many have part time/casual employment. Working hours are outside school/tertiary education hours, which conflicts with traditional training and competition times. This is unlikely to change, hence sports may have to change their traditional operational times to cater for this new dynamic.
- ✓ Participation by adults in organised sport declines after they reach the early 20's. Compared with informal activities, participation is much lower. The trend is for "convenience" sport and physical activity. That is, activities which are available when and where it is convenient for the individual and their social/peer group. Overall there is likely to be a lower level of commitment to participate in a regular team or club competition.
- ✓ Activities which are currently the most popular (walking, cycling, swimming and fitness programs) are both non-competitive and can be considered "convenience" activities. It is likely that participation in these activities will continue to dominate participation rate studies and potentially increase. The other major benefit of these activities is that they can be easily undertaken by all sections (age, gender, ethnicity, income levels, ability levels) of the community.
- ✓ Some sections of the community have special recreation needs (eg CaLD, older adults, Aboriginal people, and people with disabilities). Generally, these demographic groups have lower levels of participation on recreation, sport and physical activity. Specific attention will be required to eliminate personal and social barriers to participation. Usually, this will require the employment of staff to develop and coordinate participation programs. It can be an expensive exercise to substantially increase participation by these people. Without this intervention, participation will continue to be relatively low.

- ✓ Community expectations regarding the quality of facilities has increased and is likely to continue increasing. In other words people will “vote with their feet” and stop using substandard facilities.
- ✓ Clubs are finding it harder to attract and retain volunteers. However, many people are time poor, and willing to pay more to participate without the “hassle” of volunteering. Consequently, sport and recreation is being privatised and the cost of participation is increasing.

3.2 MAJOR ISSUES

A series of recurring themes or issues have become evident during the research phases of this sport and recreation strategy:

- 1 The importance of economic development, sustainable development, asset management, and community development to HRCC.
- 2 Potential to increase sport and recreation tourism and events.
- 3 Many sport and recreation facilities need redeveloping or upgrading including:
 - Outdoor 50m pool
 - Showgrounds and basketball stadium precinct
 - Playing fields in the centre of the race course
 - Haven Recreation Reserve
 - Coughlin Park precinct
 - College Oval precinct
 - City Oval precinct
 - Cameron Oval, Laharum
 - Pimpinio Recreation Reserve
 - Green, Natimuk and Toolondo Lakes
 - Training lights on playing fields
 - Squash courts
 - Existing network of multipurpose trails within the urban area of Horsham
- 4 Other potential sites for additional or new recreation facilities include:
 - Old ambulance station at City Oval
 - Children’s Services Hub in Horsham North
 - Horsham North Primary School site and land adjacent to the Police Paddocks
 - Freight rail area in North Horsham
 - Residential growth areas of Horsham West (Jenkinson Estate), Horsham Southbank and Haven
 - Long distance trails in the rural areas.
- 5 Aging of the population will continue, with almost a third of the population (32%) aged 60 years and over. This age group tends to prefer low intensity, and individual based sport and recreation activities to vigorous, team based sporting activities. Participation rate in non organised activities is almost twice that of organised activities.
- 6 Five most popular physical activities (walking, aerobics/fitness, swimming, cycling and

running) are usually undertaken in a casual or informal setting. The most popular team sports (basketball, netball, football (outdoors) and Australian Rules football) have substantially lower participation rates

- 7 Sport and recreation clubs are confronted with some significant management issues such as:
 - Cost of maintaining sports fields
 - Financial sustainability
 - Access to suitable training areas
 - Declining number of volunteers
 - Increasing administrative and regulatory requirements on volunteers
 - Up skilling and ongoing training of volunteers
 - Lack of strategic planning and direction

3.3 IMPLICATIONS

Factors summarised above will impact in the provision of recreation, sport and physical activities, however it is unlikely that they can be changed in the short to medium term. Hence, a recreation and sport strategy must take these factors into account. A new recreation and sport paradigm may be required to adequately cater for the recreation needs of the Horsham community.

To improve the provision of recreation, sport and physical activity opportunities, a series of priority issues become evident:

- 1 The main sporting precinct in Horsham is the areas encompassing Horsham Lawn Tennis Club, City Oval, the Showgrounds, Basketball Stadium and Coughlin Park. Currently it is a disjointed precinct with limited integration. The opportunity exists to continue developing the area as a major focus of sport and recreation participation. In other words the primary hub of activity in Horsham.
- 2 Linear trails cater primarily for walking and cycling, two of the most popular physical activities in Australia. They are facilities with high levels of use and cater for a range of demographic groups. A key feature is that they are "free" to use. Potential exists to expand existing trails and create linkages between trails and to open spaces or areas of cultural or historical interest. Linear trails when well designed and appropriately interpreted offer significant benefits to both residents and visitors. Two categories of trails are suitable for Horsham; local tracks and trails within urban areas, and long distance trails linking points of interest.
- 3 Open space areas are highly valued by residents, including passive recreation parks and sporting reserves. Potential exists to enhance larger parcels of open space by developing them as multi-functional areas. In particular the development of quality play spaces in major open space nodes will increase the effective use of Council resources by consolidating facilities. The outcome will be open spaces which are attractive to a wider range of demographics, especially young families. When located in high profile sites, they will benefit both residents and visitors. The strategic development and use of public open space should be planned within the context of an Open Space Strategy.



- 4 Whilst a number of sports halls exist in Horsham, except for the basketball stadium, they are single court facilities. Consequently, sports have difficulty hosting major events, due to lack of multiple courts in a single location. Many sports do not want to share their facilities, protecting “their patch”. This approach has ensured that developing a cohesive long term strategy has not occurred.
- 5 Relocation of the rail freight yards and closure of the rail line through Horsham will provide the opportunity to redevelop this strategically located parcel of public land as valuable open space.
- 6 The aging profile of the Horsham community indicates that greater priority should be given to meeting the needs of older adults.

4 SPORT AND RECREATION STRATEGY

This chapter recommends a series of strategies, actions and priorities for sport and recreation provision in Horsham over the period 2013 to 2018 and beyond.

4.1 MOVING FORWARD

HRCC and the Horsham community can be proud of its sport and recreation facilities. Programs and services. Horsham possesses most types of sport and recreation facilities and its residents have access to most sport and recreation activities. Clearly there are gaps in provision, which may need to be addressed. Some gaps will require additional resources, whereas other require a change in focus or direction for key stakeholders.

4.1.1 Leadership

HRCC has a major role in the provision of sport and recreation opportunities. It has more resources available than any other organisation and is the principal funding body for the development, management and maintenance of sport and recreation within the municipality.

Council has tended to delegate responsibility for the management of its assets to other community based organisations. This has led to operational decisions which may not be in the best long term interest of the whole community. It has resulted in a situation whereby "possession is 9/10th of the law". Given that the sport and recreation landscape is dynamic and rapidly changing and stronger leadership and a more proactive approach may be required by Council.

To some extent Council has avoided making hard decisions, instead leaving it up to community groups to resolve issues and problems. In some instances, resolution has not occurred. Examples include:

- Use of City Oval, in which equitable use of the oval for training, by the two football clubs has not been achieved over many years.
- Development of an indoor, multipurpose sports complex has not occurred. A series of single and double court sports halls have been established. The result being some sports are played in very poor facilities (eg table tennis) and major indoor sports events cannot be hosted.

Council has the wherewithal to set the "tone" for sport and recreation and provide leadership. This "tone" must come from the elected members of Council and its Executive Team. In other words to be proactive not reactive.

It is recommended that Council take a stronger, more strategic leadership role in the provision of sport and recreation opportunities, particularly regarding the management and use of its sport and recreation assets.

4.1.2 Funding Priorities

HRCC does not have the resources to address all the gaps and deficiencies identified in this report. Consequently, all projects must be assessed against criteria, to determine their relative priority.

Setting priorities requires both an objective and subjective assessment. All projects must be

assessed against a common suite of criteria. These criteria should be equally applicable to the development of new facilities, programs or services, upgrading existing facilities, programs or services and managing and maintaining existing or new facilities programs or services.

It is recommended that Council use the following criteria to assess the level of resources provided to sport and recreation facilities, programs or services:

- ***Demonstrated community need***
- ***Sustained community support***
- ***Caters for multiuse and/or multiusers***
- ***A regional focus and capacity to host major events***
- ***Social value or benefits delivered***
- ***Availability of Government funding***
- ***Availability of local/community funding***

4.1.3 Quality Sport and Recreation Facilities

Horsham has a proliferation of sporting facilities, some are overused (eg City Oval and Dudley Cornell Oval) and others underused (eg Showgrounds and racecourse). Greater clarity is required to determine the role and function of sporting facilities.

Within Horsham:

- City Oval is the premier sports field arena
- Horsham Aquatic Centre is the premier aquatic centre
- Other single purpose facilities have a similar role eg velodrome, motor sports and golf

In addition, some sports are catered for with multiple high quality facilities such as tennis and lawn bowls. The opposite also occurs with some sports not having access to high quality facilities.

Council has a stated intent to increase tourist visitation to the region, and has identified sports tourism as a key market. To fully capitalise on the sports tourism market requires facilities of sufficient standard to attract visitors (players, officials and their families and friends). It will be very costly to develop high quality facilities for all sports. The starting point must be to ensure that the current major sporting facilities are managed, maintained and used to ensure they are “flagship” facilities for Horsham.

Complementing major high quality sporting facilities, will be facilities which are used for lower level sport and training. Of necessity, they will be maintained at a lower, but safe level. Adequate infrastructure is required to optimise use, such as training lights and suitable playing surface. Similarly, the level of amenities will be adequate, but not necessarily of the same standard as the major facility.

It is recommended that Council:

- 1 Ensure its premier facilities are developed and maintained to a standard adequate to host sports tourism events***
- 2 Continue to upgrade existing facilities to ensure they are fit for purpose***

4.1.4 Coordination

Complementing Council's leadership role, is the potential to improve coordination of resources. Within Horsham, a significant number of organisations are involved in the provision of recreation and sport. Each has an important role, which often can be enhanced by

improved coordination. Coordination may best be improved by providing adequate staff resources, such as a Sport and Recreation Officer. It should be noted that Horsham is one of the largest municipalities in Victoria which does not have a dedicated sport and recreation function or officer. The position must have predetermined key performance indicators, with one of the main responsibilities being implementation of the Sport and Recreation Strategy.

Examples where coordination of resources can be enhanced are:

Junior sport

Traditionally within Australia participating in junior sport is part of growing up. Hence there is a high participation rate. However, two factors will impinge upon participation in individual activities; an increasing range of activities in which young people can participate and a static number of young people in future years.

Currently, sports compete for participants with little or no coordination to allow young people to participate in multiple sports. An opportunity exists to coordinate training and competition times and participation/membership fees to increase participation.

Data base

An accurate data base of recreation and sport organisations does not exist. The Regional Sports Assembly and the Wimmera Information Network both maintain a data base. From the experience obtained during this consulting project, it appears there is limited coordination between the managers of both data bases. Accurate information on sport and recreation organisations is important from a communication perspectives and also from a data collection perspective.

Club development

A common theme which has emerged from this study is the need to increase the number and skill of volunteers. Substantial resources are available for up skilling volunteers, and within Horsham the Sports Assembly is one of a number of organisations which conduct training programs.

Volunteers are the back bone of community sport in Australia. More resources and coordination of these resources may be required to give volunteers the skills they need to function effectively.

Single Voice for Sport

Where sports have multiple clubs based in Horsham, Council is confronted with the dilemma as to how to effectively allocate its resources. For example different perspectives or opinions are apparent between football clubs, football umpire groups and tennis clubs. In other words, the sport does not speak with a single voice.

Both Council and the Wimmera Sports Assembly have significant roles in coordinating sport and recreation provision in Horsham.

It is recommended that Council:

- 1 *Employ an officer to increase coordination of sport and recreation within Council's administration and the wider community***
- 2 *Investigate strategies for improving coordination of junior sport, such as through a Junior Sports Council***
- 3 *Establish and make accessible a data base of sport and recreation organisations in the***

HRCC area

- 4 Establish a Club Development function either within Council or the Wimmera Sports Assembly, with adequate resources to support club based volunteers**
- 5 Require that all sports develop a strategic facilities plan addressing the development and use of sporting facilities**

4.2 INDOOR SPORTS

Whilst most indoor court sports have adequate access to court space for their local competitions. Horsham cannot cater for events requiring multi courts, and both table tennis and squash currently occupy poor quality facilities.

Location

Horsham Basketball Stadium is the only two court stadium in Horsham and is best placed to be expanded into a larger venue. The site is constrained by the 100 year flood levels, hence development can only occur to the south of the building over McBryde Street and linking with the Showgrounds. This option was the preferred option in the previous Sport and Recreation Strategy.

A detailed feasibility study is required to assess the relative merits of potential locations and sites for an indoor, multipurpose, sports centre. The major benefits of establishing additional indoor courts in the basketball/Showgrounds precinct are:

- 1 The precinct already includes the Basketball Stadium and St Brigid's Sports Hall. A sporting event requiring multiple courts can readily use these existing facilities.
- 2 An indoor sports centre in or adjacent to the Showgrounds can be used by the Show Society as a pavilion during the annual Horsham Show.
- 3 It is centrally located and within the major sporting precinct of Horsham which includes City Oval, lawn tennis courts, Coughlin Park and the velodrome in addition to indoor sports halls.
- 4 It can be established on public land.

The major disadvantage of this location is the 100 year flood zone. Planning advice will be required to determine the condition under which an extension to the existing basketball stadium can be constructed. Alternatively it will be constructed on the Showgrounds site, as close as practical to McBryde Street.

Another potential site is Horsham College, as an extension to the existing school sports hall, or on the site of the current school buildings to the north west of the College Oval. It is understood that land adjacent to the current sports hall facility has been "reserved" for additional class rooms. Significant demolition costs will be incurred in clearing the buildings to the north west of the College Oval.

If the Showgrounds precinct and the Horsham College location is not available, a "greenfield" site will need to be considered. Within the urban area of Horsham, the relocation of the railway freight yards provides an opportunity to develop it as a sporting precinct including sports hall.

This preliminary assessment of potential locations, suggest that the Showgrounds precinct is the option that provides the most benefits. The siting of additional indoor sports courts, within this precinct, will be subject to detailed investigation and analysis. This analysis should also

investigate other locations.

Management

Horsham Basketball are strongly opposed to the Basketball Stadium being redeveloped as a multipurpose venue, unless they retain full management rights. Based on the experience in Horsham and other basketball controlled venues throughout Australia, this will not result in a fair and equitable allocation of court space to other sports.

The current lease on the Basketball Stadium expires in 2017. At this time HRCC has the opportunity to continue Horsham Basketball's lease over the facility or to change the management regime by establishing a broad based management group.

Given the limited resources of Council, it is unlikely that funds for the development and ongoing maintenance of two stadia are available. Consequently, if Horsham Basketball continues to lease the Basketball Stadium from Council, they should do so with no financial support from Council for maintenance or stadium upgrades.

Components

Currently all sports have access to facilities. Table tennis operates from a totally inadequate pavilion in the Showgrounds. Catering for the needs of table tennis is the highest priority for indoor sports. It is understood that Squash also operate from inadequate facilities. A submission has been made to Council's Sport and Recreation Advisory Committee. Provision should be made to investigate the future needs of squash in conjunction with an indoor sports centre.

To ensure the needs of all indoor sports are adequately addressed, a feasibility study should include a specific brief to address the needs of all indoor sports, through an indoor sports strategy.

It is recommended that Council:

- 1 Proceed with plans to develop a multipurpose indoor sport and recreation centre, located as close as possible to the existing Basketball Stadium, either adjacent to, or on the Showgrounds.***
- 2 A management body comprising representatives of all potential user groups, including basketball and the Agricultural Show Society be established to manage the Basketball Stadium (when the current lease expires) and the new venue.***
- 3 Give priority to funding the capital and ongoing maintenance of a multipurpose, multiuser venue, over a single purpose facility.***
- 4 A detailed indoor sports centre strategy and feasibility study be commissioned to determine the composition, location, siting and potential staging of the multipurpose venue. Consideration should be given to including:***
 - At least two and up to four additional sports courts, with one being a show court with significant spectator seating.***
 - Squash courts (number to be determined based on demand).***
 - Table tennis hall to accommodate 10 tables.***
 - Gymnastics hall.***

4.3 PLAYING FIELDS

Adequate playing fields exist in Horsham to cater for existing demand, however they are not appropriately equipped to ensure optimum use. Factors to be considered in addressing the need for playing fields are:

- 1 Demand for outdoor sports fields are unlikely to increase given population projections and the aging of the population. Hence additional playing fields are unlikely to be required in the foreseeable future.
- 2 To optimise use of playing fields for a range of outdoor sports is dependent upon a suitable maintenance regime being instituted. Hence adequate budget provision is needed to ensure playing fields are appropriately maintained.
- 3 City Oval has the dual problem of overuse and conflict between two football clubs. To overcome the issue of overuse, an additional training venue is needed in Horsham and the amount of training on City Oval has to be reduced. Many options exist for developing workable solutions, however, they require Council to provide leadership and direction. Two potential solutions are:
 - i Restrict use of City Oval to competition matches, and prohibit training.
 - ii Restrict training on City Oval to two nights, one for each football club, rotating on a weekly basis ie Tuesday one week and Thursday the next week.
- 4 Overall, inadequate flood lights and/or change rooms suitable for training, exist at most playing fields, except City Oval. To relocate the Horsham and Horsham RSL Diggers football clubs from City Oval for training, will require the installation of suitable flood lights and change rooms elsewhere. Both Sunnyside Oval and College Oval will require flood lights and Dudley Cornell Park needs the flood lights upgraded. It is possible that installation of floodlights at Sunnyside Oval will meet with some resistance from adjacent residents. If this occurs another site may need to be developed with flood lights, such as Haven Recreation Reserve.
- 5 Creation of additional playing fields in the centre of the greyhound track is likely to result in an oversupply of playing fields. If additional playing fields are required they may be better located in the growth areas of Horsham, such as Haven. Before developing additional playing fields, existing facilities should be upgraded with training lights and appropriate change rooms. It has also been suggested that additional playing fields can be established on freehold land near Horsham College. This land will have to be purchased at a cost in the order of \$400,000 - \$600,000.
- 6 Given the climatic conditions in Horsham (ie drought and flood), reduction in the wear and tear on playing fields must be considered. Technology now exists to construct synthetic turf playing fields suitable for football, soccer and hockey. Whilst the capital costs are greater than a turf playing field, the life cycle costs are similar, and use less water. A synthetic training area, say 120m x 75m, will be suitable for all sports and can be used much more extensively than turf areas.
- 7 A feasibility study should be prepared to investigate the financial and environmental sustainability of a synthetic multipurpose playing field. A fundamental issue to resolve is the location of a synthetic playing field. To maximise use, it must be centrally located in Horsham, and have adequate floodlights and change rooms. It is likely that ARF and cricket will prefer to train on natural turf. Hockey will definitely prefer to play and train on synthetic turf, and football is likely to be happy to train on synthetic turf. A synthetic turf pitch will also be used by ARF teams during periods of heavy rain, to protect the football oval surfaces. Potential locations include the Showgrounds, racecourse and the railway freight yards when they are vacated.
- 8 The current management of playing fields has not resulted in the most cost effective

use of resources. Clubs expect to have sole use of facilities, hence cooperation between user groups has been limited. The continual proliferation of turf areas will increase the ongoing maintenance costs on Council. For example, it is likely that soccer, in the medium term will expect Council to maintain their proposed facilities at the Showgrounds.

It is recommended that Council:

- 1 Directly allocate and schedule use of City Oval, Dudley Cornell Oval, College Oval and Sunnyside Oval***
- 2 Reduce use of City Oval by restricting football training sessions.***
- 3 Allocate equal training times to all football clubs using City Oval.***
- 4 Upgrade College Oval, Sunnyside Oval and Dudley Cornell Park with floodlights adequate for training and appropriate change rooms and toilets***
- 5 A feasibility study be commissioned to assess the viability, sustainability and location of constructing a multipurpose synthetic turf playing field***
- 6 Proceed with development of a playing field, including change rooms and floodlights, at Haven Recreation Reserve when College Oval and Sunnyside Oval have been upgraded, all playing fields are used to their optimum level and demand for an additional field has been proven***

4.4 RURAL COMMUNITIES

Rural communities have a reasonable expectation that they will have a level of sport and recreation access commensurate with their population. Generally speaking, the larger communities have a football/cricket oval, netball courts, tennis courts and appropriate amenities including club rooms. Smaller communities tend to have less facilities which may include hard courts and community meeting space or hall.

The quality and type of facility in each community will vary. It is not practical to definitively state what facilities should or must exist in each community. Rather the focus should be on ensuring communities are sustainable and identifying what sport and recreation facilities are needed to ensure sustainability. This approach will require Council to work closely with, and develop a unique solution for, each community.

In the last 12 months all rural tennis courts have been upgraded. Amenities buildings at most ovals are adequate for their current level of use. Both Laharum and Pimpinio recreation reserves have substandard amenities, and require upgrading.

It is recommended that Council:

- 1 Annually review the sport and recreation component of the Community Action Plan for each of its rural communities in association with each community***
- 2 Support the upgrading of amenities at Laharum Recreation Reserve***
- 3 Support the upgrading of amenities at Pimpinio Recreation Reserve***

4.5 SINGLE PURPOSE SPORTS FACILITIES

Recently, most of tennis courts in HRCC have been redeveloped using flood relief funding. In the short term this may provide a boost to the sport. However, anecdotal evidence indicates



that a number of redeveloped courts will have minimal use. As the court surface will have a practical life in the order of 5 – 10 years, further improvements to tennis facilities is unlikely. Despite this, in the long term a regional hard court complex is supported by many people in the local tennis community.

One lawn bowls club has recently converted a turf green to synthetic. Given the climatic conditions in Horsham, it is highly likely that other clubs will also convert. These conversions should be supported by Council. Concern has been expressed about soil conditions in Horsham which may not be conducive to synthetic surfaces. It will therefore be important to monitor the recently installed synthetic green at Horsham City Bowling Club.

In addition to tennis and bowls, other sports, with single purpose facilities, which contributed to this study were golf, cycling, croquet, little athletics, model aircraft and small bore rifle shooting. Membership of these clubs tended to be relatively small, with a projected small increase in adult members, but no increase in junior members. Generally, their facilities were adequate for their needs. New floating pontoons have recently been installed on the Wimmera River for use by the rowing club, using flood relief funding.

Overall, it appears there is no need for immediate action by Council to address the needs of these clubs. Ongoing consultation with these sports is required to ensure their facilities are adequate for their members needs and suitable for hosting sports tourism events.

It is recommended that Council:

- 1 Do not provide any additional resources for tennis facilities until a strategic plan is developed which addresses the potential demand for a major regional tennis complex and use, maintenance and redevelopment of existing courts***
- 2 Support bowling clubs which plan to convert turf bowling greens to synthetic grass, subject to a business plan being prepared***
- 3 Continue to liaise with all sporting clubs regarding the maintenance, use and development/redevelopment of their facilities***

4.6 TRAILS

Given the increasing aging of the Horsham community, it is expected that use of informal, low intensity sport and recreation facilities will increase. Multipurpose short and long distance trails meet the needs of residents of all ages and can also be significant attractions for visitors.

Continued development of a trails network should be a high priority. A major element of the network is a trail along the Wimmera River within Horsham. Complementing this network can be longer trails for example linking Horsham and Natimuk.

The Horsham Municipal Bicycle and Shared Path Plan 2012 – 2016 provides detailed recommendations for both on and off road trails and paths. The off road paths and trails are suitable for both recreational walking and cycling. A works program and budget for recreational off road paths and trails is required.

It is recommended that Council implement recommendations relating to recreational off road trails and paths identified in the Horsham Municipal Bicycle and Shared Path Plan 2012 – 2016

4.7 SPECIFIC ISSUES

It is apparent that the management of some facilities is not effective, efficient or equitable.



There are a number of examples where user groups will not share facilities and cooperate with other users. Often these difficulties are based on personalities, rather than consideration of the best interests of the broader sport and recreation community. On the other hand there are also excellent examples of facilities being well managed in the best interests of the broader community.

A comprehensive review of existing management structures is required, to ensure that all facilities are managed to deliver efficient, effective and equitable outcomes. It appears that management of rural sporting facilities is both effective and efficient and no change is required. In the urban area of Horsham, change may be needed to ensure facilities are used to the optimum. A combination of leases and licences is suggested, with Council retaining responsibility for maintenance and scheduling use.

To increase the probability that sporting facilities are managed both effectively and efficiently, management or business plans should be prepared. These plans will detail how the facility will be developed in the long term and outline maintenance responsibilities and costs. To ensure optimum use of Council resources, ongoing funding for capital works and major maintenance items should be contingent upon a management or business plan being prepared.

The outdoor swimming pool at the Horsham Aquatic Centre is in need of major renovation. It currently does not meet relevant regulations and standards. The pool is not well used, and caters for a limited group of users and uses. Council has decided to upgrade the outdoor aquatic centre to ensure it meets appropriate health standards. Works proposed include upgrading water quality, de-commissioning the toddlers pool and upgrade the wet deck (at a cost of \$320,000). Given the significant number of competing priorities for Council funds, refurbishing the pool should be considered a low priority based on the criteria recommended in section 4.1.2, and it may be best to demolish this pool.

Relocation of the Horsham North Primary School to the Dudley Cornell Park creates the opportunity to establish a significant play space for the joint use by the school and community. The development will also create an opportunity to redevelop the existing Horsham North Primary School as public open space.

Relocation of the freight rail yards from Horsham North will also create an opportunity to develop this land as a significant passive recreation area. Planning for this site should take account of the proposal to relocate Horsham North Primary School to avoid duplication of facilities.

Over recent years greater attention has been given to the health and welfare of sports participants. First, greater attention has to be given to the condition of playing surfaces (for all sports). Second, the potential impact of increasing temperatures due to climate change, suggests the need for action, such as programming more sporting activities on summer evenings to avoid day time heat.

Daylight saving has meant that summer sports can be played in the cooler evening time. For a significant period over summer, adequate day light enables training and matches to be played after 6pm. However, it is also likely that demand will increase for flood lights to enable evening play to be extended. Whilst sunset in December and January is approximately 8.30pm – 8.50pm, in March it is 7.30pm. As March still produces very hot weather, floodlights for activities such as tennis and lawn bowls will be needed.

It is recommended that Council:

- 1 Offer leases of up to 5 + 5 years over recreation and sport assets to local incorporated***

bodies which have exclusive use of the asset and are totally responsible for the maintenance and upkeep of the asset

- 2 Do not provide ongoing operational funding for leased assets*
- 3 Offer seasonal occupancy agreements or licenses to groups using multipurpose and multiuser sport and recreation assets*
- 4 Allocate resources to sporting facilities based on management or business plans*
- 5 Demolish the outdoor swimming pool at the Horsham Aquatic Centre*
- 6 Develop a significant regional passive recreation park in the northern suburbs including play equipment for toddlers, primary school age children and teenagers, toilet and shade amenities, picnic/BBQ facilities and walking/cycle paths*
- 7 Determine the best location for the northern passive recreation park when the future of the rail yards and relocation of the Rasmussen Road Campus of Horsham 298 Primary School has been finalised, and compared with the merits of the Police Paddocks*
- 8 Encourage the installation of tennis and lawn bowls floodlights to enable training and competition in the evenings, during the summer months*

5 ACTIONS AND PRIORITIES

This chapter details actions, priorities and cost to implement the recommendations in the Sport and Recreation Strategy. It should be noted that priorities will change over time as circumstances change and opportunities arise. Hence the priority allocated below is not fixed, rather it should be reviewed on a regular basis and modified appropriately. Cost refers to cost to Council, and reflects the general magnitude of costs within Council's annual recurrent and capital sport and recreation budget.

Strategy	Action	Priority	Cost
Take a stronger, more strategic leadership role in the provision of sport and recreation opportunities, particularly regarding the management and use of its sport and recreation assets.	No specific action is required. Council and its senior executive team to make decisions in the best interests of the whole HRCC community rather than any single interest group.	High and Ongoing	Nil
Adopt the following criteria be used to assess the level of resources provided to sport and recreation facilities, programs or services:	Adopt the assessment criteria in determining resource allocation priorities in Council's annual budget and its capital works program.	High and Ongoing	Nil
<ul style="list-style-type: none"> ▪ Demonstrated community need ▪ Sustained community support ▪ Caters for multiuse and/or multiusers ▪ A regional focus and capacity to host major events ▪ Social value or benefits delivered ▪ Availability of Government funding ▪ Availability of local/community funding 	Require proponents of new projects to prepare a business plan demonstrating how the project meets the criteria.	High and Ongoing	Nil
Ensure its premier facilities are developed and maintained to a standard adequate to host sports tourism events	Provide adequate funds in the annual budget to develop and maintain facilities at an appropriate standard to host sports tourism events.	High and Ongoing	Moderate
Continue to upgrade existing facilities to ensure they are fit for purpose	Conduct regular building audits to ensure facilities are fit for purpose.	High and Ongoing	Low
	Allocate resources to upgrade facilities in accordance with the resource allocation criteria.	High and Ongoing	Nil
Employ an officer to increase coordination of sport and recreation within Council's administration and the wider community	Establish responsibilities and key performance indicators for a sport and recreation officer position within Council's organisational structure.	Medium to High	Moderate
	Maintain regular communication with all sport and recreation groups.	High and Ongoing	Low



Strategy	Action	Priority	Cost
	Conduct a forum every six months with sport and recreation groups to outline Council's strategies and budget priorities and to discuss matters of concern to sport and recreation groups.	High	Low
Investigate strategies for improving coordination of junior sport, such as through a Junior Sports Council	Discuss the concept of a Junior Sports Council with the Wimmera Regional Sports Assembly and sporting groups.	Low	Nil
	Subject to endorsement of the concept by the sporting community, determine the most appropriate auspice for the Council, prepare "rules" and Key performance Indicators.	Low	Low
	Provide "seed" funding for the administration and operation of the Junior Sports Council	Low	Low
	Establish the Junior Sports Council (or similar body).	Low	Nil
	Annually review performance of the Junior Sports Council against the KPIs	Low	Low
Establish and make accessible a data base of sport and recreation organisations in the HRCC area	Discuss with the Wimmera Regional Sports Assembly and the Wimmera Information Network the creation of a data base by combining data sets from both organisations.	High	Nil
	Provide funding for a regularly updated data base of sport and recreation organisations	High	Low
Establish a Club Development function either within Council or the Wimmera Sports Assembly, with adequate resources to support club based volunteers	Discuss with the Wimmera Regional Sports Assembly the creation of a Club Development function.	Medium - High	Nil
	Determine the best organisation to auspice a Club Development function.	Medium - High	Nil
	Establish Key Performance Indicators for a Club Development function.	Medium - High	Nil
	Provide funding for a fixed period, eg 3 years, subject to KPIs being met on an annual basis	Medium - High	Moderate - High
	Evaluate the Club Development function on an annual basis	Medium - High	Low



Strategy	Action	Priority	Cost
Require that all sports develop a strategic facilities plan addressing the development and use of sporting facilities	Adopt a policy of only providing funds for the upgrading of existing or development of new sporting facilities where a strategic facilities plan which includes HRCC area, has been prepared and endorsed by the relevant state sporting organisation.	High	Nil
Proceed with plans to develop a multipurpose indoor sport and recreation centre, located as close as possible to the existing Basketball Stadium, either adjacent to, or on the Showgrounds.	Establish a Task Force to drive the planning of a multipurpose indoor sport and recreation centre, chaired by Council and comprising representatives of key stakeholders, including all potential user sports	High	Nil
A management body comprising representatives of all potential user groups, including basketball and the Agricultural Show Society be established to manage the Basketball Stadium (when the current lease expires) and the new venue.	Advise Horsham Basketball that no funds will be provided for maintenance and upgrading of the Basketball Stadium while an exclusive use lease exists, except as provided for, in the current lease.	High	Nil
Give priority to funding the capital and ongoing maintenance of a multipurpose, multiuser venue, over a single purpose facility.	Adopt as a Council policy	High	Nil
<p>A detailed indoor sports centre strategy and feasibility study be commissioned to determine the composition, location, siting and potential staging of the multipurpose venue. Consideration should be given to including:</p> <ul style="list-style-type: none"> ▪ At least two and up to four additional sports courts, with one being a show court with significant spectator seating. ▪ Squash courts (number to be determined based on demand). ▪ Table tennis hall to accommodate 10 tables. ▪ Gymnastics hall. 	Obtain funding for, and commission a strategic plan and feasibility study into the viability and sustainability of a major indoor, multipurpose stadium.	Medium	Moderate
Directly allocate and schedule use of City Oval, Dudley Cornell Oval, College Oval and Sunnyside Oval	<p>Disband existing committees of management</p> <p>Allocate responsibility for scheduling use of sports oval in Horsham to the sport and recreation coordination function.</p>	Medium	Nil
		Medium	Low



Strategy	Action	Priority	Cost
Reduce use of City Oval by restricting football training sessions.	Advise the committee of management of the maximum number of training sessions allowed on City Oval	High	Nil
Allocate equal training times to all football clubs using City Oval.	Advise the committee of management to allocate equal training times at City Oval to Horsham and Horsham RSL Diggers football clubs	High	Nil
Upgrade College Oval, Sunnyside Oval and Dudley Cornell Park with floodlights adequate for training and appropriate change rooms and toilets	Assess the capacity and standard of flood lights and change rooms at College Oval, Sunnyside Oval and Dudley Cornell Park.	Medium	Low
	Consult with all stakeholders, including surrounding residents, regarding the upgraded facilities at each oval	Medium	Low
	Prepare a program of works to upgrade amenities at each oval	Medium	Low
	Upgrade College Oval	Medium	High
	Upgrade Sunnyside Oval	Medium - Low	Moderate
A feasibility study be commissioned to assess the viability, sustainability and location of constructing a multipurpose synthetic turf playing field	Obtain funding for, and commission a feasibility study into the viability and sustainability of a synthetic turf playing field	Low	Moderate
	Prepare a master plan and feasibility study for Haven Recreation Reserve	Medium	Low
Proceed with development of a playing field at Haven Recreation Reserve, including change rooms and floodlights, when College Oval and Sunnyside Oval have been upgraded, all playing fields are used to their optimum level and demand for an additional field has been proven	Allocate funds for the development of Haven Recreation Reserve	Low	High
	Each community to annually update the sport and recreation component of the Community Action Plan, including a priority list of projects.	High - Ongoing	Nil
Support the upgrading of amenities at Laharum Recreation Reserve	Prepare a master plan and business plan for upgrading Laharum Recreation Reserve	High	Low
	Allocate funds for the development of amenities at Laharum Recreation Reserve	Medium	High

Strategy	Action	Priority	Cost
Support the upgrading of amenities at Pimpinio Recreation Reserve	Prepare a master plan and business plan for upgrading Pimpinio Recreation Reserve	Low	Low
	Allocate funds for the development of amenities at Pimpinio Recreation Reserve	Low	High
Do not provide any additional resources for tennis facilities until a strategic plan is developed which addresses the potential demand for a major regional tennis complex and use, maintenance and redevelopment of existing courts	Advise local, regional and state tennis organisations that Council will only provide funds for the upgrading of existing or development of new tennis facilities when a strategic facilities plan which includes HRCC area, has been prepared and endorsed by the tennis community.	Low	Nil
Support bowling clubs which plan to convert turf bowling greens to synthetic grass, subject to a business plan being prepared	Advise all bowling clubs that Council will support the conversion of turf greens to synthetic greens if a business plan indicates the conversion if practical and viable.	Medium	Nil
	Monitor the condition of the synthetic turf at Horsham City Bowling Club	Ongoing	Nil
Continue to liaise with all sporting clubs regarding the maintenance, use and development/redevelopment of their facilities	No specific action required. This strategy requires implementation of actions relating to other strategies.	High - Ongoing	Nil
Implement recommendations relating to recreational off road trails and paths identified in the Horsham Municipal Bicycle and Shared Path Plan 2012 – 2016	Extract the priorities, actions and costing of recreational off road trails and paths in the Bike Plan.	High	Nil
	Sporting and Recreational Advisory Committee to provide Council with a priority listing of works	High	Nil
	Prepare a works program and annual budget to implement the highest priority works	High - Ongoing	High
Offer leases of up to 5 + 5 years over recreation and sport assets to local incorporated bodies which have exclusive use of the asset and are totally responsible for the maintenance and upkeep of the asset	Adopt as a Council policy.	Medium	Nil
Do not provide ongoing operational funding for leased assets	Adopt as a Council policy.	High	Nil
Offer seasonal occupancy agreements or licenses to groups using multipurpose and multiuser sport and recreation assets	Adopt as a Council policy.	Medium	Low

Strategy	Action	Priority	Cost
Allocate resources to sporting facilities based on management or business plans	Prepare management or business plans for all sporting facilities	Medium to High	Low
	Allocate resources in accordance with adopted management or business plan	High	Nil
Demolish the outdoor swimming pool at the Horsham Aquatic Centre	Prepare a cost and benefit analysis of retaining and upgrading versus demolition of the outdoor pool	High	Low
	Undertake a community engagement program regarding future development options for the outdoor pool, including the financial implications and competing priorities for Council resources	High	Low
	Proceed with demolition subject to endorsement by the community	Medium	Low
Develop a significant regional passive recreation park in the northern suburbs including play equipment for toddlers, primary school age children and teenagers, toilet and shade amenities, picnic/BBQ facilities and walking/cycle paths	Adopt as a Council policy	High	Nil
	Determine the best location for the northern passive recreation park when the future of the rail yards and relocation of the Rasmussen Road Campus of Horsham 298 Primary School has been finalised, and compared with the merits of the Police Paddocks	Medium	Low
Encourage the installation of tennis and lawn bowls floodlights to enable training and competition in the evenings, during the summer months	Conduct a locational analysis to identify the most appropriate site for a northern passive recreation park	Medium	Low
	Prepare a master plan	Low	Low
	Allocate funds for the construction of the park	Low	High
Encourage the installation of tennis and lawn bowls floodlights to enable training and competition in the evenings, during the summer months	Audit the condition and lux of all flood lights in HRCC area	Low	Low
	Prepare a priority listing of new or upgraded flood lights	Low	Nil
	Determine funding responsibility for each flood lighting project	Low	Nil
	Allocate funding to upgrade flood lights	Ongoing	High